

<b>TO:</b>	<b>CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON JUNE 17, 2019</b>
<b>FROM:</b>	<b>LYNNE LIVINGSTONE MANAGING DIRECTOR NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES</b>
<b>SUBJECT:</b>	<b>LONDON STRENGTHENING NEIGHBOURHOODS STRATEGY: NEIGHBOURHOOD DECISION MAKING PROGRAM</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director of Neighbourhood, Children and Fire Services, the following actions **BE TAKEN** regarding the Neighbourhood Decision Making Program:

- a) Civic Administration **BE DIRECTED** to make the following three changes to the Neighbourhood Decision Making (NDM) Program for 2019: an idea cannot be submitted for the same address in back to back years; London be split up into 10 geographic areas; and, cap funding to an individual project at \$15,000;
- b) Civic Administration **BE DIRECTED** to find funding in the amount up to \$67,000 for 2019 to support the changes to the NDM Program outlined in a) above; and,
- c) Civic Administration **BE DIRECTED** to submit a business case as part of the 2020-2023 Multi-Year Budget to support the Council directed changes to the Neighbourhood Decision Making Program outlined in a) above.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- London Strengthening Neighbourhoods Strategy 2017-2020 (April 26, 2016, May 24, 2017, June 20, 2017, May 28, 2019)

<b>BACKGROUND</b>
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On May 28, 2019, Community and Protective Service Committee requested the following:

That the Civic Administration **BE REQUESTED** to report back at a future meeting of the Community and Protective Services Committee with respect to the following related to the London Strengthening Neighbourhoods Strategy Neighbourhood Decision Making Program:

- a) making locations ineligible for funding in consecutive years in the Neighbourhood Decision Making Program;
- b) splitting up geographic boundaries further; and,
- c) putting a cap on amounts given to each project;

The purpose of this report is to:

- outline additional background information about Neighbourhood Decision Making (NDM);
- confirm process improvements for NDM 2019 implementation; and,
- provide options with respect to the above three proposed changes to the current NDM Program for Council to consider and the potential resource implications of these options.

### **The Neighbourhood Decision Making Program**

The heart and essence of every city and community are its neighbourhoods. Strong neighbourhoods are about people and places, and how they work together to make neighbourhoods great places to live, work, and play. Residents ideally know what is best for their neighbourhoods and will support what they create.

Neighbourhood Decision Making is a program that truly engages, empowers, and connects residents by bringing neighbours together around community-driven projects that enhance and strengthen their neighbourhoods, but it is also an example of participatory budgeting. Residents, whether they are new to London or too young to vote in a civic election, determine how to spend a portion of the municipal budget in their neighbourhoods.

Residents directly decide how to spend part of the municipal budget by making decisions that impact their lives. They are the experts, and by having a vested interest in the outcome, residents become more actively engaged in their community, their city, and in local government.

As an example, in 2018, a young girl drew a picture of the swing she wanted in her neighbourhood park. She submitted this idea to Neighbourhood Decision Making and went house to house with her picture to secure votes. On vote day, she was at her public library voting station sharing her enthusiasm for her project with prospective voters of all ages. Today, there is a new swing in her neighbourhood park for everyone to enjoy!

### **Process Improvements for NDM 2019 Implementation**

Based on early feedback from the resident surveys, Civic Administration will undertake the following steps to improve the Neighbourhood Decision Making Program for 2019:

- **Communication Strategy:** Civic Administration will review current avenues of communication and eliminate those that are ineffective and build on the communication methods that residents rated as most effective. In addition, communication assets will be translated and Civic Administration is exploring creative ideas that reach multiple audiences that will explain and promote NDM.
- **Outreach Strategy:** A concentrated effort will be undertaken in 2019, to engage neighbourhoods that haven't participated or have had minimal participation with the NDM program. City staff will continue to build key networks of resident leaders, neighbourhood associations, community groups and organizations across the city to assist in targeting neighbourhoods who may be less "organized", less involved, or are experiencing barriers to participation. Outreach strategies include:
  - Increase promotion in neighbourhoods with low participation rates in NDM over the past two years (activities may include pop up events, participating in organized neighbourhood events, attending neighbourhood meetings, and targeted social media posts).
  - Engage with community champions and local organizations to increase the reach to newcomers, cultural groups, youth, and isolated residents of London by creating specific short promotional videos describing the Neighbourhood Decision Making Program and offering presentations to a variety of organizations and associations who are interested in reaching out to their communities to promote the NDM Program.
- **Improving the "Idea Development" process:** Based on suggestions from residents, additional resources will be added online including expanding the current "idea bank", improving cost estimates, and providing simple process flow charts. In addition, Civic Administration will leverage opportunities to explore collaboration when residents in the same neighbourhood submit similar ideas.

### **Proposed Changes to the Neighbourhood Decision Making Program**

Council directed Civic Administration to review and report back on three proposed changes to the current NDM program:

- limit locations;
- split up current boundaries; and,
- cap funding.

Limiting a location/address can be turned around quickly and implemented with no additional impact to resources for the 2019 NDM program.

Splitting up the current boundaries will require additional resources. Civic Administration explored two options for splitting up the current five geographical areas (six areas and ten areas). To do this, a number of factors were taken into account in re-drawing the geographic boundaries:

- Maintain a similar population size in each area as best as possible;
- Boundaries of the revised geographic areas were drawn to align with resident-identified neighbourhoods to minimize cross-over and confusion as best as possible;
- Where neighbourhoods were split into two separate areas, population of each area and boundaries such as roads, and other natural boundaries were taken into consideration when dividing neighbourhoods; and,
- The barriers to participation (such as mobility status, prevalence of low income, population immigrated, unemployment rate, speaking neither English nor French) were taken into account, however, could only be fully be addressed in Option Two: ten geographic areas.

There are two proposed options to cap funding. Each of these options align with the options to split up the current boundaries (\$20,000 for six areas and \$15,000 for ten areas).

Outlined in the chart below are options for Council to consider for each of the changes and the potential resource implications.

Proposed Changes	Current Criteria	Option(s) for Council to Consider	Resource Implications
Limit Locations	There is no restriction limiting residents to submit an idea for the same location in consecutive years. <sup>1</sup>	An idea cannot be submitted for the same address in back to back years (2 years in a row).	N/A
Split up current boundaries	The city is divided into five geographic areas (northeast, northwest, central, southeast, southwest).  Each geographic area receives \$50,000.  See <a href="#">Appendix A</a> for boundaries.	<u>Option One:</u> The city is divided into six geographic areas (numbered 1 to 6). Each geographic area would receive \$42,000.  See <a href="#">Appendix A</a> for boundaries.	<u>Option One:</u> \$47,000  See <a href="#">Appendix B</a> for detailed resource implications.
		<u>Option Two:</u> The City is divided into ten geographic areas (numbered 1 to 10).  Each geographic area would receive \$25,000.  See <a href="#">Appendix A</a> for boundaries.	<u>Option Two:</u> \$67,000  See <a href="#">Appendix B</a> for detailed resource implications.
Capping funding	Each of the five geographic areas receive \$50,000. There is no cap on funding a project. A resident may submit an idea for up to \$50,000.	<u>Option One (six geographic areas):</u> There is a cap of \$20,000 for a project. A resident may submit an idea for up to \$20,000.	N/A
		<u>Option Two (ten geographic areas):</u> There is a cap of \$15,000 for a project. A resident may submit an idea for up to \$15,000.	N/A
		It is important to note that capping the funding for a project limits the scale of projects in public parks and other projects that have been funded in the past two years. <a href="#">Appendix C</a> outlines a list of City "infrastructure items and projects that are currently in the NDM Idea Bank.	

Pending Council's direction regarding the above proposed changes and options, Civic Administration will be launching NDM 2019 this August with a targeted vote day of November 16, 2019.

### FINANCIAL IMPACT

If Council chooses to proceed with the proposed Option Two: increasing the number of geographic areas to ten, additional one time funding in the amount up to \$67,000 will need to be identified in 2019. Civic Administration will go forward with a Strategic Investment Business Case as part of the 2020-2023 Multi-Year Budget process.

### NEXT STEPS

Civic Administration Staff will begin promoting NDM 2019 and the changes for 2019 at community events and festivals this summer. A detailed communication strategy will be developed in an effort to promote the program widely and provide targeted outreach as identified. This is contingent on the availability of additional resources and staffing to support a new geographic model.

Civic Administration will continue to monitor and evaluate the program to make sure NDM meets the purpose it was set out to accomplish: *engage, empower, and connect residents by bringing neighbours together around community-driven projects that enhance and strengthen their neighbourhoods.*

<sup>1</sup> In 2017 and 2018, there were no winning ideas that were located at the same address.

<b>CONCLUSION</b>
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Initiatives such as Neighbourhood Decision Making bring neighbours together around community-driven projects that enhance and strengthen their neighbourhoods. Funded projects can transform the culture, pulse, and even the physical appearance of neighbourhoods. These projects have the potential to build a stronger sense of community by engaging a diverse range of residents across London's neighbourhoods.

<b>PREPARED AND SUBMITTED BY:</b>	<b>RECOMMENDED BY:</b>
<b>CHERYL SMITH MANAGER, NEIGHBOURHOOD STRATEGIC INITIATIVES &amp; FUNDING</b>	<b>LYNNE LIVINGSTONE MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN &amp; FIRE SERVICES</b>

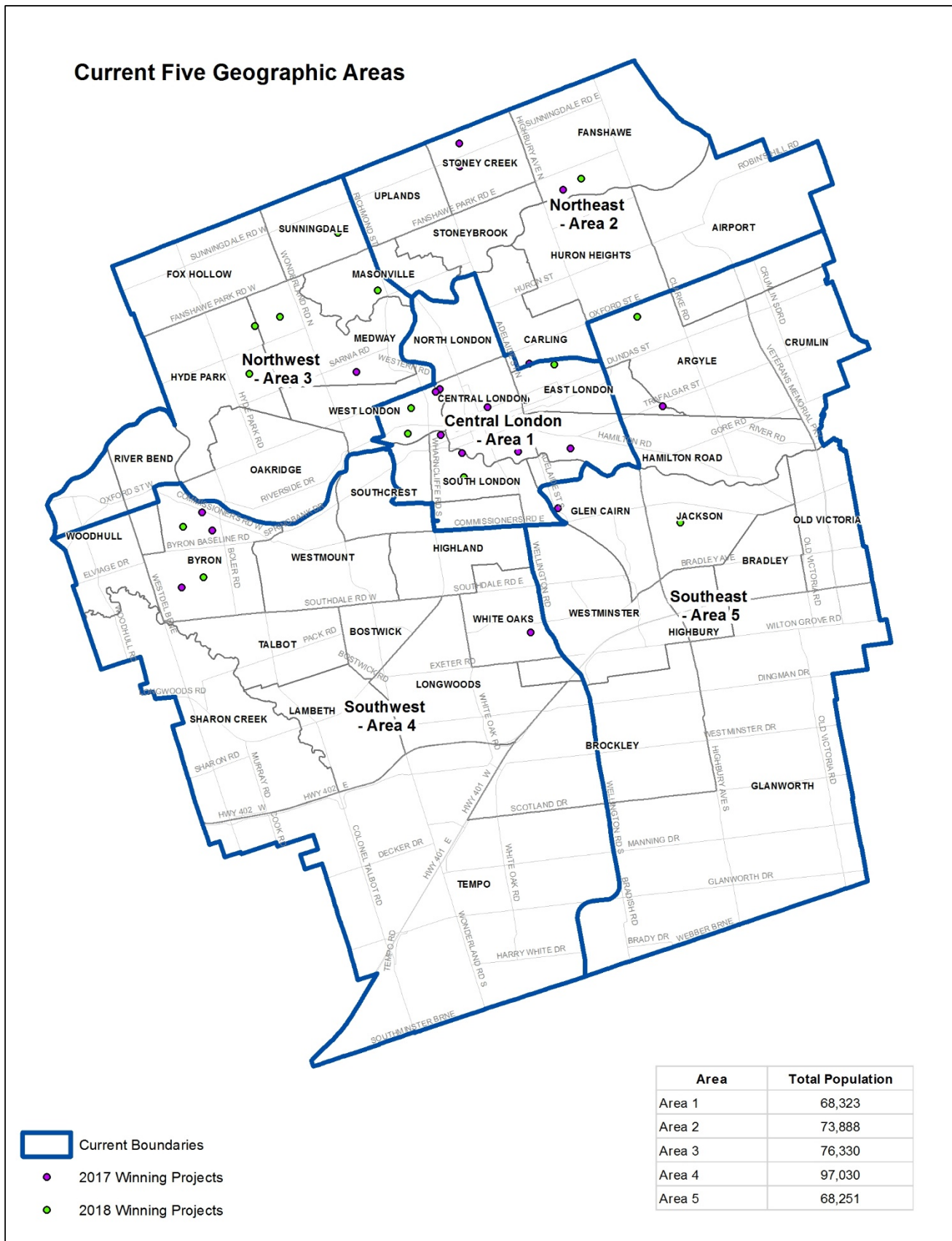
**APPENDIX A**

**NEIGHBOURHOOD DECISION MAKING PROGRAM BOUNDARIES**

**CURRENT BOUNDARIES: FIVE GEOGRAPHIC AREAS**

Below is a map of the current five geographical areas. The boundaries created took the following into account:

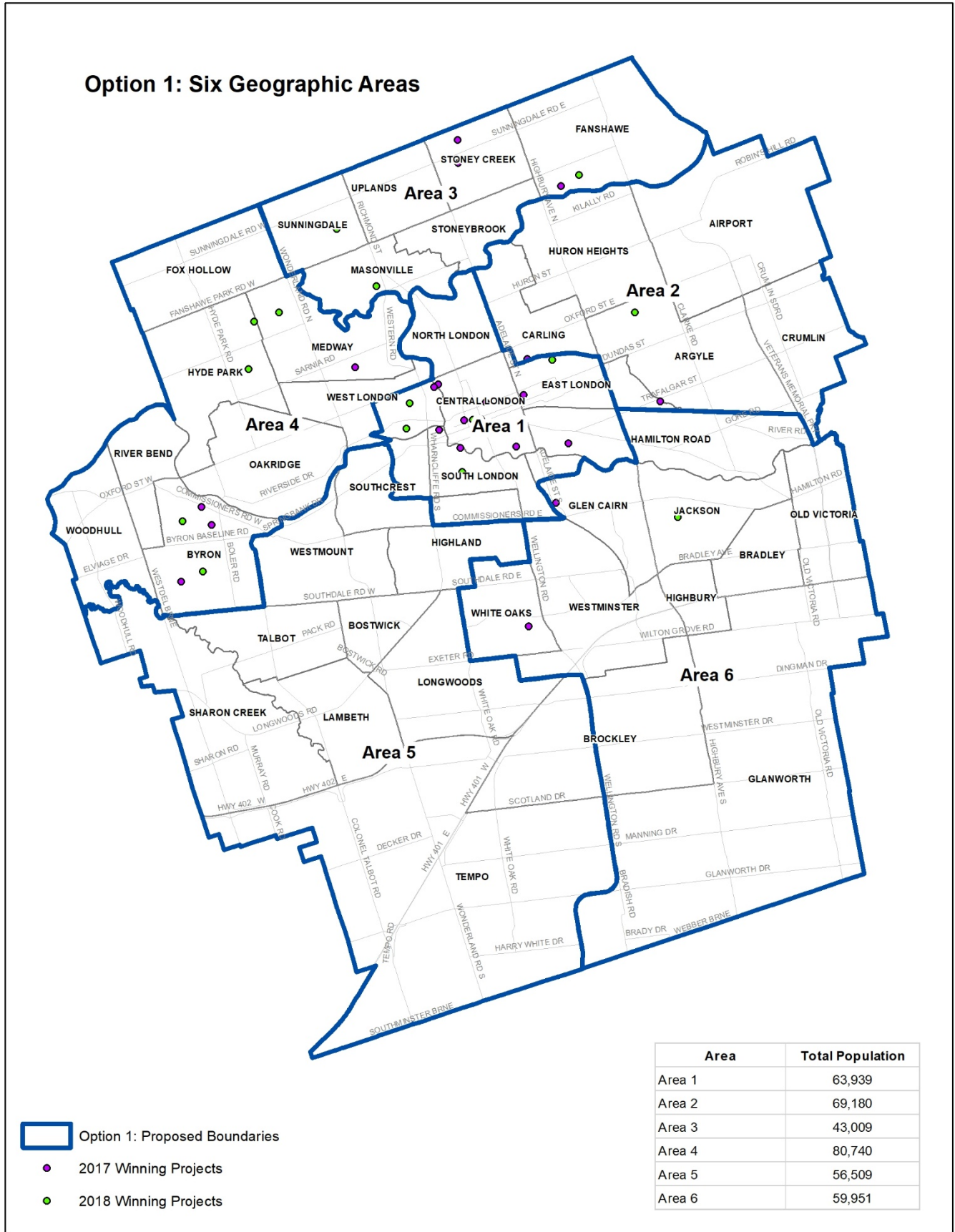
- Many residents identify with their geographic area of the city;
- These areas are aligned with resident-identified neighbourhoods minimizing cross over and confusion; and,
- Five concurrent processes are managed within current staff capacity.



# OPTION ONE: SPLITTING UP NDM PROGRAM BOUNDARIES INTO SIX GEOGRAPHIC AREAS

Below is a map of the city divided into six geographical areas (labelled Area 1 to 6). The boundaries created below take the following into account:

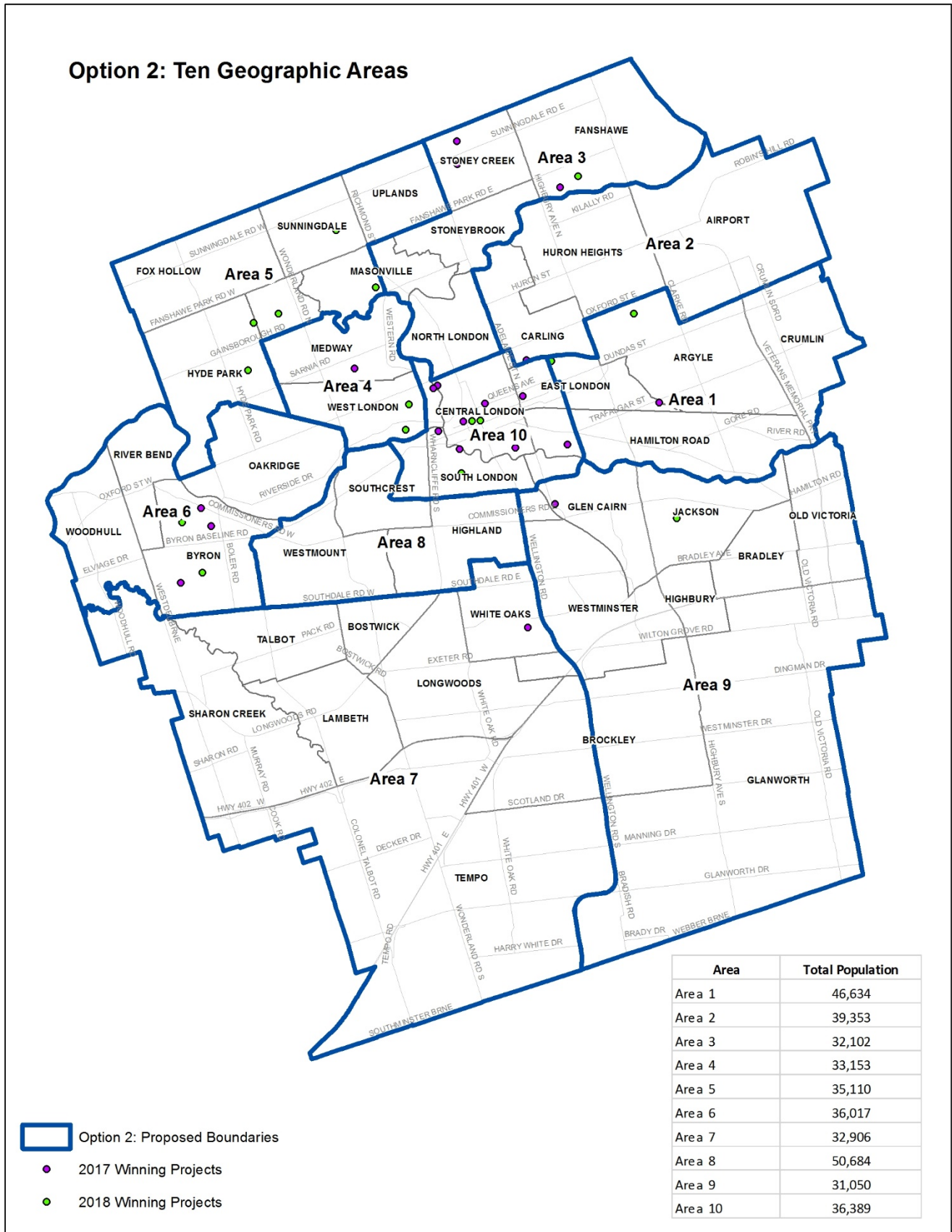
- The similar population size of each area as best as possible;
- The boundaries of the ten geographic areas are drawn to align with resident-identified neighbourhoods to minimize cross-over and confusion as best as possible; and,
- Where neighbourhoods were split into two separate areas, population of each area and boundaries such as roads, and other natural boundaries were taken into consideration when dividing neighbourhoods.



## OPTION TWO: SPLITTING UP NDM PROGRAM BOUNDARIES: TEN GEOGRAPHIC AREAS

Below is a map of the city divided into ten geographical areas (labelled Area 1 to 10). The boundaries created below take the following into account:

- The similar population size of each area as best as possible;
- The barriers to participation (such as mobility status, prevalence of low income, population immigrated, unemployment rate, speaking neither English or French)
- The boundaries of the ten geographic areas are drawn to align with resident-identified neighbourhoods to minimize cross-over and confusion as best as possible; and,
- Where neighbourhoods were split into two separate areas, population of each area and boundaries such as roads, and other natural boundaries were taken into consideration when dividing neighbourhoods.



**APPENDIX B**

**2019 ONE TIME RESOURCE IMPLICATIONS FOR OPTIONS ONE AND TWO**

If Council chooses to proceed with increasing the number of geographic areas, additional one time funding (see details below for each option) will need to be identified in 2019.

Civic Administration will go forward with a Strategic Investment Business Case as part of the 2020-2023 Multi-Year Budget process identifying ongoing resource requirements to support the implementation of the revised NDM program.

<b>Resource Implications</b>	<b>Option 1: Six Geographic Areas</b>	<b>Option 2: Ten Geographic Areas</b>
Current NDM Allocation (\$250,000)	An additional \$2,000 would be added to the overall allocation so that each area would receive \$42,000 (total of \$252,000)	N/A
Reconfiguration of the online idea submission and voting tools	\$20,000 (estimate)	\$20,000 (estimate)
Additional casual staff to support increased number of geographic areas	\$15,000 to support casual staff to assist with promoting NDM and the new criteria, supporting city staff in reaching out to the new area, supporting voting day	\$37,000 to support casual staff to assist with promoting NDM and the new criteria, supporting city staff in reaching out to an additional 5 areas, supporting voting day
Revise current communication assets to promote and inform residents of the new geographic area boundaries	\$10,000 (estimate)	\$10,000 (estimate)
<b>TOTAL</b>	<b>\$47,000</b>	<b>\$67,000</b>



## APPENDIX C

### ESTIMATED COSTS OF CITY “INFRASTRUCTURE” ITEMS AND PROJECTS

Below is a list of City “infrastructure items and projects that are currently in the NDM Idea Bank. This bank was developed in consultation with Parks and Recreation, Environmental and Engineering Services and other corporate partners. Included in this list are a number of winning NDM projects that have been funded over the past two years and built in city parks and schools.

Capping the funding for a project will limit the scale of projects that residents will be able to submit in the future, particularly in public parks and green space.

This list does not include ideas such as public art, events, festivals, etc, as these ideas can be scaled depending on available resources.

PROJECT	COST ESTIMATE
<b>\$20,001 - \$50,000</b>	
Outdoor Workout Equipment	Min. \$50,000 or \$5000 per piece
New Playground	\$50,000
Natural Landscape Playground	Min. \$35,000
Gazebo	\$30,000 - \$50,000
Volleyball Court	\$25,000
Basketball Court	\$25,000
Community Garden (self-managed)	\$25,000
Neighbourhood Multi-Use Pad and Ice Rink	\$50,000
<b>\$15,001 - \$20,000</b>	
Bike Lane	\$17,700 per/km
<b>\$15,000 and Under</b>	
Public Bake Oven	\$10,000 - \$20,000
Sidewalk	\$8,750 per 50 metres
Public Ping Pong Table (park)	\$8,500
Interpretative Signage	\$7000 per sign
Accessible Swing Set	\$6,000
Community Info Board	\$6,000
Pollinator Garden	\$3,000 - \$10,000
Chess Table	\$2,450
Community Electric Vehicle Charging Station	\$2,000 - \$10,000
Neighbourhood Ice Rink fixtures (i.e. liner, rink boards)	\$6,000 (depending on fixtures)
Bench in Park	\$2,000 (with pad)
Decorative Garbage Bin	\$2,000 (with pad)
Environmental Interpretative Signage	\$2,000 - \$7,000 per sign
Bike Rack	\$1500 per rack
Disc Golf Basket	\$600 per basket
Community Composting	\$500 - \$1,500
Replacement Accessible Swing	\$500
Small Play Equipment in Existing Play Circle	\$500 - \$5000
Utility Box Murals or wraps	\$600 - \$1000 per box
Traffic Signs	\$250 per sign
Tree Planting	\$100 – 500 per tree
Pathway in Park	\$200/metre Asphalt \$70/metre gravel
Centreline Markers (Caution for bike, pedestrian, speed zones)	\$85-\$220