

TO:	CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON MAY 24, 2017
FROM:	LYNNE LIVINGSTONE MANAGING DIRECTOR NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES
SUBJECT:	LONDON STRENGTHENING NEIGHBOURHOODS STRATEGY 2017-2020

RECOMMENDATION

That, on the recommendation of the Managing Director of Neighbourhood, Children and Fire Services, the following actions be taken with respect to the London Strengthening Neighbourhoods Strategy:

- a) The London Strengthening Neighbourhoods Strategy (LSNS) 2017 – 2020 **BE ENDORSED**; and,
- b) Civic Administration **BE AUTHORIZED AND DIRECTED** to proceed with the implementation of the London Strengthening Neighbourhoods Strategy 2017 – 2020: it being noted that funding to support LSNS is included in the Neighbourhood, Children and Fire Services approved budget for 2017-2019 and will be confirmed annually through the budget update process.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Strengthening Neighbourhoods Initiative: Kipps Lane Strategy (May 7, 2007; Oct 27, 2008 Update; June 1, 2009 Update; March 1, 2010 Update);
- City Wide Stronger Neighbourhoods Strategy (July 14, 2008, June 22, 2009);
- London Strengthening Neighbourhoods Strategy and 5 Year Implementation Plan (Feb 8, 2010);
- London Strengthening Neighbourhoods Strategy Year 1 Progress Report (March 29, 2011);
- London’s Neighbourhood Matching Fund (March 29, 2011);
- Strengthening Neighbourhoods Initiative: Argyle Strategy (May 3, 2011); and,
- London Strengthening Neighbourhoods Strategy 2017-2020 (April 26, 2016).

BACKGROUND

The heart and essence of every city and community are its neighbourhoods¹

London’s Strengthening Neighbourhoods Strategy (LSNS) is a resident driven strategy that invites and encourages resident participation and engagement to help make all of London’s neighbourhoods stronger.

LSNS significantly contributes to the “Strengthening Our Community” Area of Focus in the City’s Strategic Plan. The Strategy recognizes that neighbourhoods are about both **people** and **places**, and how they work together to make great places to live, work, and play. Strong neighbourhoods are *vibrant, connected, and engaged* – they form the backbone of our *diverse, inclusive, and welcoming community*. LSNS empowers residents to work with the City to create *healthy, safe, and accessible* places.

The purpose of this report is to provide an overview of the London Strengthening Neighbourhoods Strategy (LSNS) 2017 – 2020 and to outline next steps with respect to implementation.

London Strengthening Neighbourhood Strategy (LSNS) 2017 – 2020

Background

To support Council’s focus on “*Strengthening Our Community by building vibrant, connected and engaged neighbourhoods*”, which was further supported through the multi-year budget process, Civic Administration worked with neighbourhood groups to engage with Londoners across the city in order to develop a new London Strengthening Neighbourhoods Strategy 2017 to 2020 (LSNS 2).

¹ London Strengthening Neighbourhoods Strategy 2010 – 2015 Resident Task Force

The focus of LSNS 2 was based on Council's strategic direction to **support neighbourhood driven activities and decision making**², and build upon the many other city building initiatives that have taken place over the last five years. The strategies and action steps outlined in LSNS 2017 – 2020 align with the Strategic Plan's strategy to *support neighbourhood driven activities and decision making* to strengthen all of London's neighbourhoods.

The following **core principles** guided this work:

- 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;
- A strategy for stronger neighbourhoods will impact every neighbourhood and contribute to the quality of life for everyone; London is stronger when ALL its neighbourhoods are stronger;
- Residents will lead the change! They know what is best for their neighbourhoods, and will support what they create;
- The new strategy will build upon LSNS (2010-2015), and the many other city-building initiatives that have taken place over the last 5 years; and,
- Collaborative effort will include many community stakeholders, organizations, businesses, and staff from several City of London service areas.

Civic Administration undertook a five step process to support the resident led development of LSNS 2. This process is outlined below along with further details highlighting each step.

1. Engage Londoners in every neighbourhood
2. Bring together neighbourhood leaders to review results
3. Develop strategies to support neighbourhood driven activities and decision making
4. Take draft strategies out to the community for input and feedback
5. Finalize LSNS (2017-2020) and share with Council for endorsement

1. Engage Londoners in every neighbourhood

The goal of the engagement period was to connect with 100 residents in each neighbourhood (Planning District) in order to gather input from at least 4,200 Londoners. This work occurred through three phases:

- 1) Share information to build awareness through social media, at community events, etc;
- 2) Collect information from residents through a variety of engagement activities to seek input on what defines a strong neighbourhood and how the City can support more neighbourhood driven activities and decision making; and,
- 3) Bring people together and continue engagement with residents and organizations to collect further information and share what was learned through the engagement process and support residents to develop LSNS (2017-2020).

In total, 4,535 Londoners were engaged through this process using a range of methods including:

- “Pop-ups” in parks, community events, libraries, community centres, shopping districts, and pools across the city;
- A survey for children;
- Kitchen table conversations;
- Direct emails or phone calls to organizations representing neighbourhoods, communities of interest, and ethno-cultural groups;
- Geographically targeted Facebook posts and promoted Twitter posts;
- Photo contest asking residents to “Show Off Your NeighbourGood!”; and,
- City-wide open houses.

The table below illustrates both the engagement method and the number of Londoners engaged throughout each process:

Engagement Method	Timeline	Engagement #
Stakeholder survey	May – June 2016	180
City-wide survey & photo contest	June – October 2016	4,129
Meetings with neighbourhood leaders	Dec 2016 – April 2017	24
City-wide open houses	March 2017	202
TOTAL		4,535

² City of London Strategic Plan 2015 - 2019

2. Bring together neighbourhood leaders to review results

Below are some common themes pulled from the feedback provided by residents:

- Residents are interested in many types of neighbourhood projects with a primary focus on park enhancements and community events
- Having a voice in your neighbourhood primarily means shared decision making between neighbourhood groups and City Hall
- To more effectively work together, residents need better information and communication from City Hall and City Staff and have a clear and easy process to navigate City Hall
- Residents would be more likely to participate in neighbourhood decision making with better information and communication and a clear process
- The majority of residents want to participate in neighbourhood driven activities
- Residents participate in neighbourhood driven activities for the sense of belonging and community
- Residents would be encouraged to participate in neighbourhood driven activities if they had better information and communication about opportunities
- Residents need more information and communication, easier City Hall navigation and more resident involvement to respond to an issue or concern
- To organize more fun activities, residents need funding, communication support, and more resident involvement

3. Develop strategies to support neighbourhood driven activities and decision making

Following this broad engagement, results were shared with a team of 23 resident leaders representing Neighbourhood and Community Associations from across the city. These leaders worked over the course of three meetings to develop the draft LSNS 2017-2020.

4. Take draft strategies out to the community for input and feedback

The draft strategies were then shared with the broader community for further feedback. Residents had the opportunity to review the draft strategies and share their priorities through online comments, or at one of five open houses held across the city. The resident leaders reviewed the feedback provided by the community, edited the strategies and action steps accordingly, and finalized the document.

5. Finalize LSNS (2017-2020) and share with Council for endorsement

Below is the overview of LSNS 2, highlighting the four themes and related strategies. This document will guide the collective efforts to support neighbourhood driven activities and decision making over the next four years. See Appendix A for the full document.

London Strengthening Neighbourhoods Strategy 2017 – 2020.

The following strategies are grouped into four themes: Engagement in Neighbourhoods, Communication, Tools and Resources to Support Neighbourhoods, and Overarching Strategies. Under each of the themes are multiple strategies, actions and potential implementation partners. These strategies and actions will guide the collective efforts of City staff and community partners to support neighbourhood driven activities and decision making over the next four years.

Theme One: Engagement in Neighbourhoods

The strategies in this theme strive to increase and strengthen the general knowledge of neighbourhood identities among residents. They are:

- Increase awareness of resident-identified neighbourhoods;
- Encourage and support collaboration and information exchange between neighbourhood associations across the city; and,
- Support the creation and sustainability of neighbourhood associations.

Theme Two: Communication

The strategies in this theme strive to increase and improve communication in neighbourhoods. They are:

- Improve and coordinate communication within and amongst neighbourhoods;
- Increase and improve communication between the City of London and residents; and,
- Increase and improve communication between the City of London and neighbourhood associations.

Theme Three: Tools and Resources to Support Neighbourhoods

The strategies in this theme strive to increase and improve the tangible supports for neighbourhoods. They are:

- Grow the SPARKS! funding program to increase its reach in neighbourhoods across London;
- Provide financial support to neighbourhood associations;
- Support the development of a virtual hub that stores a variety of tools/resources/ideas/etc. that is available for neighbourhoods to access;
- City of London continues to share physical assets such as tents, movie kits, chairs, tables, etc., to support neighbourhood events and activities;
- Explore shared assets for neighbourhood associations; and,
- Decrease barriers – rules, regulations and cost – to holding events.

Theme Four: Overarching Strategies

The strategies in this theme focus on broadening engagement with diverse communities, evaluation, and reporting back. They are:

- Develop and implement a plan to broaden engagement with diverse communities;
- Evaluate London Strengthening Neighbourhoods Strategy; and,
- Report annually on progress made.

IMPLEMENTATION AND NEXT STEPS

LSNS is a fundamentally resident-driven strategy, and therefore the work associated with implementation will be shared by residents, neighbourhood associations, the Urban League of London, the City of London, as well as other networks, businesses, and organizations across the community. An initial list of potential implementation partners is included in the strategy document (Appendix A).

There are three key initiatives that the City of London will launch in the first 12 months for the implementation of LSNS 2. These are:

Initiative One:

Strategy: Grow the SPARKS! funding program to increase its reach in neighbourhoods across London

Action: Build the new SPARKS! program: Neighbourhood Decision Making

Next Steps: The city-wide rollout of Neighbourhood Decision Making

- Through the 2016-2019 Multi-Year Budget, Council directed \$30,000 to support two pilot projects in 2016, and further directed an annual investment of \$250,000 to support neighbourhood decision making across the city
- Civic Administration will bring a report to the Community and Protective Services Committee in June 2017 providing details and implementation plan for city-wide rollout

Initiative Two:

Strategy: Decrease barriers (rules, regulations, and cost) to holding events

Action: Develop a fund to support small neighbourhood/community events

Next Steps: Create a new Neighbourhood Event Fund to support small neighbourhood/community events

- Civic Administration will bring a report to the Community and Protective Services Committee in June 2017 providing details of the new fund, including criteria, how to apply, etc

Initiative Three:

Strategy: Improve and coordinate communication within and amongst neighbourhoods;

Action: Improve neighbourhood maps – interactive with community association contacts where available

Next Steps: Expand the tools and resources on the NeighbourGood London website

- City staff with the support from community stakeholders are developing a neighbourhood section that includes over 70 neighbourhood specific pages
- These new pages will go live in Summer, 2017

FINANCIAL IMPACT

Funding to support the administration and oversight of LSNS 2017-2020 is included within the NCFS base budget for 2017-2019, subject to annual confirmation through the budget update process. Additionally, as noted above, Council approved Strategic Investment Business Case #13 – London Strengthening Neighbourhoods Strategy 2015-2020 which provides a total of \$780,000 from 2016 to 2019 to enhance the City's support of neighbourhood decision making.

CONCLUSION

London Strengthening Neighbourhoods Strategy and its related strategies and actions builds on Council's commitment to "*Strengthening Our Community; by building vibrant, connected and engaged neighbourhoods*" through supporting neighbourhood driven activities and decision making.

This work will build on the vision set out by the original Strengthening Neighbourhoods Resident Task Force:

Our London is a City of neighbourhoods.

Our London neighbourhoods will be empowered, sustainable, safe and active communities. We will care for and celebrate each other while encouraging diversity and inclusiveness.

Our neighbourhoods will be environmentally and socially responsible and will have available green space, vibrant local economies and accessible amenities of daily life.

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c. Strategic Leadership Team

APPENDIX A

London Strengthening Neighbourhoods Strategy 2017-2020

Introduction

The heart and essence of every city are its neighbourhoods³. London Strengthening Neighbourhoods Strategy is fundamentally a resident driven strategy that encourages resident participation and engagement to help make all of London's neighbourhoods stronger.

In 2008, over 100 London residents came together to form a resident task force to participate in a process that developed London Strengthening Neighbourhoods Strategy (LSNS) and Implementation Plan (2010–2015). This five year plan served as a guide for the work of residents and City staff toward stronger neighbourhoods across the city.

In December 2015, the City and community celebrated the successful completion of LSNS (2010–2015) and began the conversation about what would come next.

LSNS significantly contributes to the “Strengthening our Community” Area of Focus in the City of London's Strategic Plan. The Strategy recognizes that neighbourhoods are about **people** and **places**, and how they work together to make great places to live, work, and play. Strong neighbourhoods are *vibrant, connected, and engaged* – they form the backbone of our *diverse, inclusive, and welcoming community*. LSNS empowers residents to work with the City to create *healthy, safe, and accessible places*.

Through 2016 City staff engaged residents from all of London's neighbourhoods to inform the development of a new London Strengthening Neighbourhoods Strategy. The focus of LSNS 2017–2020 is based on Council's strategic direction to **support neighbourhood driven activities and decision making**⁴, and build upon the many other city building initiatives that have taken place over the last five years.

The strategies and action steps outlined in this document align with the Strategic Plan's strategy to support neighbourhood driven activities and decision making to strengthen all of London's neighbourhoods.

Look for this icon on our photos. Photos with this icon were submitted as part of the 2016 “Show Off Your NeighbourGood” Photo Contest.

London's Vision of a Strong Neighbourhood

Our London is a City of neighbourhoods.

Our London neighbourhoods will be empowered, sustainable, safe and active communities. We will care for and celebrate each other while encouraging diversity and inclusiveness.

Our neighbourhoods will be environmentally and socially responsible and will have available green space, vibrant local economies and accessible amenities of daily life.⁵

Process

The development of this strategy took place over a 12-month period through 4 steps:



STEP 1: MAY - JUNE 2016
Stakeholder Surveys
180 surveys completed



STEP 2: JUNE - OCT 2016
City-wide Surveys & Photo Contest
4129 residents participated



STEP 3: DEC 2016 - APR 2017
Meetings with 23 neighbourhood leaders



STEP 4: MARCH 2017
City-wide Open Houses
Over 200 in-person and online submissions

³ London Strengthening Neighbourhoods Strategy (2010-2015) Resident Task Force

⁴ Strategic Plan for the City of London (2015 - 2019)

⁵ London Strengthening Neighbourhoods Strategy (2010 - 2015)

The goal of engagement was to connect with 100 residents in each neighbourhood with an overall target of 4,200 Londoners. In total, over 4,500 Londoners were engaged through this process using a range of engagement methods including:

- “Pop-ups” in parks, community events, libraries, community centres, shopping districts, and pools across the city;
- A kids’ survey;
- Kitchen table conversations;
- Direct emails or phone calls to organizations representing neighbourhoods, communities of interest, and ethno-cultural groups;
- Geographically targeted Facebook posts and promoted twitter posts;
- Photo contest asking residents to “Show Off Your NeighbourGood!”; and,
- City wide open houses.

Following this broad engagement, the results were shared with a team of 23 resident leaders representing Neighbourhood and Community Associations from across the city. These leaders worked over the course of 3 meetings to develop the draft LSNS 2017-2020. Those strategies were then put back out to the community for feedback. Residents had the opportunity to review the draft strategies and share their priorities and comments online or at one of 5 open houses across the city. The resident leaders considered the feedback from the community engagement and finalized the strategy.

Highlights from Community Engagement

- Residents are interested in many types of neighbourhood projects with a primary focus on **park enhancements** and **community events**.
- Having a voice in your neighbourhood primarily means **shared decision making between neighbourhood groups and City Hall**.
- To more effectively work together, residents need better **information and communication from City Hall** and **better communication within neighbourhoods**.
- For residents to more effectively work with the City of London, they need **stronger relationships with Councillors and City staff** and a **clear and easy process to navigate City Hall**.
- Residents would be more likely to participate in neighbourhood decision making with **better information and communication** and a **clear and simple process**.
- The majority of residents want to participate in **neighbourhood driven activities**.
- Residents participate in neighbourhood driven activities mainly for the **sense of belonging and community**.
- Residents would be encouraged to participate in neighbourhood driven activities if they had **better information and communication** about the opportunities.
- Residents need more information and communication, **easier City Hall navigation** and **more resident involvement** to respond to an issue or concern.
- To organize **more fun activities**, residents need funding, communication support, and more resident involvement.

Strategies

The following strategies are grouped into four themes: Engagement in Neighbourhoods, Communication, Tools and Resources to Support Neighbourhoods, and Overarching Strategies. Under each of the themes are multiple strategies, actions and potential implementation partners. These strategies and actions will guide the collective efforts of City staff and community partners to support neighbourhood driven activities and decision making.

Theme 1: Engagement in Neighbourhoods

Strategy 1: Increase awareness of resident-identified neighbourhoods.

Actions:

1. Target under or non-represented neighbourhoods (including newly built or dormant) with engagement opportunities and support, including communication, events and facilitation.
2. Use the resident-identified neighbourhood names when corresponding with residents and resident associations.
3. Create opportunities to celebrate neighbourhood identities both at the neighbourhood level and city-wide.
4. Work with the London St. Thomas Association of Realtors to get realtors using resident-identified neighbourhood names.
5. Help “create a myth” for neighbourhoods – based on the historical events in the neighbourhood.

Potential Implementation Partners:

- City of London
- Councillors
- Neighbourhood Associations
- Realtors
- Urban League of London

Strategy 2: Encourage and support collaboration and information exchange between neighbourhood associations across the city.

Actions:

1. Hold regular forum for neighbourhood associations to share information, develop strategies, support ideas, and share contact information.
 - This should be resident-led and independent of City involvement.

Potential Implementation Partners:

- Neighbourhood Associations
- Urban League of London

Strategy 3: Support the creation and sustainability of neighbourhood associations.

Actions:

1. Increase outreach to new neighbourhoods – make it intentional, fun and easy through supporting events such as movie night in the park.
2. Provide a resource person to support the creation of neighbourhood associations with facilitation, Terms of Reference, etc..
3. Identify volunteers within community associations to act as expert advisors for other associations.

Potential Implementation Partners:

- City of London
- Family Centres
- Fanshawe College
- London Public Library
- Neighbourhood Focused Organizations (Neighbourhood Resource Centres, London Intercommunity Health Centre)
- Neighbourhood Associations
- Urban League of London
- Western University

Theme 2: Communication

Strategy 1: Improve and coordinate communication within and amongst neighbourhoods.

Actions:

1. Install standardized way-finding maps with neighbourhood-relevant information in high traffic locations in neighbourhoods.
2. Install resident-managed bulletin boards in neighbourhood “bumping places” which are identified on a publicly accessible online map.
3. Include neighbourhood specific information on waste collection calendar including community association contacts, where available.
4. Improve neighbourhood maps – interactive with community association contacts where available.
5. Continue to improve and promote the NeighbourGood website:
 - Methods for feedback and input on websites tools and templates;
 - Maps of associations, contacts; and,
 - Maps of BIA’s and other business associations, contacts.

Strategy 2: Increase and improve communication between the City of London and residents.

Actions:

1. Adopt plain language for all City documents and communications.
2. Create opportunities for residents to regularly share information with City Staff and Councillors, at the neighbourhood level with town hall meetings, monthly exchanges of information, etc.
3. Create opportunities for City Staff and Councillors to share timely information with neighbourhoods/wards in a variety of ways including email, newsletters, community bulletin boards, web apps, mail.
4. Explore the development of a web application that residents can subscribe to receive “city” information – zoning applications, minor variances, road construction, environmental assessments, emergency alerts, waste collection days etc. that impact their local neighbourhood.
5. Develop a tool to enhance community feedback and input related to city issues, opportunities, etc.

Strategy 3: Increase and improve communication between the City of London and neighbourhood associations.

Actions:

1. Increase the availability of City of London contacts for general and specific issues.
2. Provide training/support to City Staff and Councillors on how to more effectively engage with neighbourhood associations around community issues.
3. City of London, Urban League of London, and Neighbourhood Associations to hold annual Neighbourhood Conference to share tools, resources, how to’s, and expert advice through a variety of workshops and trade fair-style booths.
4. Explore consistently including neighbourhood associations in the notification process for items such as zoning applications/variances that impact work being done in the association’s geographical area of interest.

Potential Implementation Partners (for Strategies 1, 2, and 3):

- Business Associations
- City of London
- Councillors
- Fanshawe College
- London Public Library
- Neighbourhood Associations
- Neighbourhood Resource Centres
- Family Centres
- Urban League of London
- Western University

Theme 3: Tools and Resources to Support Neighbourhoods

Strategy 1: Grow the SPARKS! funding program to increase its reach in neighbourhoods across London.

Actions:

1. Build the new SPARKS! program: Neighbourhood Decision Making. This new program should take steps to:
 - Make the process easier;
 - Have the program be more flexible so that the same event or idea can be funded more than once and allow for extensions; and,
 - The program should be resident-driven – residents determine where the funding goes.

Potential Implementation Partners:

- City of London

Strategy 2: Provide financial support to neighbourhood associations.

Actions:

1. Develop a funding model with a clear process and guidelines to support:
 - a. The start-up cost of new neighbourhood associations to support engagement and communication (such as initial mail out to all residents in an association's boundaries);
 - b. Ongoing needs of neighbourhood associations such as: space, technology, accessibility, translation services, communication strategies, signage, and neighbourhood activities.
2. Identify a funding source.
3. Educate neighbourhood leaders about the various external (non-City) funding opportunities.

Potential Implementation Partners:

- Pillar Non-Profit Network
- Urban League of London

Strategy 3: Support the development of a virtual hub that stores a variety of tools/resources/ideas/etc. that is available for neighbourhoods to access

Actions:

1. Identify a virtual hub/website that could be used to store information that acts as a portal for all tools and resources.
2. Create a "Welcome Wagon" toolkit which connects new residents to their neighbourhood.
3. Create user guides for communication tools such as: Mail Chimp, posters, newsletters, and social media.
4. Develop a directory of contacts; experts or people with experience who volunteer as advisors for neighbourhood associations.
5. Seek input and develop new tools based on neighbourhood association/resident ideas such as:
 - How-to-Guides (for example: how to throw a block party, how to create a farmers market, etc.);
 - Idea generation – a place that residents can share great ideas, events and activities (what worked, what didn't, tips, etc.);
 - Tools and resources that support diversity, inclusion, etc.;
 - Neighbourhood association governance tools such as, terms of reference, constitution, creating vision and mission;
 - Explore a centralized (online) booking system of venues and assets;
 - Centralized access to communications – Mail Chimp, Facebook, creation of websites;
 - Online chat for neighbours/neighbourhood associations; and,
 - Develop a program to support the creation of new business associations.

Potential Implementation Partners:

- Local technology sector partners
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Strategy 4: City of London continues to share physical assets such as tents, movie kit, chairs, tables, etc. to support neighbourhood events and activities.

Actions:

1. Develop an online booking system to support neighbourhood groups and residents to access the City's physical assets.
2. Work with neighbourhood groups and residents to identify additional physical assets that would support neighbourhood events.

Potential Implementation Partners:

- City of London

Strategy 5: Explore shared assets for neighbourhood associations.

Actions:

1. Explore neighbourhood locations to secure small office or storage space where neighbourhood associations can meet and/or store physical assets, for example: Neighbourhood Resource Centres, Libraries, etc.
2. Support neighbourhood associations to secure storage space, both physical and electronic.
3. Have neighbourhood associations work together to purchase and share common assets.

Potential Implementation Partners:

- Business Improvement Associations
- London Public Library
- Neighbourhood Resource Centres
- Urban League of London

Strategy 6: Decrease barriers (rules, regulations and cost) to holding events.

Actions:

1. Increase knowledge and awareness of who to contact in order to hold neighbourhood events (for example develop a "how to run a neighbourhood event" tool/web page).
2. Make it easier to find the person with the answers when contacting the City of London.
3. Develop a fund to support small neighbourhood/community events.

Potential Implementation Partners:

- City of London

Theme 4: Overarching Strategies

Strategy 1: Develop a plan to broaden engagement with diverse communities.

Actions:

1. Develop resources in other languages that are AODA compliant and covers all other dimensions of diversity.
2. Partner with community stakeholders to broaden engagement with diverse communities.
3. Align with relevant recommendations from the Community, Diversity and Inclusion Strategy.
4. Align with relevant recommendations from the Age Friendly London Strategy.
5. Develop tools to connect neighbourhood groups with communities of interest (i.e. music, art, crafters).
6. Increase awareness of neighbourhood groups to organizations who are settling people into neighbourhoods and /or represent other communities of interest.

Strategy 2: Evaluate London Strengthening Neighbourhoods Strategy.

Actions:

1. Develop an evaluation plan, including a survey to measure the impact and effectiveness of this plan and all the strategies.
2. Develop a process for interested neighbourhood associations and residents to meet annually to assess progress, and determine the strategies and action steps for the following year.

Strategy 3: Report annually on progress made.

Actions:

1. Develop a progress report to keep the community and City Council informed.

Potential Implementation Partners (for strategies 1, 2, and 3):

- City of London
- Neighbourhood Associations
- Urban League of London
- Volunteer Networks
- Not-for-profit organizations
- Faith-based organizations

Implementation Plan

LSNS is a fundamentally resident-driven strategy, and therefore the work associated with implementation will be shared by residents, neighbourhood associations, the Urban League of London, the City of London, as well as other networks, businesses, and organizations across the community. An initial list of potential implementation partners is included in this strategy document.

There are three key initiatives that the City of London will launch in the first 12 months for the implementation of LSNS 2. These are:

1. The city-wide rollout of Neighbourhood Decision Making – through the 2016-2019 Multi-Year Budget, Council directed \$30,000 to support two pilot projects in 2016 and further directed an annual investment of \$250,000 to support neighbourhood decision making across the city;
2. A new Neighbourhood Event Fund to support small neighbourhood/community events; and,
3. An expansion of the tool and resources on the NeighbourGood London website.

A **special thank you** to the members of the resident leadership working group, who helped shape these Strategies:

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Glenn Allaire	Dan Doreshenko	Susan Stevens
Ian Bailey	Nathalie Edwards-Leroux	Katie Stewart
Daphne Bice	Geoffrey Faul	Philip Toleikis
Kevin Bice	Wes Kinghorn	Anna Maria Valasto
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