



2016 – 2019 CITY OF LONDON STRATEGIC MULTI-YEAR BUDGET

ADDITIONAL INVESTMENTS BUSINESS CASE #13

STRATEGIC AREA OF FOCUS:	STRENGTHENING OUR COMMUNITY
SUB-PRIORITY:	VIBRANT, CONNECTED, AND ENGAGED NEIGHBOURHOODS
STRATEGY:	SUPPORT NEIGHBOURHOOD DRIVEN ACTIVITIES AND DECISION MAKING
INITIATIVE:	LONDON STRENGTHENING NEIGHBOURHOODS STRATEGY (LSNS) 2015 - 2020
INITIATIVE LEAD(S):	LYNNE LIVINGSTONE
SERVICE(S):	COMMUNITY DEVELOPMENT & FUNDING
TOTAL 2016 – 2019 INVESTMENT REQUESTED (\$000'S):	\$750
TOTAL 2016 – 2019 NET BUDGET REQUESTED (\$000'S):	\$750

WHAT IS INCLUDED IN THE BASE BUDGET?

BASE BUDGET (\$000'S):	2015	2016-2019 TOTAL
Civic Service Areas:		
Operating	\$150	\$600
Full-Time Equivalents	1	1

Base Budget Summary:

London Strengthening Neighbourhoods Strategy (LSNS) base budget is broken down into 2 components:

1. SPARKS! Neighbourhood Matching Fund (\$50,000) - community grant program that supports the creation and implementation of neighbourhood-driven initiatives that build neighbourhood capacity, connections, and livability.
2. LSNS Strategies (\$100,000) - funds to support the development and implementation of strategies identified in the LSNS Plan. Through these strategies several programs and tools were developed that strive to provide measurable, sustainable outcomes in neighbourhoods, build capacity, and strengthen London's neighbourhoods. Examples of the programs and tools recently developed include: Walk to Shop, Neighbourhood Safety Audit, Neighbourhood Association Tool Kit, Movies in the Park Activity Kit, Neighbourhood Action Plans, and Neighbourhood Events/Block Parties.

These neighbourhood driven activities are central to city building by empowering residents and cultivating community leadership which forms the foundation of vibrant, connected, and engaged neighbourhoods (as outlined in the Strategic Plan).

BASE BUDGET METRICS	2015	2016	2017	2018	2019
# of Sparks! neighbourhood projects	11	11	11	11	11
Amount of community \$ leveraged	\$122,705	\$122,705	\$122,705	\$122,705	\$122,705
# of neighbourhood programs/ tools	10	10	10	10	10
Total # of neighbourhood activities supported (through use of tools)	39	39	39	39	39

Note – metrics realized in 2015 are expected to remain constant at the base budget funding level

WHAT INVESTMENT IS REQUIRED FROM PROPERTY TAX?

TAX LEVY IMPACT (\$000'S):	2016	2017	2018	2019	2016-2019 TOTAL	2020-2025
Net Requested Tax Levy (Cumulative)	0	250	250	250	750	2,100
Net Incremental Tax Levy	0	250	0	0		
Annual Tax Levy Impact	0.0%	0.05%	0.0%	0.0%		

INITIATIVE DELIVERABLES

In 2010, City Council endorsed **London Strengthening Neighbourhoods Strategy (LSNS) and Five-Year Implementation Plan**. In the 2012 budget, \$100,000 was allocated to support resident-led strategies identified in the LSNS Plan. Through these strategies several programs and tools were developed that strive to provide measurable, sustainable outcomes in neighbourhoods, build capacity, and strengthen London's neighbourhoods.

LSNS is fundamentally a resident driven strategy that invited and encouraged resident participation and engagement to help make all of London's neighbourhoods stronger. This was one of the City's first cross-departmental initiatives of this nature. It has proven to be very successful and opened the doors for increased collaboration across departments and increased opportunities for resident engagement and resident led opportunities.

In addition, \$50,000 was re-allocated in the service's areas budget to support a City of London Neighbourhood Matching Fund (SPARKS!) in 2011. The LSNS Resident Task Force identified the development of a neighbourhood matching fund as a creative and innovative way to engage, empower and connect residents.

A neighbourhood matching fund brings neighbours together around community-driven projects that enhance and strengthen their own neighbourhoods. Funded projects can transform the culture, pulse and even the physical appearance of many neighbourhoods and build a stronger sense of community by engaging people from diverse walks of life. With the support of the City of London, the Neighbourhood Matching Fund allows neighbourhood groups to initiate, manage and implement projects that truly make a difference and strengthen London's neighbourhoods.

Additional operating funding is required to support the next phase of London Strengthening Neighbourhoods Strategy in order to:

1. Support neighbourhood decision making by growing the SPARKS! program, which allocates funds to each neighbourhood enabling neighbourhood driven projects that residents create and implement as one neighbourhood. Funds will be allocated to each neighbourhood and through a variety of outreach, communication, and engagement strategies, each neighbourhood will determine their preferred neighbourhood building project(s). Neighbourhood groups may use SPARKS! funds to plant public gardens, restore environmental resources, create public art, pilot a community program, host a neighbourhood event, document a neighbourhood's history, or enhance a park or playground, to name just a few ideas.

An increase to the current SPARKS! Neighbourhood Matching Fund will allow funds to be dispersed across all of London’s neighbourhoods. Local residents in those neighbourhoods will make decisions together on the projects to be funded in their own neighbourhoods. This local decision making is an engagement tool that empowers local residents as they create and implement neighbourhood driven projects that are funded through a portion of the municipal budget.

2. Support neighbourhood driven activities by continuing to build upon the successful resident driven strategies implemented over the last 5 years. Additional funding will support the new resident driven initiatives that come out of the next phase of London Strengthening Neighbourhoods Strategy. In 2016, city staff and local neighbourhood champions will engage the broad community across all neighbourhoods to inform the direction of future neighbourhood driven activities and neighbourhood driven decision making which are crucial to city building: *neighbourhoods are about people and places and how they work in partnership to make neighbourhoods great places to live, work and play.*
3. In addition, an increase of 1 Full Time Employee is required in 2018 to support the achievement of the KPI’s. This position was added on a temporary basis in 2015 up to 2017 and is being requested to be made permanent in 2018.

CUMULATIVE OPERATING BUDGET (\$000’S):	2016	2017	2018	2019	2016-2019 TOTAL	2020-2025
Expenditure	0	250	250	250	750	2,100
Source of Funding:						
Grants						
User Fees						
Savings from Existing Budget						
Other – EEE Reserve						
Net Tax Levy	0	250	250	250	750	2,100
Additional Full-time Equivalents	0	0	1	0	1	0

METRICS (CUMULATIVE CHANGES)	2016	2017	2018	2019
Additional # of Sparks! neighbourhood projects		24	42	42
Additional amount of community \$ leveraged		\$268,000	\$470,000	\$470,000
Additional # of neighbourhood programs/tools		15	20	25

METRICS (CUMULATIVE CHANGES)	2016	2017	2018	2019
Additional # of neighbourhood activities supported (through use of tools)		58	78	98
Additional # of new/rejuvenated neighbourhood groups/associations		2	3	4

WHAT ARE THE RISKS OF NOT PROCEEDING?

In 2009, Civic Administration began a process of large scale resident engagement across London's neighbourhoods: London Strengthening Neighbourhoods Strategy (LSNS). This strategy became a vehicle for collective action at the neighbourhood level. LSNS has created a foundation for strong city building and there is now an expectation to build on current engagement strategies, neighbourhood driven activities, and decision making as outlined in The Strategic Plan for the City of London (2015-2019).

London has many neighbourhoods where residents regularly work together to collectively safeguard and improve their shared quality of life. The engine at the core of these strong neighbourhoods is an established and well-functioning network of relationships, fueled by a dedicated team of community leaders. Although current and potential community leaders exist in every corner of our city, not all of London's neighbourhoods contain the established network of relationships necessary for them to fully realize their potential impact. This inconsistency in "neighbourhood strength" contributes to some of the disparities that exist across our city (economic, social, health). If the City of London doesn't continue to support and strengthen all neighbourhoods in this way, these disparities across our city will run the risk of deepening, potentially requiring greater investment in the future.

Some other specific risks include:

- 1** Lack of trust between residents and Civic Administration and Council – it is important to foster an environment that: invites and encourages citizen participation and engagement; is accessible to citizens' needs; and listens to their needs (Council recognizes this in their Strategic Plan under both Strengthening our Community and Leading in Public Service)
- 2** Lack of momentum – community leadership is critical in developing vibrant, connected and engaged neighbourhoods. Without ongoing opportunities to engage and empower residents to have greater involvement in decisions that impact their neighbourhoods, Civic Administration and Council will lose the connection to local residents and neighbourhood groups
- 3** Neighbourhood engagement stays the same and gradually declines – residents aren't engaged, lack of support and connectedness amongst neighbours, disparities grow in neighbourhoods across our city

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- 4 City does not prosper – neighbourhoods are not vibrant, connected and engaged (decrease in quality of life for everyone); cities can't only invest in neighbourhood infrastructure (*place*), there must also be investment in "*people*" to build strong neighbourhoods.
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OTHER INFORMATION TO REFER TO

SPARKS! Neighbourhood Matching Fund Information,

<http://www.london.ca/city-hall/funding-grants/community-funding/Pages/SPARKS-Neighbourhood-Matching-Fund.aspx>

London Strengthening Neighbourhoods Strategy and 5 Year Implementation Plan,

<http://www.london.ca/residents/neighbourhoods/Pages/London-Strengthening-Neighbourhoods-Strategy.aspx>