

**London Strengthening Neighbourhoods Strategy
Resident Task Force**

**Five Year Strategy
and Implementation Plan**

December 2009

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The heart and essence of every city and/or community are its neighbourhoods!

This document contains the collective ideas of a group of London residents for creating the best city we can imagine. We came together in the fall of 2008 in response to a call by City of London staff for willing participants to join a task force composed of a broad cross-section of people who wanted to make and keep London and its community of neighbourhoods a wonderful place to live. Over 100 people from many different backgrounds, jumped at the opportunity – excited to take part in an endeavour that recognized, up front, that people generally know what’s best for their neighbourhood, and, that their local wisdom would be valued.

Other cities in Ontario and across North America have undertaken revitalization or renewal projects in conjunction with community leaders in a similar fashion. Some neighbourhoods within London have already employed a community consultation process with good results, for example, Friends of Meadowlily Woods, Kipps Lane, Old East Village, and SOHO (South of Horton). This task force endeavoured to learn from the efforts of other municipalities, draw on our localized experiences, broaden our understanding of the issues and apply our conclusions to the city as a whole.

In order to have a starting point, London was divided into 42 neighbourhoods. A very high percentage of them were represented on the Resident Task Force. We recognize that individuals might define their neighbourhoods differently. Every resident has a particular and perhaps unique understanding of what it means to live in their neighbourhood.

We also discovered that “neighbourhood” and “community” are not synonymous, although we often use the words loosely and interchangeably to mean the same thing. According to Jim Diers, a Seattle-based community developer, “A neighbourhood is a geographic area that people share, while a community is a group of people who identify with and support one another”. Lines on a map therefore, will not adequately define the essence of a community which is more often based on common interest and relationships.

Although on the surface all of London’s neighbourhoods can and must be characterized by their uniqueness, underneath there are common identifiable qualities built and maintained around a framework of core elements. We all have concerns about safety, heritage, walkability, beautification, adherence to bylaws, interactions with city hall and positive interactions with neighbours, to name a few. It is the commonalities that we sought to come to terms with. *What is London like now? Are there natural landscapes? Do we make decisions about our neighbourhoods? Are neighbourhoods accessible to all? Can we move with ease within and between neighbourhoods? What do we want London to be like in 5 years? How about 10 years and beyond?*

We wanted this to be a “made in London” document. So, over the past year and a half, we Londoners gathered our own ideas about *people* and *places*, embarked on our own process of discovery and examined in depth what we believe are the key underlying elements that must be addressed to foster strong community within neighbourhoods in London. This was accomplished through intensive discussions by those present at monthly meetings and by outreach to our neighbours. Throughout the process we were aided enormously by the dedicated work of knowledgeable and supportive city staff. This document represents the results of our combined deliberations so far.

We like living in this city. We are proud of it. We want London to continue to be the kind of city we and others have chosen to live in. We also want London to continue to grow and evolve in positive ways which match the needs of all residents and neighbourhoods. In short, we want our city to be the best it can be. Are we there yet? Not quite.

Through a process of neighbourhood conversations, access to the wisdom of community development resource people and discussions among ourselves, we have identified what we think are the significant dimensions of a vital and vibrant community, a method of evaluation and, as a consequence, areas for improvement. In brief, this document contains our idea of what London is now and our vision of what London can be in the future. It identifies strategies for achieving this common vision as well as our projected time-lines for the implementation of those strategies.

We recognize that, like many endeavours of this complexity, it must be a “work in progress”. The elements, the means and the methods must continually evolve; in other words, the project does not end here, rather, it has just begun. You will see, however, that we have outlined an on-going plan that will unroll, month by month and year by year, that employs the stated strategies to achieve our desired outcomes in a targeted and timely manner. As part of the design, progress will be monitored and reported on periodically to ensure that we are on the right track with regard to the key elements.

We dedicate this document to the past, present and future residents of the City of London.

London Strengthening Neighbourhoods Strategy; Resident Task Force

A Guide to this Document

Start with the Vision!

It sets forth our vision of London as it can be and should be. Then read through the definition of each element in that vision. Notice that we are defining neighbourhoods as composed of two dimensions: *people* and *places*, and in this section we give the elements of each. Then go to the pages that expand on each element and that pull together the data we have gathered. These give:

- 1) The results from neighbourhood assessment, carried out by conversations with neighbours, resident surveys, as well as hard data gathered by the City of London and U.W.O.;
- 2) London Initiatives; and,
- 3) Initiatives in Other Cities.

Using all of this data, we have constructed the Strategy Workplan, a blueprint for how to proceed. For each element of *people* and *places*, the workplan lists a number of actions to be taken, when they should be implemented, and the people and resources who will undertake and facilitate their completion. We are building on work that, in some instances, is already under way. These initiatives are ***italicized*** in the Workplan. Finally, there is a chart showing how strategies and elements of both *people* and *places* in neighbourhoods are interconnected.

Our vision for a strong and vibrant London involves recognition of the important distinction between *people* and *places*. Real community begins with the synergy of people, in a continual process of regeneration towards a shared and focused vision. As author Richard Florida says in *Who's Your City*,

“Where you live is as important as whom you live with”.

VISION & ELEMENTS

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.

	Elements	Definitions
Neighbourhoods have people that:	Diverse	❖ are diverse (including race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs and other ideologies)
	Connected	❖ care about their neighbours, support each other (are socially conscious; celebrate each other) and an overall feeling of “neighbourliness”
	Active	❖ participate in their neighbourhood;
	Pride	❖ care about, respect and are proud of where they live (environmentally conscious)
	Empowered	❖ are engaged and know how to effect change and are supported by City government.
	Engaged	❖ are community leaders, change neighbourhoods in positive ways, committed, sustainable/resilient, enduring, dynamic, focused on continuous change
	Quality of Life	❖ enjoy quality of life; physical, emotional and spiritual well-being that a person enjoys; the range of opportunities, the richness of experience and the meaningful relationships that exist in a person’s life
Neighbourhoods are places where:	Sustainable	❖ there is a vibrant local economy, sustainable environment, sustainable planning and design is practiced and heritage buildings are protected; the historic “fabric”/identity of the neighbourhood is maintained; enduring over time, balanced
	Safe	❖ it is safe to live, work and play; neighbourhoods are clean and cared for
	Parks	❖ parks and open space are available and accessible; available garden space
	Amenities	❖ gathering places such as places of worship, community centres, health care centres, grocery stores, libraries, schools, etc are available and accessible; identifiable neighbourhood meeting places
	Services / Activities	❖ services and activities are available and accessible; able to move across the community (walkable)
	Connectivity	❖ there is connection within neighbourhoods, to adjacent neighbourhoods and to the rest of the city (roads, walkways, transportation); and,
	Responsive City	❖ City government is responsive to community needs.

PEOPLE - ENGAGED

Neighbourhoods have people that are engaged community leaders changing neighbourhoods in positive ways, committed, sustainable/resilient, enduring, dynamic, focused on continuous change.

Results from Neighbourhood Assessment

- ❖ Municipal voter turnout is fairly poor across the city – federal election turnout numbers have ranged as high as 64% in the past 5 years
- ❖ Seven (7) neighbourhoods showed agreement that their neighbourhoods were engaged – all 7 of these have active community/ neighbourhood associations
- ❖ Twenty (20) neighbourhoods are below the neighbourhood average when we look at all 3 soft data indicators (statements):
 - My neighbourhood continually looks for solutions to local problems rather than being satisfied with thing the way there are
 - My neighbourhood has good leaders who look out for the best interests of our neighbourhoods
 - I know about a local neighbourhood or community/business association/group that meets regularly in my neighbourhood

London Initiatives

- Urban League of London acts as an umbrella organization for community groups in London and serves as a support network for its members, offering information and resources
- City of London community development staff informally supports community groups and centres in connecting with residents, stakeholders in an effort to build community capacity. In addition they provide grassroots neighbourhood development and support in targeted neighbourhoods
- SOHO (South of Horton) Neighbourhood Group has engaged city staff to assist the neighbourhood in developing a community improvement plan
- Current neighbourhood plans under development and/or implementation include SOHO, Downtown Master Plan, Kipps Lane Strengthening Neighbourhood Strategy, Old East Village Community Improvement Plan
- Child and Youth Network is developing a 5-year Hub Implementation Plan for London

Initiatives in Other Cities

- Numerous web sites provide advice and tools to neighbourhood association (tool kits)
- Brantford's Parks and Rec Department provide staff support to residents who wish to start up a neighbourhood association
- Some municipalities link to neighbourhood groups from city web site and/or act as a clearing-house for information
- City of Saanich, B.C. offers a Community Association Operating Grant (up to \$1,000 annually)
- City of Portland, Neighbourhood Resource Center, coordinates a "neighbourhood network" of 95 neighbourhood associations providing support and technical assistance
- Baltimore's Strategic Neighbourhood Action Plans is a community driven approach to neighborhood investment, empowering neighbourhoods to take control of their own future and have a say in resource allocation decisions and setting local priorities

PEOPLE - ENGAGED

Neighbourhoods have people that are engaged community leaders changing neighbourhoods in positive ways, committed, sustainable/resilient, enduring, dynamic, focused on continuous change.

Strategies

1. **Support existing, and development of new, community/neighbourhood associations**
2. **Develop Neighbourhood Action Planning Process and Neighbourhood Action Plans**
3. **Develop a Neighbourhood Resource Centre/Neighbourhood Hub model for London**
4. **Engage residents with local Neighbourhood/Community Associations**

1. **Support existing, and development of new, community/neighbourhood associations**

City Wide Action Steps:

- Investigate potential to develop a Neighbourhood Network (social media for neighbourhoods). A web portal (virtual network) where all groups can find and post information and interact with each other (contact lists of people, resources, ongoing events, place to share success stories, FAQs).
- City of London to provide more ongoing support of neighbourhoods. This would involve developing an inventory of available (possibly free) space to hold meetings/events, expertise and assistance with meetings and presence at meetings (Councillors, Community Services, Planning, EESD etc.)
- Create a broad agenda for Community/Neighbourhood Association sustainability
 - ❖ Establish guidelines/instructions on how to start a community or neighbourhood association.
 - ❖ Investigate funding mechanisms for Community Associations – start-up funding, support of insurance costs to hold events etc.
 - ❖ Establish a mentorship/leadership development program to provide support for new and existing associations
 - ❖ Centralize infrastructure required by all Community Associations
 - ❖ Subsidy access for neighbourhood association programs
 - ❖ Creation of an Idea Bank that collects and shares “neighbourhood stories, successes, events” etc that are happening all over the city

2. **Develop a Neighbourhood Action Planning Process and Neighbourhood Action Plans**

City Wide Action Steps:

- Investigate best practices and develop a standard process for developing neighbourhood action plans that can be applied to all neighbourhoods. Community to develop plan building on strengths and addressing challenges in each neighbourhood.
- *Investigate opportunities to implement Community Improvement Plans*
- Develop guidelines and a tool kit for developing community-led Neighbourhood Action Plans which defines the roles of the City and community/residents, funding opportunities etc. to build on elements of a strong neighbourhood as defined by the LSNS Resident Task Force
- All neighbourhoods develop a Neighbourhood Action Plan

3. **Develop a Neighbourhood Resource Centre/Neighbourhood Hub Model for London**

City Wide Action Steps:

- Investigate best practices for Neighbourhood Resource Centres/Neighbourhood Hubs (management, mentoring program, funding, locations/distribution, shared services) linking to the Child and Youth Agenda hub implementation initiative
- *Develop and implement a London Neighbourhood Resource Centre/Neighbourhood Hub model and link to the Child and Youth Agenda hub implementation initiative*
- Promote Neighbourhood Resource Centres/Neighbourhood Hubs

4. **Engage residents with local Neighbourhood/Community Associations**

City Wide Action Steps:

- Develop Neighbourhood After 5:00 pm Networking Events (similar to Chamber of Commerce) involving residents, local businesses, community leaders, etc
- Promote fun social events in neighbourhoods (streets/blocks/gathering places) and common themes among all neighbourhoods (city-wide neighbourhood block party)

PEOPLE - CONNECTED

Neighbourhoods have people that are connected, care about their neighbours, socially conscious, celebrate and support each other, overall feeling of “neighbourliness”.

Results from Neighbourhood Assessment

- ❖ A high proportion of respondents and neighbourhoods reported knowing their neighbours (80%) and 69% agree that they help each other out in emergencies
- ❖ Removing these 2 questions, 9 neighbourhoods are well above the city average for connectedness across all questions
- ❖ Twenty-two (22) neighbourhoods show low levels of connectedness across 3 questions (working together to get things done, opportunities for celebration, sharing information)
- ❖ The hard data shows the difference between new and more established neighbourhoods (having or not having Community Associations, presence of Neighbourhood Watch, Block Parent and/or Community Gardens)

Neighbourhood Conversation Tool Open Ended Questions Response:

- ❖ Ten neighbourhoods report friendly neighbours as a unique feature of their neighbourhood
- ❖ Four (4) neighbourhoods reported not having any celebrations in their neighbourhoods. However, several neighbourhoods reported a large number of neighbourhood specific events occurring throughout the year
- ❖ Most of the celebrations centred around events at parks and events related to Canada Day celebrations (fireworks etc.)

London Initiatives

- Current community programs using community gardens include: Children’s Museum, YOU, schools, churches, WAYS, Participation House, Hutton House and various neighbourhood associations
- London City Farm, a not-for-profit organic farm grows several varieties of heirloom and hybrid vegetables that are sold to the local market. It also provides a network to share resources and skills for good environmental practice.
- Annual “Neighbours Night Out” hosted in all Neighbourhood Watch areas
- Variety of local neighbourhood community events such as Gathering on the Green, St. Julien Park Community Festival, Cruise Nights, Nor’west Funfest, Lambeth Harvest Festival
- ReForest London challenges community groups to plant trees in their neighbourhoods (matching funds program)
- The City of London currently provides funding for coordination of community gardens. As part of this initiative the City provides land and maintenance of 23 gardens or 597 plots for over 500 participants.
- The City of London is currently undertaking a comprehensive review of the existing community garden program

Initiatives in Other Cities

- A number of cities have community gardens strategic plans (Seattle, Washington)
- The City of Kitchener, in partnership with community organizations, run and fund an annual Festival of Neighbourhoods which encourages neighbourhoods groups to plan activities/ projects/gatherings or events in their neighbourhood that bring people together. Awards are presented and one neighbourhood receives a \$10,000 Capital Improvement Grant from the City.
- Many examples of Block Party Planning Kits
- Toronto’s Community Festivals and Special Events Investment Program provides developmental financial support to help festivals and events grow
- Hamilton’s Community Partnership Program offers funds annually for events
- City of Saanich B.C. Community Matching Fund provides grants to community groups for park improvements, community celebration, art enhancement projects, etc
- “Get to Know your Neighbour Day” is declared nationally each year in Australia
- Seattle’s Neighbourhood Matching Fund provides cash awards to neighbourhood and community organizations for a wide variety of neighbourhood based projects
- National Neighbourhood Day occurs annually in the USA. Neighbourhoods are encouraged and supported to hold community events that build relationships between neighbours.

PEOPLE - CONNECTED

Neighbourhoods have people that are connected, care about their neighbours, are socially conscious, celebrate and support each other, overall feeling of “neighbourliness”.

Strategies

1. **Encourage and promote neighbourhood celebrations or events**
2. **Develop a Neighbourhood Matching Fund program for community projects**
3. **Develop a model to guide management, sustainability, expansion and resourcing of community gardens**
4. **Promote community gardens and knowledge about the program**

1. Encourage and promote neighbourhood celebrations or events

City Wide Action Steps:

- Implement small-scale, face-to-face meetings with your neighbours
- Yearly get to know your neighbour day or Neighbourhood Street Party Day (remove barriers to make this easier – permits, insurance costs etc.). All neighbourhoods are unique, thus strategies may be different depending on the neighbourhood.
- *Have city staff help neighbourhoods who may need assistance coordinating events, etc*
- Investigate funding and support mechanism for neighbourhood groups to hold events – street parties etc
- Neighbourhood Showcase Competitions in partnership with City of London and Neighbourhood teams (Community Associations, churches, businesses, schools)

2. Develop a Neighbourhood Matching Fund program for community projects

City Wide Action Steps:

- Investigate best practices, to develop a funding strategy and support mechanism for neighbourhood groups to hold events (street parties etc). This strategy would be developed by a Fund Committee of residents/stakeholders (sweat equity counts, fund raising, include local businesses, BIAs).
- Investigate opportunities for corporate sponsorship
- Implement the Neighbourhood Matching Fund program developed by the Fund Committee
- Yearly reporting and evaluation of Neighbourhood Matching Fund program

3. Develop a model to guide management, sustainability, expansion and resourcing of community gardens

City Wide Action Steps:

- *Conduct a detailed review of the existing community garden program identifying strengths and weaknesses and providing recommendations for improvement*
- Establish a steering committee of all relevant partners to guide the development of the community garden model for London
- *Investigate best practices for managing, sustaining, expanding and resourcing of community gardens*
- Define priority areas with need/demand based on best practices investigation
- Identify potential spaces/sites for community gardens including unique spaces (rooftops, brownfield sites, private property, other community property, space in new subdivisions, abandoned lots etc.)
- Build a network of community garden “leaders” representing each garden in order to share information, learnings, tips, etc at the city-wide level

4. Promote community gardens and knowledge about the program

City Wide Action Steps:

- Approach media to do positive stories on the benefits of community gardening and the presence community gardens in London (build on uniqueness of each garden)
- Develop a community garden recipe book
- Encourage gardeners to donate food to food bank from community gardens and/or local meal programs

PEOPLE - ACTIVE

Neighbourhoods have people that are active and participate in their community.

Results from Neighbourhood Assessment

- ❖ There is no complete or “all-encompassing” indicator that can represent the multi-faceted nature of this element (active participation in neighbourhoods).
- ❖ Library card holders – not a lot of variation across neighbourhoods aside from newer neighbourhoods having fewer
- ❖ Municipal voter turnout is fairly poor across the city – federal election turnout numbers have ranged as high as 64% in the past 5 years
- ❖ Proportion of the population registering in an activity program – 3 well established neighbourhoods showed lower than average participation rates
- ❖ Neighbourhood Watch and Block Parent show lower coverage in the newer neighbourhoods

London Initiatives

- A number of neighbourhoods have active youth councils
- London Youth Council is seeking to build a city-wide coalition of youth groups to speak with a common voice on matters effecting youth in London
- Elections Canada offers special information sessions to young people at UWO and Fanshawe College on the elections process
- City of London, YMCA and the Boys' & Girls' Club track program registrations and facility user groups
- Pillar Non-Profit has an online registration process for volunteers looking for opportunities in the community
- London was designated as a “Youth Friendly” city by Parks and Recreation Ontario
- The London Youth Service Providers engages youth in their neighbourhood to develop leadership capacity determining the needs of youth
- City of London is currently working towards designation of “Age Friendly” community

Initiatives in Other Cities

- Minneapolis – Getting to B.O.B. (Getting to the Bottom of the Ballot) tests unconventional ways to break down barriers to civic involvement and helps residents connect with local issues and local elections
- Many municipalities have a Mayor's Youth Advisory Committee (Council) that meets monthly with the mayor to advise him/her on issues in the community that affect youth
- The Toronto Youth Cabinet advises City Council on behalf of Toronto's youth

PEOPLE - ACTIVE

Neighbourhoods have people that are active and participate in their community.

Strategies

1. Increase political engagement and voter turnout
2. Engage youth in political processes
3. Develop a “better” measure of being active in your neighbourhood

1. Increase political engagement and voter turnout

City Wide Action Steps:

- Determine who doesn't vote and why, in municipal elections (literature review, survey, voter turnout by neighbourhood)
- Investigate best practices around increasing voter turnout (i.e. alternative vote casting methods - mail-in voting, electronic voting) and opportunities to increase accessibility of polling stations (location, language, access for visually impaired, hours of operation, location of advance polls). For example, increase number of opportunities for residents to cast their vote in shopping malls/shopping centres, large apartment complexes, workplaces, etc
- Campaign around benefits of voting in municipal elections
- Promote voting with employers in London

2. Engage youth in political processes

City Wide Action Steps:

- Introduce a “Youth Day” at City Hall where youth are invited to meet politicians and civic administration
- Engage schools to be more involved in the political process. For example include the municipal political process as part of the curriculum (mock elections) in local elementary and/or high schools (does not need to be part of a Civics class, but can be integrated in a variety of different subjects)
- Invite Councillors to speak to high school classes
- Encourage youth to get out and vote through a variety of different initiatives
- Use existing Youth Councils and leadership groups such as Emerging Leaders to advocate the importance of voting to youth

3. Develop a “better” measure of being active in your neighbourhood

City Wide Action Steps:

- Investigate a better measure for being active in the community (currently only measuring limited participation rates in a limited number of activities). Need to develop a process or system that evaluates and measures individual and family participation rates in a wide range of activities.

PEOPLE - PRIDE

Neighbourhoods have people that have pride, respect and care about where they live (environmentally conscious).

Results from Neighbourhood Assessment

- ❖ There is a lot of pride in all of London's neighbourhoods
- ❖ However, a little more than half of the neighbourhoods report being involved in improving their neighbourhood and even fewer actively participate to any extent in protection of the built or natural environment or the watering of trees
- ❖ There is no complete or "all-encompassing" indicator that can represent the multi-faceted nature of this element (pride in neighbourhoods).

Neighbourhood Conversation Tool Open Ended Questions Response:

- ❖ Four (4) neighbourhoods report a sense of community and pride as a unique feature of their neighbourhoods. One neighbourhood reports pride as the number 1 unique feature.
- ❖ Student housing and absentee landlords and care for private property were reported as the number one issue in 3 neighbourhoods as reported in the open-ended responses
- ❖ Six (6) neighbourhoods reported that heritage is a unique feature of their neighbourhood; two of these neighbourhoods reported it as the most unique feature

London Initiatives

- 60 Minute Earth Hour Campaign
- London's Clean and Green Initiative
- Go Graffiti Go Day with Neighbourhood Watch engaging communities and neighbourhoods in a one day clean up of graffiti
- Creative City Committee oversees implementation of the Culture Plan (Creative City Task Force Report)
- London has a Public Art Policy that supports art in public places. A community funding program is being developed to allocate funds to create public art in public places. The London Art Council will work with the community to develop a 10 year plan for Community Public Art
- London's Creative City Fund encourages innovative collaborative projects
- Communities in Bloom, Neighbour to Neighbour (hood) Project
- City of London developed a signage protocol for Heritage Conservation Districts which can be used for other areas of the city
- Old East Village's Street Banner Project
- City of London developing protocols for naturalization of lawns (alternative lawn treatments)
- City of London's Commemorative Donation Program for planting a Carolinian tree or a bench and plaque in a park or natural area
- Scoutrees, ReForest London and Upper Thames Conservation Authority contribute to the largest number of trees and shrubs planted on City lands
- London's Amazing Tree Quest contest

Initiatives in Other Cities

- Calgary's Public Art Policy commits to giving 1% of all capital spending over \$1 million to public art
- City of Vancouver's Street Banner Program installs banners and flags on city streets to promote business areas or special events
- New Haven Connecticut's PublicArt goal is to expand the nature of art in public places through participatory projects that help build community
- "Pick it up" Campaign is a year round initiative that provides free special blue trash bags to neighbourhoods to pick up litter in their neighbourhood. The disposal of the blue bags is also free of charge.

PEOPLE - PRIDE

Neighbourhoods have people that have pride, respect and care about where they live (environmentally conscious).

Strategies

1. Provide opportunities in neighbourhoods for murals, public art, free art, performing art, etc
2. Celebrate gateways to the City and neighbourhoods
3. Provide opportunities for neighbourhood specific signage similar to that in heritage districts
4. Improve and expand upon local Clean and Green initiatives in neighbourhoods
5. Promote naturalization projects to inspire pride in local neighbourhoods
6. Create and develop more “adopt-a” programs
7. Promotion of “little gems” in London’s neighbourhoods

1. Provide opportunities in neighbourhoods for murals, public art, free art, performing art, etc

City Wide Action Steps:

- Develop a competition for public art (ex. carved benches or painted benches) that challenges neighbourhoods to demonstrate their pride through art
- *Continue to support investment in community programs for at risk youth – painting of murals etc that support programs and initiatives that engage youth in activities that build pride and respect for where they live*

2. Celebrate gateways to the City and neighbourhoods

City Wide Action Steps:

- Develop creative and unique gateways for London’s neighbourhoods that create a more caring and inviting atmosphere in our city (for example: gardens, signage, public art)

3. Provide opportunities for neighbourhood specific signage similar to that in heritage districts

City Wide Action Steps:

- City to develop a process that allows neighbourhoods to celebrate where they live by making signage simpler to access and less costly to implement

Targeted Neighbourhood Action Steps:

- New neighbourhood signage/identity should be implemented when a neighbourhood is created so there is a sense of pride created as soon as someone moves into the neighbourhood

4. Improve and expand upon local Clean and Green initiatives in neighbourhoods

City Wide Action Steps:

- Provide more opportunities to involve high school students requiring volunteer hours to participate in local Clean and Green initiatives
- Continue to build upon the media awareness of Clean and Green initiatives in our community
- Develop a system that allows tracking of who participates at a neighbourhood level (for example, collecting postal codes of individuals involved)
- Extend Clean and Green throughout the year

Targeted Neighbourhood Action Steps:

- Target 9 neighbourhoods yearly that do not currently have Clean and Green initiatives happening
- Engage university students to lead and/or participate in Clean and Green initiatives in their neighbourhoods
- Increase number of garbage cans and recycling receptacles available on streets

5. Promote naturalization projects to inspire pride in local neighbourhoods

City Wide Action Steps:

- *Ensure city by-laws don’t hinder people from naturalizing their neighbourhoods and lawns*
- The City of London will support and promote naturalization projects in local neighbourhoods

PEOPLE - PRIDE

Neighbourhoods have people that have pride, respect and care about where they live (environmentally conscious).

6. Create and develop more “adopt-a” programs

City Wide Action Steps:

- *Develop and implement creative “adopt-a” programs in neighbourhoods and throughout the city such as Tree quest, adopt-a-boulevard, adopt-a-corner, adopt-a-power box, adopt-a-fire hydrant*
- *Encourage residents to care for boulevards and trees during dry spells*

7. Promotion of “little gems” in London’s neighbourhoods

City Wide Action Steps:

- Identify and inventory “little gems” in all of London’s neighbourhoods
- Profile and promote “little gems” through a variety of avenues such as:
 - Tourism London may be able to build these into “where to dine, shop, etc” at a neighbourhood level
 - Community events such as Doors Open London, London Art Tour, etc
 - Community organizations such as London Heritage Council, London Arts Council to build in a “neighbourhood” based approach
 - City Councillors to share stories about “little gems” in their ward neighbourhoods at the start of City Council meetings
 - 100 Great Things About London list: develop one for neighbourhoods
 - Develop a virtual neighbourhood on the City of London website to highlight the above

PEOPLE - EMPOWERED

Neighbourhoods have people that are empowered, engaged; know how to effect change, supported by City government.

Results from Neighbourhood Assessment

- ❖ Eight (8) neighbourhoods report an ability to act on an issue affecting them. The remaining 22 neighbourhoods feel less confident in their ability to come together to act on an issue.
- ❖ More than half the respondents in 20 neighbourhoods can name their Ward Councillor
- ❖ Municipal voter turnout is fairly poor across the city – federal election turnout numbers have ranged as high as 64% in the past 5 years

London Initiatives

- City Councillors use a wide variety of methods to inform and interact with their constituents over the course of their term in office e.g. town halls, newsletters etc.
- Refer to initiatives included under responsive city

Initiatives in Other Cities

- See Initiatives in Other Cities outlined in Engaged, Connected, Responsive City

PEOPLE - EMPOWERED

Neighbourhoods have people that are empowered, engaged; know how to effect change, supported by City government.

Strategies

1. **Better connection between voters and elected officials**
2. **Develop a “people assets inventory” database that highlights community leaders from neighbourhoods and communities of interest (cultural groups, faith based, youth, etc)**

1. **Better connection between voters and elected officials**

City Wide Action Steps:

- Investigate how Councillors can better connect on a regular basis with the community including traditional and social media opportunities such as web sites, Facebook, neighbourhood newspapers, etc. Also include opportunities for face-to-face contact at public events, meetings, town halls etc. Councillors can address current issues, how they feel about specific issues and be more responsive to community issues etc.
- Provide tools and specialized resources (dependent on target populations) to educate public who are not currently connected with their elected officials
- Investigate the possibility of Councillors holding bi-annual community gatherings (such as town hall/community meetings) in an effort to develop a more personal relationship between city officials and residents resulting in better communication – City Hall being more responsive to community issues before they become issues.
- *Increase the opportunities for Councillors to attend neighbourhood events. The community needs to take the lead and ensure Councillors are invited in a timely manner. Community leaders from each Ward help promote meetings to fellow constituents and city staff help facilitate if needed.*
- Have Councillors' votes publically available and make it easy to find on the city's web site (need way to categorize votes by topic, issue etc.)

2. **Develop a “people assets inventory” database that highlights community leaders from neighbourhoods and communities of interest (cultural groups, faith based, youth, etc)**

City Wide Action Steps:

- Identify and develop a web database of community leaders and champions in neighbourhoods and communities of interest that could assist Councillors and City government in engaging all residents and strengthening neighbourhoods

PLACES - SUSTAINABLE

Neighbourhoods are places where there is a sustainable, balanced community with a vibrant local economy, sustainable environment, sustainable planning and design is practiced, heritage buildings are protected, the historic fabric/identity of the neighbourhood is maintained.

Results from Neighbourhood Assessment

- ❖ There is little agreement across all neighbourhoods on the sustainability questions
- ❖ Four (4) neighbourhoods agree they have an appropriate balance of economic activity and 9 report their local businesses stay for a long period of time
- ❖ Caring about and protecting the environment and consideration of the natural environment show little agreement across all neighbourhoods
- ❖ Fourteen (14) neighbourhoods agree, many to a very great extent, that their neighbourhood has a distinct character

Neighbourhood Conversation Tool Open Ended Questions Response:

- ❖ Every neighbourhood reported responses to the open-ended regarding the top 3 reasons neighbourhoods are unique

London Initiatives

- A variety of conservation and awareness programs exist or are in the planning stage associated with taking action to improve our environment (e.g. RETHINK Energy London, London's Re:fill/Re:fresh Water Awareness Program)
- London Small Business Centre helps to stimulate, promote and establish small business to assist in advancing the economy
- Commercial land use is considered in Official Plan and Area Planning processes. A comprehensive review of Commercial Policies was undertaken as part of the 2006 Official Plan Review
- City of London offers a free, web based ride match service to Londoners and anyone commuting to London for work
- City of London offers businesses assistance in setting up dedicated carpool parking spaces
- City of London is working on a carpool parking lot at Veterans Memorial Parkway and Hamilton Rd
- Local rooftop gardens at City Hall and UWO
- Bicycle Master Plan guides the development of long term, comprehensive, city-wide, on and off road commuter & recreational bicycling network
- LTC's pilot Bike & Ride Program in effect
- London's Bike & Walk map
- Approx. \$300,000/year from the Federal gas tax is allocated to construct on road bike lanes
- TREATOP is an ongoing effort to educate and inform Londoners on transportation issues by promoting alternatives to the single passenger vehicle
- The Transportation Master Plan review (Fall 2009) taking a more green approach to transportation planning
- Transportation Advisory Committee advises Council

Initiatives in Other Cities

- Co-operative Auto Network in B.C. fosters car sharing, works like a library, members may "sign out" a car for use and then return
- Toronto developed a green roof strategy
- BikeShare in Toronto is a community bike-lending program where anyone can sign out a bike that is located at various hubs in the city for 3 days (\$25/year membership fee)
- Business owners in downtown Halifax lease portions of sidewalks (incurring related expenses) and offer creative designs to the operation of boardwalk cafes thus increasing pedestrian traffic
- "In Town Without My Car" held in Montreal, educates citizens about the negative impact of cars on quality of life. It is a downtown festival, closing off the core to all motor traffic
- Canada Walks brings "Walkability Roadshows" to municipalities to allow them to show their walkability
- Transit Windsor will announce a fare-free day following a smog advisory day
- Winnipeg's Eco Pass program enlists employers as sales agents for regular monthly transit passes. Employers are encouraged to offer discounts of 30% or more
- The Lunch Express is a free service offered in Richmond Hill that carries office workers to nearby restaurants and cafes during lunch hours
- Brampton introduces transit services to new subdivisions as quickly as possible in order to avoid new residents getting into the habit of driving before transit is available

PLACES - SUSTAINABLE

Neighbourhoods are places where there is a vibrant local economy, sustainable environment, sustainable planning and design is practiced and heritage buildings are protected; the historic fabric/identity of the neighbourhood is maintained; enduring over time, balanced.

Strategies

1. Increase support of local businesses at the neighbourhood level
2. Increase number of Londoners who car pool on a regular basis
3. Increase the number of sustainable technologies and programs used throughout the city
4. Increase opportunities and encourage biking as a means of transportation
5. Increase opportunities and encourage walking as a means of transportation
6. Increase awareness of and promote creative initiatives that move neighbourhoods and the city towards a greener environment
7. Promote use of public transit

1. Increase support of local businesses at the neighbourhood level

City Wide Action Steps:

- Explore ways local businesses can be supported at a city-wide level (for example, supports to assist people to start a business in a neighbourhood)
- See Pride: Strategy #7

Targeted Neighbourhood Action Steps:

- Develop a Walk to Shop Awareness initiative in targeted neighbourhoods in an effort to encourage people to shop locally

2. Increase number of Londoners who car pool on a regular basis

City Wide Action Steps:

- Continue to encourage more carpooling and share-a-ride systems in the city
- Create more park and ride programs in all areas of the city (north, south, east and west) as well as along Hwy 401
- Create specific prime parking spots for car poolers

3. Increase the number of sustainable technologies and programs used throughout the city

City Wide Action Steps:

- City of London to investigate use of sustainable technologies and programs in city facilities and projects
- Build on best practices such as green roof technology, solar panels and geothermal technology for use in London projects (including planning and environmental implications)

4. Increase opportunities and encourage biking as a means of transportation

City Wide Action Steps:

- Increase the number of buses that accommodate bikes on the front
- Continue to include bicycle lanes as part of road reconstruction. More dedicated and separate bike lanes throughout the city
- Investigate best practices and implement a bicycle lending program in key strategic areas in the city
- Develop an awareness campaign about bike paths: Did you know that you can get from here to there?
- Develop a workplace campaign that highlights the need for secure storage of bikes

5. Increase opportunities and encourage walking as a means of transportation

City Wide Action Steps:

- Promote walking school buses in neighbourhoods
- Promote walk-to-work initiatives
- Continue to promote London's trails and pathways

PLACES - SUSTAINABLE

Neighbourhoods are places where there is a sustainable, balanced community with a vibrant local economy, sustainable environment, sustainable planning and design is practiced, heritage buildings are protected, the historic fabric/identity of the neighbourhood is maintained.

6. Increase awareness of and promote creative initiatives that move neighbourhoods and the city towards a greener environment

City Wide Action Steps:

- *Provide incentives to residents, community/neighbourhood groups and organizations and businesses for doing the “right” thing environmentally. For example: subsidized home composting units, incentives for businesses to increase the number of, and awareness of, preferred parking spots for fuel efficient cars (Smart Cars, hybrids etc.).*
- Encourage more “re” development in the City through incentives (instead of building on greenfields look at vacant lots and buildings and brownfield and greyfield opportunities)
- Promote corporate responsibility for things like the environment, active healthy lifestyles, etc

7. Promote use of public transit

City Wide Action Steps:

- Explore idea of trading in an expired bus pass for a pass to a recreation centre
- Subsidized bus passes/tickets for individuals going to specific destinations (ex. food bank)
- Explore opportunities to offer discounted bus passes to large employers such as hospitals, UWO and Fanshawe
- Investigate opportunities to offer reduced fares during non peak hours
- Work with the London Transit Commission to explore the above options and to promote their current initiatives
- Investigate opportunities for businesses to promote or provide bus passes to employees as an alternative method of transportation

Note: Strategies and Action Steps relating to transportation will be referred to the Transportation Master Plan Process (SmartMoves)

- **LSNS Resident Task Force members who attend the public meetings will ensure key strategies and action steps pertaining to the Transportation Master Plan are represented in this process**
- **City staff will make sure that the LSNS Strategy Development Document is presented to city staff directly involved with SmartMoves highlighting the relationship and linkages regarding transportation at the neighbourhood level**

Note: Strategies and Action Steps relating to “the environment” are intended to be inclusive of environmental components such as land, water and air.

PLACES - SAFE

Neighbourhoods are places where it is safe to live, work and play, neighbourhoods are clean and cared for.

Results from Neighbourhood Assessment

- ❖ ACTUAL crime rate is not a good measure of ACTUAL safety – a full analysis of crime data, further investigations of accidents involving vehicles and actual industrial hazards are necessary to draw conclusions about risk in individual neighbourhoods. Therefore for the purpose of this work, perceptions of safety by residents are a much better measure.
- ❖ Overall Londoners perceive their neighbourhoods as safe
- ❖ Nine (9) neighbourhoods report less agreement about keeping their neighbourhood clean and free of litter and graffiti.
- ❖ Twenty (20) neighbourhoods report agreement on issues around traffic exist in their neighbourhood.

Neighbourhood Conversation Tool Open Ended Questions Response:

- ❖ In the open-ended responses crime (theft, petty crime, vandalism) was reported as the most important issue in seven (7) neighbourhoods
- ❖ Two (2) neighbourhoods report safety as a unique feature of their neighbourhood
- ❖ One (1) neighbourhood reported litter as the number one issue affecting them in the open-ended responses
- ❖ Traffic was the number one issue in 13 of the 30 neighbourhoods completing the open-ended questions

London Initiatives

- Block Parent and Neighbourhood Watch London programs are both actively increasing their targeted recruitment
- Various residents/groups have created Google Maps on selected crime across London (grow ops, vehicle pedestrian collisions)
- Neighbourhood Watch London receives daily break & enter and auto theft reports from London Police Services. This information is posted on their website and provided to area coordinators.
- Thames Valley District School Board and London District Catholic School Board have Safe Schools – Policies and Procedures that support a range of safety issues within the context of the school (not the surrounding area)
- Downtown Camera Program (16 cameras in downtown public areas)
- London Police have several initiatives enhancing presence in downtown/ neighbourhoods such as A.T.R.I.P. (Auto Theft Reduction Initiatives Program), Project Safeguard, "Speedwatch", Project LEARN
- Crime Prevention Through Environmental Design (CPETD) outlines design strategies for making public spaces safer. City of London Planners all have CPETD training. There are currently no published guidelines.
- London CArES – London Community Addiction Response strategy.
- Pilot of Neighbourhood Business Watch in the Hamilton Rd neighbourhood

Initiatives in other Cities

- Ottawa's No Community Left Behind initiative objective is to prevent crime and address social determinants of health through a collaborative integration of services at the neighbourhood level
- Edmonton's Police Service's Neighbourhood Crime Mapping Website allows you to view crimes by neighbourhood (up to 8 crime types can be mapped)
- Green Communities Canada, Active and Safe Routes to School is a comprehensive community-based initiative that taps into the increasingly urgent demand for safe, walkable neighbourhoods
- Waterloo's neighbourhood associations take it on as their job to encourage the whole community to do their part around the school (for example, decreasing traffic jams)
- The Walking School Bus - there are several web sites that explain what a walking school bus is and how to start one in your neighbourhood
- The Partnership for a Walkable America works to improve the conditions of walking in America and to increase the number of Americans who walk regularly

PLACES - SAFE

Neighbourhoods are places where it is safe to live work and play, neighbourhoods are clean and cared for.

Strategies

1. Increase participation in, and activity of, Neighbourhood Watch and Block Parent programs
2. Reporting of crime statistics by neighbourhood
3. Develop a Pedestrian/Cyclist Safety Strategy
4. Improve safety and walkability around schools
5. Improve safety in the downtown
6. Identify and improve lighting in neighbourhoods
7. Increase enforcement of City's By-Laws

1. Increase participation in, and activity of, Neighbourhood Watch and Block Parent programs

City Wide Action Steps:

- Identify and address the following: barriers to participation, increase involvement of multi-family dwellings (townhouses and apartment buildings) and commitment of Neighbourhood Watch block captains
- Communities look for ways to promote Neighbourhood Watch and Block Parent (ex. Displays at neighbourhood events)
- Investigate linkages for common program goals and outcomes between Neighbourhood Watch and Block Parent

Targeted Neighbourhood Action Steps:

- Increase recruitment and membership in targeted neighbourhoods with lower participation rates

2. Reporting of crime statistics by neighbourhood

City Wide Action Steps:

- Explore the potential of developing a neighbourhood safety index

3. Develop a Pedestrian/Cyclist Safety Strategy

City Wide Action Steps:

- Establish a resident led group to provide leadership to develop a Pedestrian/Cyclist Safety Strategy in an effort to improve safety of cyclists and pedestrians on London streets
- Identify issues through Neighbourhood Traffic Studies including qualitative and quantitative profiles of traffic (locations of incidents, topography, speed, connections)
- Investigate best practices to slow traffic through neighbourhoods (widening arterials, enforcement, school zones enforced, narrowing of streets in neighbourhoods, police cars parked around city instead of all centrally located)
- Research awards related to transportation plans to provide an incentive to better coordinate plans
- Examine best practices for crosswalk use for persons with disabilities (visually impaired, reduced mobility)
- Ensure construction standards are implemented and adhered to in order to maintain safety and pedestrian use in and around construction zones
- Evaluate and ensure City of London operated snow removal doesn't impede pedestrian crossings
- Continue to take advantages of opportunities to educate motorists and cyclists about rules of the road
- Develop recommendations to refer to Transportation Master Plan process

Targeted Neighbourhood Action Steps:

- Target neighbourhoods identified in the Neighbourhood Traffic Studies for improvement

PLACES - SAFE

Neighbourhoods are places where it is safe to live work and play, neighbourhoods are clean and cared for.

4. Improve safety and walkability around schools

City Wide Action Steps:

- Develop partnership with local school boards, transportation companies and police to investigate creative initiatives to increase safety around schools
- Determine the need and target necessary schools to increase number of crossing guards and/or school student patrols
- Work with the City of London and the police to create school zones where speed is reduced and enforce it
- Develop a strategy to engage schools and communities to encourage more children to walk to school (walking school bus)

Targeted Neighbourhood Action Steps:

- Identify neighbourhood schools to pilot initiatives developed above
- Examine and extend no parking zones in school areas and/or opportunities for “kiss and ride” and or “pull-offs”

5. Improve safety in the downtown

Targeted Neighbourhood Action Steps:

- *Increase consistency of police presence on the streets after the bars close*
- Decentralization of social services in the core (creation of satellite offices/neighbourhood hubs) in order to provide services where people live (place based services)
- Through the Downtown Master Plan process, investigate option of providing vacancy rebates on property taxes in order to discourage landlords from continually keeping storefronts vacant
- *Continue to promote the City’s incentive programs for Downtown Revitalization*

6. Identify and improve lighting in neighbourhoods

City Wide Action Steps:

- Develop an awareness campaign to encourage people to leave porch lights on (use solar or compact fluorescent lighting) at night to discourage vandalism
- Work with the City of London to determine strategy/resources required to decrease wait times to replace burned out streetlights
- As part of the site-planning process for all new developments, require improved lighting standards

Targeted Neighbourhood Action Steps:

- Identify specific locations in neighbourhoods that are frequented by pedestrians that would benefit from improved lighting
- Investigate the installation of motion sensors to automate lighting in areas frequented by pedestrians

7. Increase enforcement of City’s By-Laws

City-Wide Action Steps:

- Work with the City of London to develop a process to ensure that by-laws are transparent, easily accessible and in a format that can be understood by the general public to allow residents to make informed decisions when reporting to by-law enforcement

PLACES – SERVICES AND ACTIVITIES

Neighbourhoods are places where services and activities are available and accessible, able to move across the community (walkable).

Results from Neighbourhood Assessment

- ❖ The more established neighbourhoods have greater access to services and amenities – some established neighbourhoods are lacking in specific services specifically after school programs and childcare
- ❖ Again the older more well established, grid-patterned neighbourhoods have the highest walkability scores

Neighbourhood Conversation Tool Open Ended Questions Response:

- ❖ Three (3) neighbourhoods report walkability as a unique feature of their neighbourhood in the open-ended responses
- ❖ Lack of public transit was the number one issue for 2 neighbourhoods

London Initiatives

- Neighbourhood centres offer drop in and scheduled programs for a range of ages. Many programs are free or at a nominal fee, providing recreational, social, educational and health related activities.
- Loblaw/Superstores community rooms are available for community use and offer classes
- Fitness programs are being held outside in parks, church parking lots, school grounds
- Malls host walking groups etc.
- Local websites, festivals/fairs & neighbourhood papers provide information to specific neighbourhoods
- School newsletters provide information of upcoming neighbourhood activities.
- London's Child and Youth Network is compiling an inventory of services for children, youth and families in targeted neighbourhoods, eventually for city-wide.
- Council for London Seniors is a city-wide information source for seniors.
- City of London's Spectrum programs are offered city-wide in various neighbourhood locations. The Spectrum Guide is revised twice yearly.
- Londoner's unable to pay the full registration fee for Spectrum programs, memberships and passes can apply for financial assistance.
- City of London neighbourhood programs include: Energize, a summer children and youth play program, Targeted Leadership Program, free to youth from diverse neighbourhoods, providing employment, learning & leadership opportunities in neighbourhoods where unemployment & barriers to employment are high, distribution of neighbourhood specific program flyers, some translated.
- City of London Kipps Lane Youth Mentorship Initiative encourages & supports youth to design & deliver creative & unique activities i.e.: outdoor movie nights in the park, YouTube videos & clean ups.
- Social service agencies offer centralized and satellite programs in targeted neighbourhoods including employment, health, basic needs etc

Initiatives in Other Cities

- Welcome Wagon Canada is a free service available in cities across the country that welcomes new members of the neighbourhood, or greets new mothers, etc with a basket of goods and coupons to local businesses
- Calgary publishes a "Guide to Youth Friendly Practices" that identifies barriers and benefits to youth engagement, outlines best practices and maps youth advisories in Canada and the U.S.
- Indianapolis provides a neighbourhood resource guide to answer frequently asked questions about programs and services in each neighbourhood

PLACES – SERVICES AND ACTIVITIES

Neighbourhoods are places where services and activities are available and accessible, able to move across the community (walkable).

Strategies

1. **Develop more informal programs at community centres and other gathering places in neighbourhoods**
2. **Increase awareness of programs and services available in each neighbourhood**
3. **Increase usability of City of London Spectrum Program Guide**
4. **Increase services and activities for youth in neighbourhoods**

1. **Develop more informal programs at community centres and other gathering places in neighbourhoods**

City Wide Action Steps:

- *Increase availability of free programming in neighbourhood community centres, parks, etc*
- *Dedicate a percentage of time at community centres for low fee/no fee programs or drop-ins*
- *Investigate opportunities for volunteers to deliver programs – look at neighbourhood skill inventory*
- *Work with partners in neighbourhoods to offer programs in non-traditional places such as plazas, malls, places of worship, open spaces etc*
- *Increase opportunities for drop-in activities (versus registered activities) at community centres, parks, etc*
- *Increase opportunities for the community to create and/or run new programs so that participants share costs of rental and responsibilities for materials etc*
- *Build on models such as the Cherryhill Mall seniors programming in other London neighbourhoods*
- *Increase use of vacant parking lots for activities like basketball, markets, etc.*

2. **Increase awareness of programs and services available in each neighbourhood**

City Wide Action Steps:

- *Develop a “Do you know your city?” awareness campaign to promote city-wide and neighbourhood-based services and activities*
- *Build on the Hamilton Road Community Association model to create neighbourhood specific welcome kits including materials specific to the community (businesses contribute, local service groups, community associations, school contacts, area parks, city information like maps, garbage calendar, who to call, historic information etc.)*
- *Increase promotion of events, projects, programs and services through all forms of media:*
 - ❖ *Create web pages for each neighbourhood on City of London web site*
 - ❖ *Create community bulletin boards in local schools, libraries, community centres and mail boxes (any gathering place) where information can be posted*
 - ❖ *Local television programming to focus on different neighbourhoods routing through the City for updates, local projects, promote membership of community associations etc.*
 - ❖ *Neighbourhood resource publication or pamphlet (or use Waste Diversion calendar) with all the useful phone numbers in individual neighbourhoods*
 - ❖ *Use of community newspapers or newsletters to inform and promote services and activities*
 - ❖ *Community could develop partnerships with businesses to host community bulletin boards*
 - ❖ *Use Living in the City to promote community programs and services*

3. **Increase usability of City of London Spectrum Program Guide**

City Wide Action Steps:

- *Work with the City of London to re-vamp the current Spectrum Program Guide, exploring possibility of separating adult and older adult programming with larger print, translating into other languages, categorizing programs by neighbourhood, etc*
- *Review distribution of Spectrum Program Guide to include availability in community gathering places*

PLACES – SERVICES AND ACTIVITIES

Neighbourhoods are places where services and activities are available and accessible, able to move across the community (walkable).

4. Increase services and activities for youth in neighbourhoods

City Wide Action Steps:

- *Develop a tool kit for youth engagement and leadership development in neighbourhoods*
- Work with schools and seniors homes to adopt each other and do activities together which could turn into larger community projects such as a shared Community Garden project

PLACES - CONNECTIVITY

Neighbourhoods are places where there is connection within neighbourhoods, to adjacent neighbourhoods and the rest of the city.

Results from Neighbourhood Assessment

- ❖ For the most part, Londoners feel their neighbourhoods are connected as it relates to physical space.
- ❖ It appears that most of the built up parts of the city are well served by bus routes. However, we are not reporting on frequency or accessibility of service, which may tell a different story
- ❖ Twelve (12) neighbourhoods report little agreement on being well served by public transit – most of these are in newer, suburban neighbourhoods
- ❖ Six (6) neighbourhoods report green commuting to any extent – again these are the neighbourhoods that are highly walkable and close to downtown

Neighbourhood Conversation Tool Open Ended Questions Response:

- ❖ Four (4) neighbourhoods felt a unique feature of their neighbourhoods were that they were well connected by buses and roads. One neighbourhood reported the most unique feature was that they were well connected to downtown and other areas of the City.
- ❖ Lack of public transit was the number one issue for 2 neighbourhoods

London Initiatives

- The City of London Planning Dept identifies notions of walkability in subdivision planning and Placemaking
- Requirements for sidewalks, design of streets, connections (streets, sidewalks, trails) within and between neighbourhoods, transit stops etc. are considered during the subdivision planning processes. LTC is involved in this process
- The Bicycle Master Plan speaks to provision of both recreational and commuter bike paths and plans for the future of cycling in the City.
- Facility Accessibility Design Standards (FADS) are part of the site plan review process for publicly accessible spaces
- The City of London Transportation Master Plan is currently under review beginning in Fall 2009 Public Consultation begins Nov. 10th
- Individual Parks Master Plans identify areas for improved connectivity in the open space system.
- The Progressive Transportation System Report Card outlines successes, an action plan which speaks to developing and maintaining an integrated, effective and accessible multi-modal transportation infrastructure system and development of programs and land use patterns which support the use of alternative modes of transportation

Initiatives in Other Cities

- walkON is a partnership of Central West Ontario Heart Health Networks who work together to support the development of walkable communities
- The Victoria Transport Policy Institute is an independent research organization dedicated to developing innovative and practical solutions to transportation problems. The institute identifies better solutions to transportation problems, including some approaches that are frequently overlooked or misunderstood; identifies the full benefits, costs and equity impacts of alternative transportation policies and programs; compares and evaluates alternatives; and creates a bridge between theory and practice.
- Smart Growth (US) is an organization dedicated to increasing the walkable neighbourhoods. Full tools and resources are found on their website.

PLACES - CONNECTIVITY

Neighbourhoods are places where there is connection within neighbourhoods, to adjacent neighbourhoods and the rest of the city.

Strategies

1. **Develop a Walkability Master Plan**
2. **Improve connectivity between neighbourhoods and to other parts of city**
3. **Increase connectivity of bus routes**

1. **Develop a Walkability Master Plan**

City Wide Action Steps:

- *Ensure new subdivision designs address walkability including access and connectivity within and between neighbourhoods*
- *Develop a campaign for residents to submit ideas for making neighbourhoods more walkable*
- *Improve sidewalk access at entrances to amenities (make connectivity for pedestrians as important as connectivity of roadways in site plans)*
- *Review building codes and ensure residents can build gates in fences to increase walkability*
- *Enforce rights and responsibilities of pedestrians (education, reduced countdown on crosswalks)*

2. **Improve connectivity between neighbourhoods and to other parts of city**

City Wide Action Steps:

- *Improve resident involvement in Transportation Master Plan. Inform task force, and other members of public, about how to get involved, who to contact at City Hall.*
- *Refer ring-road concept to the Transportation Master Plan process*
- *Ensure connectivity of all neighbourhoods by trails/pathways*
- *Ensure more popular trails have separate pedestrian and cycling trails as long as the Environmentally Significant Areas (ESAs) are not jeopardized*

3. **Increase connectivity of bus routes**

City Wide Action Steps:

- *Partner with the London Transit Commission (LTC) to investigate connectivity of bus routes between neighbourhoods in order to identify and address gaps in service*
- *Encourage LTC to conduct survey of residents (and/or transit users) about where they see gaps in transit (for example better utilization of public transit for shift workers, possibility of increasing transfer times between stops, exploring a stop program, need for all buses to go downtown)*
- *Refer rapid rail system with routes around outskirts and inner part of London (connectivity inside the city and outside the city to other municipalities) to the Transportation Master Plan process*

Targeted Neighbourhood Action Steps:

- *Address gaps identified in survey in Strategy #3 (city-wide action steps)*
- *Investigate possibility of small community buses to pick up and drop off within neighbourhoods*
- *Investigate potential of partnerships with local businesses to bring patrons to their establishments*

Note: Strategies and Action Steps relating to transportation will be referred to the Transportation Master Plan Process (SmartMoves)

- ➔ ***LSNS Resident Task Force members who attend the public meetings will ensure key strategies and action steps pertaining to the Transportation Master Plan are represented in this process***
- ➔ ***City staff will make sure that the LSNS Strategy Development Document is presented to city staff directly involved with SmartMoves highlighting the relationship and linkages regarding transportation at the neighbourhood level***

PLACES - PARKS

Neighbourhoods are places where parks and open space are available and accessible; available garden space.

Results from Neighbourhood Assessment

- ❖ The most useful hard data indicator for parks is the Play Space Needs index – which shows a need for more play space in 5 well established neighbourhoods
- ❖ Many of the other measures are skewed by the abundance of parks and open space in neighbourhoods along the Thames and by those newer neighbourhoods where parks have not been built yet
- ❖ Four (4) established neighbourhoods report less agreement in use of existing park space

Neighbourhood Conversation Tool Open Ended Questions Response:

- ❖ Parks, trails and open spaces were listed as the number one gathering place by respondents
- ❖ As well 21 neighbourhoods reported parks, open space and proximity to the Thames River as unique features of their neighbourhoods. Twelve (12) neighbourhoods reported it as the most unique aspect of their neighbourhood.
- ❖ One neighbourhood reported their number one issue as lack of natural areas, parks space, open space
- ❖ Six (6) neighbourhoods report mature trees as a unique feature of their neighbourhoods with one reporting this as the top feature

London Initiatives

- In new subdivisions where park space development is planned for a later phase, the City of London may install temporary parks and play structures
- The Placemaking project considers alternative park standards
- On an opportunistic basis, partnerships are considered for increasing park spaces and amenities
- There is a standard suite of amenities that get built in every park including – pathways, play structures, benches and lighting if appropriate
- Parks Planning and Design currently maintain a database of park locations suitable for naturalization and restoration purposes. An update of the Naturalization and Restoration Manual is currently underway. An updated inventory and assessment of sites was conducted in 2009 that prioritizes sites for naturalization and restoration. Some examples of recent naturalization projects include Riverforks Park, Ann Street Park.
- Reforest London provides partnerships and funding for naturalization projects
- Connectivity between open space is outlined in Parks and Recreation Master Plan, individual open space/parks master plans and the Official Plan
- All City of London Dog parks have signs posting hours of operation from 6:00 am to 10:00 pm

Initiatives in Other Cities

- Strategies related to public notification and engagement related to park plans and projects are found in Responsive City

PLACES - PARKS

Neighbourhoods are places where parks and open space are available and accessible; available garden space.

Strategies

1. Increase amount of park space
2. Improve accessibility, walkability, playability and connectivity of park spaces
3. Promote parks and Environmentally Significant Areas (ESAs)

1. Increase amount of park space

City Wide Action Steps:

- Designate temporary parks which could include, for example, parts of parking lots for use as ball hockey areas on Sundays
- Investigate opportunities for “pocket parks” (smaller neighbourhood parks – potentially on empty lots) in new and existing neighbourhoods. In areas where there is a large population of young children some of these could be fenced-in and include benches, play equipment designed for preschoolers and shade.

Targeted Neighbourhood Action Steps

- In areas lacking park space investigate innovative opportunities to create or share park or play space through partnerships (shared space with school or other landowner) and/or purchase of vacant lots/derelict buildings for new park space

2. Improve accessibility, walkability, playability and connectivity of park spaces

City-Wide Action Steps:

- *Inventory available park space, identify gaps and assess accessibility of park spaces across the city.* Include a public consultation process.
- Information about accessibility of parks should be posted on City of London website
- Increase use of parks not just for children but for teens as well (programming and/or “play equipment that attract youth/teens)
- Create spaces in parks for artists to display and/or sell their work

3. Promote parks and Environmentally Significant Areas (ESAs)

City-Wide Action Steps:

- *Define what ESAs are and the benefits they provide to our community and residents*
- Promote parks and ESAs through awareness at local events (Doors Open London) and develop an educational campaign targeting individuals and families to promote parks and ESAs
- Engage schools and environmental groups to use local parks and ESAs as part of the educational experience
- Develop signage listing amenities available in each park (as part of the “entrance” signage)
- Investigate corporate matching initiatives for park amenities (ex. Saturn Playgrounds)

PLACES - AMENITIES

Neighbourhoods are places where gathering places such as places of worship, community centres, health care centres, grocery stores, libraries, schools, etc. are available and accessible; identifiable neighbourhood meeting places.

Results from Neighbourhood Assessment

- ❖ Residents report a lack of gathering places in all but 8 neighbourhoods
- ❖ Twenty-five (25) of these same neighbourhoods report a lack of social and recreational opportunities. Although there is agreement in 24 of the 30 neighbourhoods that there is access to community facilities their perceived usage is not as a gathering place. This is supported by the open-ended question as community/recreation centres were only the 5th most reported gathering place by respondents.

Neighbourhood Conversation Tool Open Ended Questions Response:

- ❖ Responses to the lack of community and recreation space was the number one issue in 2 neighbourhoods. Lack of schools or school's closing was also mentioned a number of times in the responses.
- ❖ Access to amenities was cited by 12 neighbourhoods as a unique feature of their neighbourhood. Four (4) neighbourhoods cited it as the most unique feature of their neighbourhood.
- ❖ Respondents identified the following as the gathering places in neighbourhoods in order of frequency of mention in the conversation tool:

NEIGHBOURHOOD GATHERING SPACES			
1	Parks, trails and open spaces (415)	6	Stores/Malls (126)
2	Schools – mainly elementary schools, some secondary (198)	7	Coffee shops (69)
3	Churches (187)	8	Private homes/yards (63)
4	Public Libraries (164)	9	Restaurants and bars (53)
5	Community Centres/Arenas/Pools (163)	10	Street or sidewalk (29)

PLACES - AMENITIES

Neighbourhoods are places where gathering places such as places of worship, community centres, health care centres, grocery stores, libraries, schools, etc. are available and accessible; identifiable neighbourhood meeting places.

London Initiatives

- Corporate sponsors & partnerships with Service Clubs have expanded amenities within parks
- Lorne Ave. Public School – Old East Village BIA and community efforts to support the school
- City of London, YMCA and TVDSB's Northbrae Public School partnered with a coalition of community organizations, to create the Northbrae hub, a childcare centre and community hub providing space for service delivery, programming and community use
- London Children's Connection rents a townhouse in Westminster to run before and after programs as community space is limited
- At Beacock library, outside service providers have partnered together with the library to deliver alternative programming to encourage a wide range of people to make use of the space
- Libro Library Road Show is a community vehicle that makes stops all over the City and at a number of neighbourhood celebrations to attract non-cardholders.
- Serving Socially Vulnerable Population Project: The library is determining why some vulnerable populations do not make use of the library and will identify barriers and putting forward potential solutions
- Library Settlement Partnership provides information and referral services for a vast number of services in South London
- Tecumseh Community School is a not-for-profit group utilizing school space for neighbourhood programs, activities, events, etc. Proceeds go back to the school and community. It is designated as a Community school. A volunteer board manages the space in the evenings and hosts various activities and programs for the neighbourhood.

Initiatives in Other Cities

- The ON Ministry of Education's Community Use of Schools Policy agrees that schools are community hubs & access should be fair, equal & affordable for all. Many school-boards have created a policy & application package for non-profit groups in response.
- City of Toronto with the Toronto Star offers free newspapers at community and recreation centres to increase the use of these spaces for informal gathering
- 10 Carden in Guelph is an innovative community hub serving not-for-profit enterprise providing shared office space, presentation venue & small business incubator
- Many examples of churches & other neighbourhood spaces developing policies to allow community access.
- Vancouver's Association of Neighbourhood Houses - 7 houses act as central hubs for social programs, services & community development activities that strengthen neighbourhoods. They are often in unconventional places.
- Mississauga Great Libraries Become Public Gathering Places
- Project for Public Spaces (New York) - Streets as Places initiative seeks to engage citizens, policymakers & the transportation industry to reshape the design of streets to promote civic engagement.
- The Fernwood Neighbourhood Resource Group is an active & innovative community group that runs the Cornerstone Café, an informal gathering place for neighbourhood residents to share information.
- World wide "PARK(ing) Day" is an event where parking spaces are transformed into park spaces.
- NY City Streets Renaissance - coalition of community groups, elected officials, business leaders & citizens working together to bring common sense improvements to neighbourhood streets/streets as gathering places
- New York - Project for Public Spaces (PPS) is a nonprofit organization dedicated to helping people create and sustain public places that build communities

PLACES - AMENITIES

Neighbourhoods are places where gathering places such as places of worship, community centres, health care centres, grocery stores, libraries, schools, etc. are available and accessible; identifiable neighbourhood meeting places.

Strategies

1. Create more informal gathering places within neighbourhoods
2. Increase use of parks and trails and improve opportunities for gathering
3. Create more partnership opportunities to build amenities in parks and along trails
4. Ensure schools are open to the community. Overcome institutional barriers to share facilities
5. Develop more informal programs at community centres and other gathering places in the city
6. Create, gain access and promote community spaces within neighbourhoods
7. Increase use of libraries

1. Create more informal gathering places within neighbourhoods

City Wide Action Steps:

- Investigate where the current informal gathering places are within neighbourhoods including mail boxes, coffee shops, informal green space, etc (use in conjunction with the parks inventory in Strategy #2 under Parks)
- Assess the above inventory, identify gaps and develop strategies to increase number of informal gathering places in neighbourhoods (see Parks for strategies to increase park space)

2. Increase use of parks and trails and improve opportunities for gathering

City Wide Action Steps:

- *Ensure all parks should have shade (trees and/or pergolas) and benches as a first priority to create informal gathering places for residents*
- Areas should be identified in each park and set aside for community garden space, especially those in areas near multi-unit dwellings
- Promote dog parks as gathering places
- Designate specific times in parks when dogs are allowed off-leash
- Pilot informal activities such as chess boards in parks (pocket parks) or community centres
- Develop opportunities for activities like cafés and markets in parks (likely district parks)

3. Create more partnership opportunities to build amenities in parks and along trails

City Wide Action Steps:

- *Invite more partnership opportunities to build amenities in parks and along trails. May include criteria developed in a wider partnership framework and a communication plan to let service organizations and other corporate sponsors know that opportunities for partnerships exist in their community.*
- Develop criteria and create opportunities for neighbourhoods/communities to come together and fundraise to build amenities in parks and along trails

PLACES - AMENITIES

Neighbourhoods are places where gathering places such as places of worship, community centres, health care centres, grocery stores, libraries, schools, etc. are available and accessible; identifiable neighbourhood meeting places. (Amenities)

4. Ensure schools are open to the community. Overcome institutional barriers to share facilities

City Wide Action Steps:

- *Work with local school boards to improve access to school spaces and ensure schools are open to the public*
- Increase opportunities for more evening programs, events, etc. offered by both the community and the City of London in neighbourhood schools (see Current London Initiatives, page 30: Tecumseh Community School)

Targeted Neighbourhood Action Steps:

- *Work with local school boards to identify underutilized schools which could accommodate other services and programming as needed by the community. Create community hubs in underutilized schools*

5. Develop more informal programs at community centres and other gathering places in the city

City Wide Action Steps:

- See Services and Activities: Strategy #1

6. Create, gain access and promote community spaces within neighbourhoods

City Wide Action Steps:

- Conduct an age-based investigation on use of community centres to identify how to make community centres places for everyone (change the perception that community centres are only for children)
- Develop an inventory of free rental meeting spaces available in neighbourhoods and make it available online (easily accessible)
- Dedicate free space in community centres, libraries etc. for community/neighbourhood groups to hold meetings and programs
- Advocate other levels of government for tax incentives for places of worship, apartment complexes, etc. in exchange for offering free community space (Note: land owned by places of worship or religious organizations are exempt from taxation)
- Examine City of London requirements for insurance, rental fees, permits, etc. to determine if barriers to access can be addressed for community events at centres, in parks, on streets etc
- Work with key stakeholders to develop a strategy to create more informal gathering places within community centres and libraries – more than just place to go to do programming
- *Build more small-scale community centres as opposed to large, drive-to centres that don't serve smaller neighbourhoods*
- See Amenities: Strategy #4

7. Increase use of libraries

City Wide Action Steps:

- *Support London Public Library in their ongoing campaign to increase use of facilities, programs, etc (increase use of libraries by providing a book amnesty day/week, supporting community events and programs in libraries, etc)*
- Promote Book mobile by coordinating its service schedule with the garbage pick up calendar
- Encourage partnerships between libraries and surrounding businesses to bring more people into the library

PLACES - RESPONSIVE CITY

Neighbourhoods are places where City government is responsive to community needs.

Results from Neighbourhood Assessment

- ❖ This may be a place for strategy development

London Initiatives

- The main phone number for City Hall 519-661-2500 allows access to all departments and personnel during normal business hours
- The Planning Department is considering the implications of a Neighbourhood Planner model whereby individual planners would be assigned to specific areas of the City. Informally this model is used where possible.
- The Neighbourhood and Children's Services Division have community development staff that informally support community groups and centres connecting with residents, stakeholders & incubating, supporting and building capacity
- Recreation Customer service staff is available in several community and recreation facilities
- The City of London Web site was redeveloped in Jan 2008. The new design and navigation/layout was based on work of a Steering Committee who consulted both internal & external focus groups.
- A web site feedback form link is found at the bottom of every page.
- Accessible Customer Service Policy is required for the Implementation of the Accessibility for Ontarians with Disabilities Act (AODA 2005) and is currently underway across all City departments
- Residential Rental Licensing By-Law was passed in Council on Sept. 24, 2009
- The Area Planning process provides the basis for designating more specific land uses while providing direction for zoning, subdivision planning, servicing and community facility planning. Considerations for mixed uses are always a part of the process.
- The City of London, Planning & Development Department has Placemaking Guidelines adopted by Council for use in the review of new subdivisions. Placemaking is an urban design process aimed at creating communities that offer a distinct character, a strong sense of community & a context for healthy lifestyles and a high quality of life. Development of implementation standards is underway.
- During the construction phase of subdivisions the City does not own or maintain roads, sewers, utilities etc. Assumption (takeover by the City) of subdivisions is controlled by individual developers. The City is currently reviewing the process and looking at ensuring certain amenities are included prior to assumption.

Initiatives in Other Cities

- City of Vancouver's Neighbourhood Integrated Service Teams
- Many municipalities have a Community Events Calendar on their city websites on which residents can add events and keep everyone connected
- City of Calgary in partnership with the United Way of Calgary and the Calgary Distress Call Centre provide a 211 telephone number for resident to access non emergency information about their community
- Waterloo's Neighbour to Neighbour Tool Kit helps citizens access the knowledge they need to build their communities
- Tamarack has a document – Strengthening Relationships with Local Government
- Louisville's Dept of Neighbourhoods & Community Outreach provides The Mayor's Neighbourhood Toolbox Training. This Dept also has Community Outreach Liaisons who work to empower neighbourhoods with an array of community building skills
- Portland Oregon has a Public Involvement Advisory Council supported by City Council and one of its roles is to ensure ongoing collaboration between the community, City departments and City Council
- NOTICE (program in Nashville Tenn.) is a new community support program designed to help citizens identify and report code violations in their neighbourhoods
- The City of Jackson has created a Neighbourhood Meeting Program in which resident are encouraged to organize an informal gathering in their home and to invite neighbours and City Council members who will attend and discuss community issues in the comfort of your own home

PLACES - RESPONSIVE CITY

Neighbourhoods are places where City government is responsive to community needs.

Strategies

1. **Improve public access to City of London services**
2. **Increase usability of the City of London website**
3. **Enhance promotion of the city, identifying neighbourhoods as “selling” tool**
4. **Generate awareness and support of LSNS Strategy and Implementation Plan**
5. **Better urban design of new subdivisions**
6. **Strengthen the current Planning Process**
7. **Improve resident engagement**

1. Improve public access to City of London services

City Wide Action Steps:

- Investigate the opportunity for single point of contact for all City of London services including requests, complaints, and follow up
- Explore models and best practices of government staff assuming roles as neighbourhood resource person(s) providing support, co-ordination and connection within and between the neighbourhoods and city services
- Identify central city staff contacts and key point of contact (i.e. web address) for residents who have questions, concerns and/or suggestions regarding city services

2. Increase usability of City of London website

City Wide Action Steps:

- *Work with City of London staff to explore opportunities to simplify web navigation and create new web based tools. For example one button – “get connected”, sign up for updates on specific topics (land use planning, older adult programming, community events, youth activities, volunteer opportunities, employment etc.), two-way webcast conferencing, webcasts of Council and Committee meetings.*
- Develop Community Portal to post neighbourhood events, programs, etc and/or link to community/ neighbourhood website taking into account accessibility issues (age, language, ability, etc). Use the website/portal as a way to continue/initiate conversation/initiatives

3. Enhance promotion of the city, identifying neighbourhoods as “selling” tool

City Wide Action Steps:

- Work with key stakeholders currently involved in promoting the city (i.e. Tourism London) and include in promotional material, the uniqueness and strength of London’s neighbourhoods as a method to “sell” the city

4. Generate awareness and support of LSNS Strategy and Implementation Plan

City Wide Action Steps:

- *Develop communications strategy to inform and connect with community stakeholders in order to elicit support, action and commitment of the identified strategies*
- Use the City of London website and other community based websites as a tool to connect community stakeholders with current LSNS strategies and initiatives – provide opportunities for engagement and participation
- Create a yearly report card highlighting successes of LSNS strategies

PLACES - RESPONSIVE CITY

Neighbourhoods are places where City government is responsive to community needs.

5. Better urban design of new subdivisions

City Wide Action Steps:

- Work with the City of London and key stakeholders to develop strategies early in the planning process in an effort to connect new neighbourhoods to rest of city (i.e., bus routes, major connection roadways, etc.) in order to attain a better balance between needs of developers, City and residents
- Review current planning practices against new attitudes about sustainability and provide input through the next Official Plan review process. For example look at opportunities to increase walkability by returning to the grid system, reducing cul-de-sacs that do not allow for walkability or connectivity in the neighbourhood.
- Provide input into the Official Plan review process that identifies such topics as: mix of businesses and homes instead of large groups of housing and large commercial blocks, multiple land uses in new developments, redefining or creating new planning zones to include commercial and residential within new developments (live-work opportunities)

Targeted Neighbourhood Action Steps:

- Ensure lighting and sidewalks are in place in new developments as soon as residents move in

6. Strengthen the current Planning Process

City Wide Action Steps:

- Investigate the opportunity to hold a Neighbourhood Planning Summit to identify strengths and challenges with the planning process in the City, consider alternative models and create an action plan for change to ensure residents are engaged in and understand the decision making processes. Examples of areas to take into account:
 - ❖ Consideration of residential base of the neighbourhood when reviewing planning applications in historic neighbourhoods. Look beyond the single property to see the larger need (consideration of neighbourhood character).
 - ❖ Consider broadening notification procedures
 - ❖ Plan amenities at known gateways to neighbourhoods
- City staff develop a series of Planning Education workshops to help residents become more aware of and more involved in the planning process. The workshops would be aimed at building and maintaining strong working relationships and understanding between residents, communities and the City of London.
- Generate more opportunities, through planning and zoning, to enable small businesses to enter neighbourhoods (see Sustainable: Strategy #1)
- City to provide resources and teach skills to allow residents to better participate in the planning process
- See Responsive City: Strategy #7

7. Improve resident engagement

City Wide Action Steps:

- *City of London to build on current Community Engagement processes:*
 - ❖ *Talking and listening by both residents and City representatives when change is to occur*
 - ❖ *Residents actively participating in public meetings*
 - ❖ *Canvassing people who are going to be living with the change*
 - ❖ *Notification of plans and projects related to parks, trails and pathways*

APPENDIX 1: STRATEGY WORKPLAN

PEOPLE – ENGAGED

Neighbourhoods have people that are engaged community leaders changing neighbourhoods in positive ways, committed, sustainable/resilient, enduring, dynamic, focused on continuous change.

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
City Wide				
Support existing, and development of new community/neighbourhood associations	Investigate potential to develop a Neighbourhood Network	1	Portal funded by COL but arms length Community??	City, volunteers
	City of London to provide more ongoing support of neighbourhoods	1	City of London	Neighbourhood / Community Association
	Create a broad agenda for Community/Neighbourhood Association sustainability	2 – 3	Urban League	City of London
Develop Neighbourhood Action Planning Process and Neighbourhood Action Plans	Investigate best practices and develop a standard process for developing neighbourhood action plans	1	Neighbourhood Action Plan Working Group – self identified, call out to task force members & others	City of London
	Investigate opportunities to implement Community Improvement Plans	4	Neighbourhood Action Plan Working Group	City of London
	Develop guidelines and a tool kit for developing community-led Neighbourhood Action Plans	2 - 3	Neighbourhood Action Plan Working Group	City of London
	All neighbourhoods develop a Neighbourhood Action Plan	2 – 3	Neighbourhood Action Plan Working Group	City of London
Develop a Neighbourhood Resource Centre/ Neighbourhood Hub Model for London	Investigate best practices for Neighbourhood Resource Centres / Neighbourhood Hubs	1	Resource centres COL (funders) Community	Neighbourhood Resource Centre Child & Youth Network
	Develop and implement a London Neighbourhood Resource Centre / Neighbourhood Hub model	2	Resource centres COL (funders) Community	Neighbourhood Resource Centre Child & Youth Network
	Promote Neighbourhood Resource Centres / Neighbourhood Hubs	2 - 3	Resource Centres Neighbourhoods	Neighbourhood Resource Centre Child & Youth Network
Engage residents with local Neighbourhood/ Community Associations	Develop Neighbourhood After 5:00 pm Networking Events	1	Neighbourhood / Community Association	Local Residents, Businesses, Agencies
	Promote fun social events in neighbourhoods	1	Neighbourhood / Community Association Urban League	Local Residents, Businesses, Agencies

DRAFT STRATEGY DEVELOPMENT WORKPLAN

PEOPLE – CONNECTED

Neighbourhoods have people that are connected, care about their neighbours, are socially conscious, celebrate and support each other, overall feeling of “neighbourliness”.

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
City Wide				
Encourage and promote neighbourhood celebrations or events	Implement small-scale face-to-face meetings with your neighbours	2	Neighbourhood / Community Assoc Optimists	Neighbourhood / Community Association Urban League
	Yearly get to know your neighbour day or Neighbourhood Street Party Day	2	Neighbourhood / Community Association Urban League	Neighbourhood / Community Association Urban League
	Have city staff help neighbourhoods who may need assistance with neighbourhood events etc.	1	City of London	Neighbourhood / Community Association Urban League
	Investigate funding and support mechanism for neighbourhood groups to hold events	1	City of London Neighbourhood / Community Association	Business sponsors
	Neighbourhood Showcase Competitions	3	City of London Neighbourhood / Community Association	Business sponsors
Develop a Neighbourhood Matching Fund program for community projects	Investigate best practices, to develop a funding strategy and support mechanism	1	Fund Development Committee	City of London United Way of London & Middlesex Trillium
	Investigate opportunities for corporate sponsorship	2	Fund Development Committee	Business Community
	Implement the Neighbourhood Matching Fund program	3	Fund Development Committee	City of London
	Yearly reporting and evaluation of Neighbourhood Matching Fund program	4	Fund Development Committee	City of London

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
City Wide				
Develop a model to guide management, sustainability, expansion and resourcing of community gardens	Conduct a detailed review of the existing community garden program	1	City of London	Community stakeholder
	Establish a steering committee of all relevant partners to guide the development of the community garden model for London	2	Community Garden Steering Committee	City of London Community stakeholders
	Investigate best practices	1	Community Garden Steering Committee	City of London
	Define priority areas	2 – 3	Community Garden Steering Committee	City of London
	Identify potential spaces/sites for community gardens	3	Community Garden Steering Committee	City of London
	Build a network of community garden “leaders” representing each garden in order to share information	1 – 2	Community Garden Steering Committee	Community Gardeners
Promote community gardens and knowledge about the program	Approach media to do positive stories on the benefits of community gardening	3	Community Garden Steering Committee	COL Media
	Develop a community garden recipe book	2	Community Garden Steering Committee	COL Fundlers
	Encourage gardeners to donate food to food bank	1	Community Garden Steering Committee	London Food Bank Local gardeners

DRAFT STRATEGY DEVELOPMENT WORKPLAN

PEOPLE – ACTIVE

Neighbourhoods have people that are active and participate in their community.

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
City Wide				
Increase political engagement and voter turnout	Determine who doesn't vote and why, in municipal elections	3	City of London (City Clerks Office, Corporate Communication)	UWO (research) Chamber of Commerce
	Investigate best practices around increasing voter turnout	2	City of London (City Clerks Office, Corporate Communication)	UWO (research) Chamber of Commerce
	Campaign around benefits of voting in municipal elections	1 and 5	City of London (City Clerks Office, Corporate Communication)	UWO (research) Chamber of Commerce
	Promote voting with employers in London	1 and 5	City of London (City Clerks Office, Corporate Communication)	Chamber of Commerce LEDC City of London
Engage youth in political processes	Introduce a "Youth Day" at City Hall	3	Local Youth Council (Champion)	City of London Youth Council's School Board
	Engage schools to be more involved in the political process	2	Schools Councillors	City of London Youth Council's School Board
	Invite Councillors to speak to high school classes	2	School Councils Local Youth Councils	City Councillors City of London Youth Council's School Board
	Encourage youth to get out and vote through a variety of different initiatives	1	School Councils Local Youth Councils	City of London Youth Council's School Board
	Use existing youth councils/leadership groups to advocate the importance of voting to youth	2	Councillors Neighbourhood Assoc.	Emerging Leaders Local Youth Councils School Board
Develop a "better" measure of being active in your neighbourhood	Investigate a better measure for being active in the community (currently only measuring limited participation rates in a limited number of activities)	5	Neighbourhood Assoc & Staff (Develop) City Staff (Investigation)	UWO Fanshawe College MLHU

DRAFT STRATEGY DEVELOPMENT WORKPLAN

PEOPLE – PRIDE

Neighbourhoods have people that have pride, respect and care about where they live (environmentally conscious).

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
City Wide				
Provide opportunities in neighbourhoods for murals, public art, free art, etc	Develop a competition for public art	2	London Arts Council	Local Artists Creative City Taskforce
	Continue to support investment in community programs for at risk youth	1	London Youth Service providers	City of London Funders Community Agencies (work with at risk youth)
Celebrate gateways to the City and neighbourhoods	Develop creative and unique gateways for London's neighbourhoods	3	Heritage Committee Neighbourhood / Community Assoc.	Urban League Neighbourhood/Comm Associations BIA's
Provide opportunities for neighbourhood specific signage	City to develop a process that allows neighbourhoods to celebrate where they live	1	City of London	Urban League Neighbourhood/Comm Associations BIA's
Targeted				
Provide opportunities for neighbourhood specific signage	New neighbourhood signage/identity should be implemented when a neighbourhood is created	3	City of London	Urban League Neighbourhood/Comm Associations BIA's
City Wide				
Improve and expand upon local Clean and Green initiatives in neighbourhoods	Provide more opportunities to involve high school students	2	City of London	School Boards UWO / Fanshawe Student Liaison
	Continue to build upon the media awareness of Clean and Green initiatives	1	City of London Business Community	Neighbourhood/ Comm Associations Local groups (Scouts)
	Extend Clean and Green throughout the year	3	City of London Business Community	Neighbourhood/ Comm Associations Local groups (Scouts)
	Develop a system that allows tracking of who participates at a neighbourhood level	1	City of London Business Community	Neighbourhood/ Comm Associations

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
Targeted				
Improve and expand upon local Clean and Green initiatives in neighbourhoods	Target 9 neighbourhoods yearly that do not currently have Clean and Green initiatives	3	City of London	Targeted neighbourhoods (residents, businesses, etc)
	Engage university students to lead and/or participate in Clean and Green initiatives	2	Town and Gown Cttee	UWO Fanshawe
	Increase number of garbage cans and recycling receptacles available on streets	2 - 3	City of London	Neighbourhood/ Comm Associations
City Wide				
Promote naturalization projects to inspire pride in local neighbourhoods	Ensure city by-laws don't hinder people from naturalizing their neighbourhoods and lawns	1	City of London Parks Planning	Local Interest Groups
	The City of London will support and promote naturalization projects in local neighbourhoods	2	City of London Parks Planning	Local Interest Groups
Create and develop more "adopt-a" programs	Develop and implement creative "adopt-a" programs in neighbourhoods	2	City of London Parks Planning	Neighbourhood/ Comm Associations
	Encourage residents to care for boulevards and trees during dry spells	2	City of London	Neighbourhood/ Comm Associations
Promotion of "little gems" in London's neighbourhoods	Identify and inventory "little gems" in all of London's neighbourhoods	1	Neighbourhood/ Comm Associations	Urban League BIA's Local Businesses etc
	Profile and promote "little gems" through a variety of avenues	2	Neighbourhood/ Comm Associations	Urban League BIA's Local Businesses etc

DRAFT STRATEGY DEVELOPMENT WORKPLAN

PEOPLE – EMPOWERED Neighbourhoods have people that are empowered, engaged; know how to effect change, supported by City government.

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
City Wide				
Better connection between voters and elected officials	Investigate how Councillors can better connect on a regular basis with the community	1	City of London City Council	Urban League
	Provide tools and specialized resources to educate public who are not currently connected with their elected officials	2	City of London City Council Community / Neighbourhood Association	Urban League Community / Neighbourhood Associations
	Investigate the possibility of Councillors holding bi-annual community gatherings	1	Community / Neighbourhood Association	City of London City Council
	Increase the opportunities for Councillors to attend neighbourhood events	1	Community / Neighbourhood Association	City of London City Council
	Have Councillors' votes publically available and make it easy to find on the city's web site	2	City of London	
Develop a "people assets inventory" database that highlights community leaders from neighbourhoods and communities of interest	Identify and develop a web database of community leaders and champions in neighbourhoods and communities of interest	1	Community / Neighbourhood Assoc Urban League	City of London

DRAFT STRATEGY DEVELOPMENT WORKPLAN

PLACES – SUSTAINABLE Neighbourhoods are places where there is a vibrant local economy, sustainable environment, sustainable planning and design is practiced and heritage buildings are protected; the historic fabric/identity of the neighbourhood is maintained, enduring over time, balanced.

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
Targeted				
Increase support of local businesses at the neighbourhood level	Develop a Walk to Shop Awareness initiative in targeted neighbourhoods in an effort to encourage people to shop locally. (i.e. close street to traffic on a special day)	1	Business Assocs./ BIA's City of London	Local Businesses Neighbourhood/ Comm Associations
	Increase support of local businesses city wide (i.e. when they start up need city support; promote business as little gem)	1 – 5	Business Assocs./ BIA's City of London	Local Businesses Neighbourhood/ Comm Associations
City Wide				
Increase number of Londoners who car pool on a regular basis	Continue to encourage more carpooling and share-a-ride systems	1 – 5	City of London	MTO Residents to mobilize Schools/Univ./College
	Create more park and ride programs in all areas of the city	1 – 5	LTC City of London	Neighbourhood Assoc. Business Assoc.
	Create specific prime parking spots for car poolers	3	All levels of gov't Businesses / employers	City of London (zoning by-law)
Increase the number of sustainable technologies and programs used throughout the city	City of London to investigate use of sustainable technologies and programs in city facilities and projects	1	City of London	Municipal Advisory Groups Local Environmental Community Group(s)
	Build on best practices such as green roof technology, solar panels and geothermal technology for use in London projects (including planning and environmental implications)	2	Local Environmental Community Group(s)	All levels of gov't (rebates)
Increase opportunities and encourage biking as a means of transportation	Increase the number of buses that accommodate bikes on the front	1	LTC	City of London Residents Biking Interest Groups

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
City Wide				
Increase opportunities and encourage biking as a means of transportation	Continue to include bicycle lanes as part of road reconstruction	1 – 5	City of London Biking and Walking Advisory Committee	City of London Residents Biking Interest Groups
	Investigate best practices and implement a bicycle lending program	2	Biking and Walking Advisory Committee	Cycling Clubs Community Assoc. Tourism London Bike Shops City of London
	Develop an awareness campaign about bike paths	2	Biking and Walking Advisory Committee	City of London ULL; UTRCA Springbank Park; “Friends” groups
	Develop a workplace campaign that highlights the need for secure storage of bikes	3	Biking and Walking Advisory Committee	Local businesses City of London Chamber of Commerce

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
Targeted				
Increase opportunities and encourage walking as a means of transportation	Promote walking school buses in neighbourhoods	2 – 5	Biking and Walking Advisory Committee	Schools; ULL Neighbourhood Watch Community Assoc
	Promote walk-to-work initiatives	2 – 5	Biking and Walking Advisory Committee	City of London Resource Centres Businesses; BIAs
	Continue to promote London’s trails and pathways	1 – 5	Biking and Walking Advisory Committee	City of London; ULL UTRCA Springbank Park; “Friends” groups
Increase awareness of and promote creative initiatives that move neighbourhoods and the city towards a greener environment	Provide incentives to residents, community/neighbourhood groups and organizations and businesses for doing the “right” thing environmentally	3	Transition Towns & other Environmental groups	City of London Businesses
	Encourage more “re” development in the City through incentives	1 – 5	Transition Towns & other Environmental groups	City of London Businesses
	Promote corporate responsibility for things like the environment, active healthy lifestyles, etc	1 – 5	Transition Towns & other Environmental groups	City of London Businesses
Promote use of public transit	Explore idea of trading in an expired bus pass for a pass to a recreation centre	2	City of London	LTC Neighbourhood Resource Centres
	Subsidized bus passes/tickets for individuals going to specific destinations	2	City of London	LTC
	Explore opportunities to offer discounted bus passes to large employers	2	City of London	LTC Local Large Employers
	Investigate opportunities to offer reduced fares during non peak hours	2	City of London	LTC
	Work with the London Transit Commission to explore the above options and to promote their current initiatives	2	LTC	City of London
	Investigate opportunities for businesses to promote or provide bus passes to employees	2	Local Businesses	LTC

Note: Strategies and Action Steps relating to transportation will be referred to the Transportation Master Plan Process (SmartMoves).

DRAFT STRATEGY DEVELOPMENT WORKPLAN

PLACES– SAFE

Neighbourhoods are places where it is safe to live, work and play, neighbourhoods are clean and cared for.

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
City Wide				
Increase the participation in, and activity of, Neighbourhood Watch and Block Parent programs	Identify and address barriers to participation	2	Neighbourhood / Community Business Assoc	Neighbourhood Watch Block Parent
	Communities look for ways to promote Neighbourhood Watch and Block Parent	3	Neighbourhood / Community Business Assoc	Neighbourhood Watch Block Parent
	Investigate linkages for common program goals and outcomes between Neighbourhood Watch and Block Parent	2	Neighbourhood / Community Business Assoc	Neighbourhood Watch Block Parent
Targeted				
Increase the participation in, and activity of, Neighbourhood Watch and Block Parent programs	Increase recruitment and membership in targeted neighbourhoods	2	Neighbourhood / Community Business Assoc	Neighbourhood Watch Block Parent
City Wide				
Reporting of crime statistics by neighbourhood	Explore the potential of developing a neighbourhood safety index	2	City of London/Community Safety and Crime Prevention Advisory Committee	London Police UWO
Develop a Pedestrian/Cyclist Safety Strategy	Establish a resident led group to provide leadership to develop a Pedestrian/Cyclist Safety Strategy	2	Biking and Walking Advisory Committee	City of London London Police
	Identify issues through Neighbourhood Traffic Studies	3	City of London	London Police
	Investigate best practices to slow traffic through neighbourhoods	3	City of London	London Police
	Research awards related to transportation plans to provide an incentive to better coordinate plans	1	City of London	
	Examine best practices for crosswalk use for persons with disabilities	1	City of London	London Police
	Ensure construction standards are implemented and adhered to in order to maintain safety and pedestrian use in and around construction zones	1	City of London	Construction Companies

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
	City-wide			
Develop a Pedestrian/Cyclist Safety Strategy cont.	Evaluate and ensure City of London operated snow removal doesn't impede pedestrian crossings	2	City of London	
	Continue to take advantages of opportunities to educate motorists and cyclists about rules of the road	1	Biking and Walking Advisory Committee	London Police City of London
	Develop recommendations to refer to Transportation Master Plan process	1	Local Residents (LSNS Resident Task Force)	City of London
	Targeted			
Develop a Pedestrian/Cyclist Safety Strategy	Target neighbourhoods identified in the Neighbourhood Traffic Studies for improvement	2	Biking and Walking Advisory Committee	City of London London Police
	City-wide			
Improve safety and walkability around schools	Develop partnership with local school boards, transportation companies and police to investigate creative initiatives to increase safety around schools	1	Community Safety and Crime Prevention Advisory Committee	School Boards Police Transportation Companies City of London
	Determine the need and target necessary schools to increase number of crossing guards and/or school student patrols	1 - 2	Community Safety and Crime Prevention Advisory Committee	School Boards Police Transportation Companies City of London
	Work with the City of London and the police to create school zones where speed is reduced and enforce it	1	Community Safety and Crime Prevention Advisory Committee	School Boards Police Transportation Companies City of London
	Develop a strategy to engage schools and communities to encourage more children to walk to school	1	Community Safety and Crime Prevention Advisory Committee	School Boards
	Targeted			
Improve safety and walkability around schools	Identify neighbourhood schools to pilot initiatives developed above	2	Parent – Teacher Assoc.	School Boards
	Examine and extend no parking zones in school areas and/or opportunities for "kiss and ride"	2	Parent – Teacher Assoc.	School Boards

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
Targeted				
Improve safety in the downtown	Increase consistency of police presence on the streets after the bars close	2	Police	Downtown Businesses
	Decentralization of social services in the core	1 – 5	City of London	Local Community Agencies
	Through the Downtown Master Plan process, investigate option of providing vacancy rebates	1	City of London	Local Residents/Businesses
	Continue to promote the City's incentive programs for Downtown Revitalization	1 – 5	City of London	BIA's/ LDBA/ Mainstreet London
City Wide				
Identify and improve lighting in neighbourhoods	Develop an awareness campaign to encourage people to leave porch lights on	1	City of London	Neighbourhood Watch Neighbourhood/ Comm Assoc.
	Work with the City of London to determine strategy/resources required to decrease wait times to replace burned out streetlights	1	City of London	Neighbourhood Watch Neighbourhood/ Comm Assoc.
	As part of the site-planning process for all new developments, require improved lighting standards	1	City of London	London Development Institute
Targeted				
Identify and improve lighting in neighbourhoods	Identify specific locations in neighbourhoods that are frequented by pedestrians that would benefit from improved lighting (City to educated Comm. Groups to provide info)	1 – 5	Community Safety and Crime Prevention Advisory Committee	City of London Community Groups & Businesses
	Investigate the installation of motion sensors to automate lighting in areas frequented by pedestrians (contest based on the location of the new lighting.)	1 – 5	City of London	Neighbourhood Watch Neighbourhood/ Comm Assoc.
City Wide				
Increase enforcement of City's By-Laws	Work with the City of London to develop a process to ensure that by-laws are transparent, easily accessible and in a format that can be understood by the general public	1	City of London	Community Interest Groups

DRAFT STRATEGY DEVELOPMENT WORKPLAN

PLACES – SERVICES & ACTIVITIES

Neighbourhoods are places where services and activities are available and accessible, able to move across the community (walkable).

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
City Wide				
Develop more informal programs at community centres and other gathering places in neighbourhoods	Increase availability of free programming in neighbourhood community centres, parks, etc	1 – 5	Community Lead	Local agencies Neighbourhood/Comm Associations City of London School Boards
	Dedicate a percentage of time at community centres for low fee/no fee programs or drop-ins	1 – 5	City of London	Local agencies Neighbourhood/Comm Associations
	Investigate opportunities for volunteers to deliver programs	2 – 5	Community Lead & City of London	Local agencies Neighbourhood/Comm Associations
	Work with partners in neighbourhoods to offer programs in non-traditional places	1 - 5	Community Lead	City of London Local Neighbourhood Assets & Organizations
	Increase opportunities for drop-in activities at community centres, parks, etc	1 – 5	Community Lead	City of London Local Neighbourhood Assets and Agencies
	Increase opportunities for the community to create and/or new programs so participants can share cost of rental	2 – 5	Community Lead	City of London Local Neighbourhood Assets & Organizations
	Build on models such as the Cherryhill Mall seniors programming in other London neighbourhoods	2 – 5	Community Lead	City of London Local Neighbourhood Assets& Organizations
	Increase use of vacant parking lots for activities like basketball, markets, etc.	3 – 5	Community Lead	City of London Local Neighbourhood Assets& Organizations
Increase awareness of programs and services available in each neighbourhood	Develop a “Do you know your city?” awareness campaign	1 – 5	Community Lead	City of London Local Neighbourhood Assets& Organizations
	Create neighbourhood specific welcome kits including materials specific to the community	3	Community Lead	City of London Local Neighbourhood Assets& Organizations
	Increase promotion of events, projects, programs and services through all forms of media	1 - 2	Community / Neighbourhood Leads	City of London; Media Local Neighbourhood Assets& Organizations

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
	City-wide			
Increase usability of City of London Spectrum Program Guide	Work with the City of London to re-vamp the current Spectrum Program Guide	2 – 5	City of London	Community Groups Local Experts
	Review distribution of Spectrum Program Guide	1 – 5	City of London	Local Neighbourhood Assets & Organizations
Increase services and activities for youth in neighbourhoods	Develop a tool kit for youth engagement and leadership development	2- 5	Community Agency	Schools City of London Youth Organizations
	Work with schools and seniors homes to adopt each other and do activities together	1 - 5	Community Agency	United Way School Boards Seniors Homes Youth & Seniors Organizations

DRAFT STRATEGY DEVELOPMENT WORKPLAN

PLACES – CONNECTIVITY

Neighbourhoods are places where there is connection within neighbourhoods, to adjacent neighbourhoods and the rest of the city.

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
	City-wide			
Develop a Walkability Master Plan	Ensure new subdivision designs address walkability including access and connectivity	1	City of London	Developers Community
	Develop a campaign for residents to submit ideas for making neighbourhoods more walkable	1 - 2	Community / Neighbourhood Association City of London	Websites / Media Residents Community Partners
	Improve sidewalk access at entrances to amenities	1 – 5	City of London	Local Neighbourhood Assets Residents
	Review building codes and ensure residents can build gates in fences to increase walkability	1	City of London	City of London
	Enforce rights and responsibilities of pedestrians	1	Biking and Walking Advisory Committee	City of London Police
Improve connectivity between neighbourhoods and to other parts of city	Improve resident involvement in Transportation Master Plan	1	City of London SmartMoves	Community Partners Residents Business / Community Assoc
	Refer ring-road concept to the Transportation Master Plan process	1	City of London SmartMoves	Community Partners Residents Business / Community Assoc
	Ensure connectivity of all neighbourhoods by trails/pathways	1 – 5	City of London	Community Partners Residents Business / Community Assoc
	Ensure more popular trails have separate pedestrian and cycling trails as long as the Environmentally Significant Areas are not jeopardized	1 – 5	City of London	Community Partners Residents Business / Community Assoc

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
City Wide				
Increase connectivity of bus routes	Partner with the LTC to investigate connectivity of bus routes between neighbourhoods in order to identify and address gaps in service	1	LTC City of London SmartMoves	Residents Community Assoc Business Assoc.
	Encourage LTC to conduct survey of residents about where they see gaps in transit	1	LTC	City of London
	Refer rapid rail system to the Transportation Master Plan process	1	City of London SmartMoves	Residents
Targeted				
Increase connectivity of bus routes	Address gaps identified in survey in Strategy #3	2	LTC City of London	Residents Community Partners Community / Business Assoc
	Investigate possibility of small community buses to pick up and drop off within neighbourhoods	2-3	LTC/ Busing Company City of London	LTC City of London Community / Neighbourhood Association Local Businesses
	Investigate potential of partnerships with local businesses to bring patrons to their establishments	1	Business Assoc. Community Assoc.	Local Businesses

Note: Strategies and Action Steps relating to transportation will be referred to the Transportation Master Plan Process (SmartMoves).

DRAFT STRATEGY DEVELOPMENT WORKPLAN

PLACES – PARKS

Neighbourhoods are places where parks and open space are available and accessible; available garden space.

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
City-wide				
Increase amount of park space	Designate temporary parks	3 – 5	City of London	Local Community Interest Groups
	Investigate opportunities for “pocket parks”	1	City of London	Local Community Interest Groups
Targeted				
Increase amount of park space	In areas lacking park space investigate innovative opportunities to create or share park or play space through partnerships and/or purchase of vacant lots	1 – 5	City of London	Local Community Interest Groups
City-wide				
Improve accessibility, walkability, playability and connectivity of park spaces	Inventory available park space, identify gaps and assess accessibility	1	City of London	Neighbourhood/Comm Associations; UWO
	Information about accessibility of parks should be posted on City of London website	1	City of London	Local Community Interest Groups
	Increase use of parks not just for children but for teens as well	3 – 5	London Youth Council	Local Community Interest Groups; School Boards
	Create spaces in parks for artists to display and/or sell their work	2	London Arts Council	City of London Local Artists
Promote parks and Environmentally Significant Areas (ESAs)	Define what ESAs are and the benefits they provide to our community and residents	1	Community Lead	City of London Thames Valley Conservation Authority London Advisory Council for Heritage
	Promote parks and ESAs through awareness at local events	1	Community Lead	Thames Valley Conservation Authority London Advisory Council for Heritage
	Engage schools and environmental groups to use local parks and ESAs	1	Community Lead	Thames Valley Conservation Authority London Advisory Council for Heritage

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
	City-wide			
Promote parks and Environmentally Significant Areas (ESAs)	Develop signage listing amenities available in each park	3 – 4	City of London	
	Investigate corporate matching initiatives for park amenities	2 - 3	Neighbourhood Advisory Committee	Corporations City of London

DRAFT STRATEGY DEVELOPMENT WORKPLAN

PLACES – AMENITIES

Neighbourhoods are places where gathering places such as places of worship, community centres, health care centres, grocery stores, libraries, schools, etc. are available and accessible; identifiable neighbourhood meeting places.

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
	City-wide			
Create more informal gathering places within neighbourhoods	Investigate where the current informal gathering places are within neighbourhoods	1	Community Associations (i.e. Urban League)	City of London Local Community Interest Groups
	Assess the above inventory, identify gaps and develop strategies to increase number of informal gathering places	2	Community Associations	City of London Local Community Interest Groups
Increase use of parks and trails and improve opportunities for gathering	Ensure all parks should have shade and benches as a first priority	1	Community Garden Steering Committee	Neighbourhood/Comm Associations
	Areas should be identified in each park and set aside for community garden space	1	City of London	Local Community Interest Groups
	Promote dog parks as gathering places	2	City of London	Local Community Interest Groups
	Designate specific times in parks when dogs are allowed off-leash	2	City of London	Local Community Interest Groups
	Pilot informal activities such as chess boards in parks or community centres	3	Community Associations	City of London Local Community Interest Groups
	Develop opportunities for activities like cafes and markets in parks	3 – 5	Community Lead	Private Sector Business / Community Associations City of London
Create more partnership opportunities to build amenities in parks and along trails	Invite more partnership opportunities to build amenities in parks and along trails	1 – 5	Community Associations Thames Valley Trail	City of London
	Develop criteria and create opportunities for neighbourhoods to come together and fundraise to build amenities in parks and along trails	1 - 5	Umbrella of Organizations (ULL, Reforest London)	City of London

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
	City-wide			
Ensure schools are open to the community. Overcome institutional barriers to share facilities	Work with local school boards to improve access to school spaces and ensure schools are open to the public	1	Community Organizations City of London	School Boards Local Rate Payers Association Community / Neighbourhood Associations
	Increase opportunities for more evening programs, events, etc. offered by both the community and the City of London in neighbourhood schools	2	Community Organizations City of London	School Boards Local Rate Payers Association Community / Neighbourhood Associations
	Targeted			
Ensure schools are open to the community. Overcome institutional barriers to share facilities	Work with local school boards to identify underutilized schools which could accommodate other services and programming	1	Community Organizations City of London	School Boards Local Rate Payers Association Community / Neighbourhood Associations
	City-wide			
Develop more informal programs at community centres and other gathering places in the city	See Services and Activities: Strategy #1	1	Community Organizations (City of London spark interest & facilitate i.e. YMCA)	Community Agencies and Organizations

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
	City-wide			
Create, gain access and promote community spaces within neighbourhoods	Conduct an age-based investigation on use of community centres	1- 5	City of London	Community Centres
	Develop an inventory of free and rental meeting spaces available in neighbourhoods and make it available online	1	City of London Community / Neighbourhood Association	Community Partners
	Dedicate free space in community centres, libraries, etc. for community/neighbourhood groups to hold meetings and programs	2	City of London	Community Partners
	Advocate other levels of government for tax incentives to places of worship, apartment complexes etc. in exchange for offering free community space	3	City of London	Provincial and Federal Government Local Neighbourhood Assets & Organizations
	Examine City of London requirements for insurance, rental fees, permits, etc. to determine if barriers to increased access can be addressed for community events	1	City of London	Urban League Stakeholders Event Holders
	Work with key stakeholders to develop a strategy to create more informal gathering places within community centres and libraries	2 – 3	Community groups City of London	Community Centres Libraries
	Build more small-scale community centres as opposed to large, drive-to centres	5	City of London Partners	Partners
	See Amenities: Strategy #4			
Increase use of libraries	Support London Public Library in their ongoing campaign to increase use of facilities, programs etc	1 – 5	Community groups	London Public Library
	Promote Book mobile by coordinating its service schedule with the garbage pick up calendar	1	City of London	London Public Library
	Encourage partnerships between libraries and surrounding businesses to bring more people into libraries	1	LPL	Local businesses

DRAFT STRATEGY DEVELOPMENT WORKPLAN

PLACES – RESPONSIVE CITY

Neighbourhoods are places where City government is responsive to community needs.

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
	City-wide			
Improve public access to City of London services	Investigate the opportunity for single point of contact for all City of London services	1	City of London	Comm/ Neighbourhood Association
	Explore models and best practices of government staff assuming roles as neighbourhood resource person(s) providing support, etc	1	City of London	Comm/ Neighbourhood Association
	Identify central city staff contacts and key point of contact for residents who have questions, concerns and/or suggestions regarding city services	1	City of London	Comm/ Neighbourhood Association
Increase usability of City of London website	Work with City of London staff to explore opportunities to simplify web navigation and create new web based tools	2	City of London	Comm/ Neighbourhood Association
	Develop Community Portal to post neighbourhood events, programs etc	2	City of London	Comm/ Neighbourhood Association Local Community Interest Groups
Enhanced promotion of the city, identifying neighbourhoods as “selling” tool	Work with key stakeholders currently involved in promoting the city and include in promotional material, the uniqueness and strength of London’s neighbourhoods	3	City of London Community / Neighbourhood Association	Tourism London Local media/websites Local Community Interest Groups
Generate awareness and support of LSNS Strategy and Implementation Plan	Develop communications strategy to inform and connect with community stakeholders in order to elicit support, action and commitment of the identified strategies	1	LSNS Subgroup	City of London Local Community Interest Groups
	Use the City of London website and other community based websites as a tool to connect community stakeholders with current LSNS strategies and initiatives	2	City of London	LSNS Subgroup (Review Committee) Local Community Interest Groups
	Create a yearly report card highlighting successes of LSNS strategies	2	LSNS Subgroup	City of London Local Community Interest Groups

Strategy	Action Steps	Timeframe Year 1, 2, 3, 4, 5	Responsibility / Lead	Required resources
	City-wide			
Better urban design of new subdivisions	Work with the City of London and key stakeholders to develop strategies early in the planning process in an effort to connect new neighbourhoods to rest of city	1	City of London	Local Residents London Development Institute Local Interest Groups
	Review current planning practices against new attitudes about sustainability and provide input through the next Official Plan review process	2	City of London	Local Residents London Development Institute Local Interest Groups
	Provide input into the Official Plan review process that identifies such topics as: mix of businesses and homes, multiple land uses in new developments	2	City of London	Local Residents London Development Institute Local Interest Groups
	Targeted			
Better urban design of new subdivisions	Ensure lighting and sidewalks are in place in new developments as soon as residents move in	1	City of London	London Development Institute
	City-wide			
Strengthen the current Planning Process	Investigate the opportunity to hold a Neighbourhood Planning Summit to identify strengths and challenges with the planning process in the City, consider alternative models and create an action plan	3	City of London LSNS Subgroup	Local Residents London Development Institute Local Interest Groups
	City staff develop a series of Planning Education workshops to help residents become more aware of and more involved in the planning process	3 – 4	LSNS Subgroup City of London	Urban League
	Generate more opportunities, through planning and zoning, to enable small businesses to enter neighbourhoods	4	City of London	Local Residents BIA's Local Businesses Local Interest Groups
	City to provide resources and teach skills to allow residents to better participate in the planning process	3	City of London LSNS Subgroup	Urban League
	Education of Residents for Planning Process	2 – 3	City of London	Urban League
Improve resident engagement	City of London to build on current Community Engagement processes	1	City of London	Local Interest Groups Residents

APPENDIX II: INTERCONNECTION OF STRATEGIES AND ELEMENTS

(Appendix II categorizes all the Strategies under a MAIN element and then shows all the related elements (✓) that each strategy also aligns with)

Element	Neighbourhoods have <u>people</u> that:							Neighbourhoods are <u>places</u> where:						
	Engaged	Diverse	Connected	Active	Pride	Empowered	Quality of Life	Sustainable	Safe	Parks	Amenities	Services / Activities	Connectivity	Responsive City
Engaged														
1. Support existing and development of new, community/neighbourhood associations	✓		✓	✓	✓	✓	✓							✓
2. Develop Neighbourhood Action Planning Process and Neighbourhood Action Plans	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3. Develop a Neighbourhood Hub model for London	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4. Engage residents with local Neighbourhood/Community Associations														
Connected														
1. Encourage and promote neighbourhood celebrations or events	✓		✓	✓	✓	✓	✓							
2. Develop a Neighbourhood Matching Fund program	✓		✓	✓	✓	✓	✓			✓	✓	✓		
3. Develop a model to guide community gardens	✓		✓	✓	✓	✓	✓		✓	✓	✓			✓
4. Promote community gardens	✓		✓	✓	✓	✓	✓			✓	✓			
Active														
1. Increase political engagement and voter turnout	✓			✓		✓								
2. Engage youth in political processes	✓			✓		✓								
3. Develop a “better” measure of being active in your neighbourhood	✓			✓		✓								

INTERCONNECTION OF STRATEGIES AND ELEMENTS

Element	Neighbourhoods have <u>people</u> that:							Neighbourhoods are <u>places</u> where:						
	Engaged	Diverse	Connected	Active	Pride	Empowered	Quality of Life	Sustainable	Safe	Parks	Amenities	Services / Activities	Connectivity	Responsive City
Pride														
1. Provide opportunities for murals, public and free art			✓	✓	✓	✓	✓							✓
2. Celebrate gateways to the City and neighbourhoods			✓	✓	✓	✓	✓	✓						✓
3. Neighbourhood specific signage			✓	✓	✓	✓	✓	✓						✓
4. Improve and expand Clean and Green initiatives			✓	✓	✓	✓	✓		✓					✓
5. Promote naturalization projects			✓	✓	✓	✓	✓	✓						✓
6. Develop more "adopt-a" programs			✓	✓	✓	✓	✓	✓	✓	✓				✓
7. Promotion of "little gems" in London			✓	✓	✓	✓	✓	✓						✓
Empowered														
1. Better connection between voters and elected officials			✓	✓		✓	✓							✓
2. Develop a 'people assets inventory' that highlights community leaders	✓	✓	✓	✓		✓	✓							

INTERCONNECTION OF STRATEGIES AND ELEMENTS

Element	Neighbourhoods have <u>people</u> that:							Neighbourhoods are <u>places</u> where:						
	Engaged	Diverse	Connected	Active	Pride	Empowered	Quality of Life	Sustainable	Safe	Parks	Amenities	Services / Activities	Connectivity	Responsive City
Sustainable														
1. Increase support of local businesses at the neighbourhood level														
2. Increase carpooling on a regular basis			✓	✓	✓	✓	✓	✓	✓					✓
3. Increase the number of sustainable technologies and programs in City facilities/projects			✓	✓	✓	✓	✓	✓		✓	✓			
4. Increase opportunities for biking			✓	✓	✓	✓	✓	✓	✓			✓		✓
5. Increase opportunities for walking			✓	✓	✓	✓	✓	✓	✓					✓
6. Increase awareness of and promote creative initiatives that move neighbourhoods and the city towards a greener environment			✓	✓	✓	✓	✓	✓						✓
7. Promote use of public transit			✓	✓	✓	✓	✓	✓						✓
Connectivity														
1. Develop a Walkability Master Plan								✓	✓		✓	✓	✓	✓
2. Improve connectivity between neighbourhoods/city					✓			✓	✓		✓	✓	✓	✓
3. Increase connectivity of bus routes												✓	✓	✓

INTERCONNECTION OF STRATEGIES AND ELEMENTS

Element	Neighbourhoods have <u>people</u> that:							Neighbourhoods are <u>places</u> where:						
	Engaged	Diverse	Connected	Active	Pride	Empowered	Quality of Life	Sustainable	Safe	Parks	Amenities	Services / Activities	Connectivity	Responsive City
Safe														
1. Increase participation in Neighbourhood Watch and Block Parent programs	✓		✓	✓	✓	✓	✓		✓					
2. Reporting of crime statistics by neighbourhood			✓	✓	✓	✓	✓		✓					
3. Develop a Pedestrian/Cyclist Safety Strategy			✓	✓	✓	✓	✓		✓					
4. Improve safety and walkability around schools			✓				✓		✓				✓	
5. Improve safety in the downtown			✓				✓		✓				✓	
6. Identify and improve lighting in neighbourhoods			✓		✓		✓		✓				✓	
7. Increase enforcement of City's by-laws														
Services / Activities														
1. Develop more informal programs			✓	✓			✓				✓	✓		
2. Increase awareness of programs/services available in neighbourhoods			✓	✓			✓					✓		
3. Increase usability of City of London Spectrum Guide				✓		✓	✓					✓		
4. Increase services/activities for youth in neighbourhoods			✓	✓	✓	✓	✓				✓	✓		

INTERCONNECTION OF STRATEGIES AND ELEMENTS

Element	Neighbourhoods have <u>people</u> that:							Neighbourhoods are <u>places</u> where:							
	Engaged	Diverse	Connected	Active	Pride	Empowered	Quality of Life	Sustainable	Safe	Parks	Amenities	Services / Activities	Connectivity	Responsive City	
Parks															
1. Increase amount of park space			✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	
2. Improve accessibility, walkability, playability, connectivity of park spaces															
3. Promote parks & Environmentally Significant Areas															
Amenities															
1. Create more informal gathering places within neighbourhoods			✓	✓	✓	✓	✓	✓			✓		✓	✓	
2. Increase use of parks, trails and opportunities for gathering			✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	
3. Create more partnerships to build amenities in parks and along trails	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	
4. Ensure schools are open to the community. Overcome institutional barriers to share facilities	✓	✓	✓	✓	✓	✓	✓				✓	✓		✓	
5. Develop more informal programs at community centres and elsewhere in the city	✓	✓	✓	✓			✓	✓				✓	✓		✓
6. Create, gain access and promote community spaces within neighbourhoods	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓		✓	
7. Increase use of libraries	✓	✓	✓	✓	✓	✓	✓				✓	✓			

INTERCONNECTION OF STRATEGIES AND ELEMENTS

Element	Neighbourhoods have <u>people</u> that:							Neighbourhoods are <u>places</u> where:						
	Engaged	Diverse	Connected	Active	Pride	Empowered	Quality of Life	Sustainable	Safe	Parks	Amenities	Services / Activities	Connectivity	Responsive City
Responsive City														
1. Improve public access to City of London services			✓		✓	✓	✓					✓		✓
2. Increase usability of City of London website			✓	✓		✓	✓					✓		✓
3. Enhance promotion of the city, identifying neighbourhoods as “selling” tool			✓	✓	✓	✓	✓							✓
4. Generate awareness and support of LSNS strategy and implementation plan														
5. Better urban design of new subdivisions	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6. Strengthen the current Planning Process														
7. Improve resident engagement			✓	✓	✓	✓	✓							✓