

**Service: 4.1.5 Community Development and Funding  
Program: Parks, Recreation & Neighbourhood Services**

**HOW DOES THIS SERVICE CONTRIBUTE TO THE QUALITY OF LIFE IN THE CITY OF LONDON?**

*The desired population results in the City of London's Strategic Plan:*

*A Strong Economy, A Vibrant and Diverse Community, A Green and Growing City, A Reliable Infrastructure, A Caring Community*

**A Vibrant and Diverse Community**

- Investing in neighbourhoods, developing leaders of all ages, working with communities and providing liveable and inclusive neighbourhoods for ALL London residents
- Providing opportunities to build social infrastructure and strengthen neighbourhoods as key strategic investments in the health and well being of our local communities
- Focusing on investments that enhance local capacity and ensure accessible, responsive programming, an increased quality of life for ALL and continuing to make London a great place to live, work and play

**A Caring Community**

- Providing a wide range of organizations and institutions with operational funding to assist in the delivery of core services that are considered by the community to be essential to a healthy and vibrant city
- Supporting and facilitating collaboration and integration of programs, opportunities and initiatives with all sectors both in neighbourhoods and city wide

**A Strong Economy**

- Implementing the Youth Community Economic Development Framework in neighbourhoods across London to support young people through engagement, leadership, skill building, employment and post secondary opportunities

**BASIC FACTS**

<b># Staff</b>	<b>Cost per Household</b>	<b>2012 Approved Gross Budget (\$000)</b>	<b>2012 Approved Net (Tax/Rate-Supported) Budget (\$000)</b>
6.7	\$18.35	\$3,075	\$3,075
<b>Name the main activities done to provide this service:</b>			<b>Is this service provided by someone other than City staff? (Yes/No/%)</b>
1. Identify funding needs, prioritize and provide grants to eligible community agencies / groups			No
2. Youth mentorship / leadership /employment programs and opportunities			No
3. Support neighbourhood projects, initiatives and organizational development/ capacity building			No
4. Neighbourhood Capacity Building initiatives (resident leadership training, funding opportunities, coaching/ mentoring, supporting resident led events/ initiatives)			No

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**TURNING THE CURVE**

Turning the curve is changing the direction of a trendline on a important measure of performance.

**THE STORY BEHIND THE CURVES**

Community Development and Funding measures the impact of their service area in the following “results” areas: A Caring Community, A Strong Economy and A Vibrant and Diverse Community through a variety of tools and measures.

Community Development staff impact the lives of residents, neighbourhood/community groups, agencies and organizations across the city. There are currently no ways to measure the overall impact of this type of investment. City staff are investigating best practices in other cities on how to measure community engagement at both the neighbourhood and city wide level in order to develop a comprehensive measurement tool for 2014.

**STRATEGIES AND ACTION PLANS TO TURN THE CURVE**

*Briefly explain the strategies and action plans you will undertake in the next 5 years to improve effort, efficiency, effectiveness and economy, including at least one no-cost/ low-cost strategy.*

**Action Plan**

Strategic Funding Framework:

- There is no new funding available based on the current budget restraints the City of London is facing
- All current and new funding coming forward as part of the 2013 budget process must be reasonably expected to contribute to the achievement of the City of London’s Strategic Plan five “result” areas
- For organizations and institutions currently receiving core funding, a periodic review (as outlined in each organization’s Grant Agreement) conducted each year will make sure that their goals and objectives are being met, with a view to move them towards self sufficiency

**ACCOMPLISHMENTS AND STORIES**

*Accomplishments, successes, improvements to efficiencies, economy and effectiveness in the last 12 months and stories of people who have been positively impacted by your Service.*

- Allocated \$45,350 in neighbourhood matching funds which leveraged an additional \$97,000 from other funders, private sector and individuals and led to improvements in nine neighbourhoods across London
- Allocated \$2.39 million in funding to community organizations to build social and cultural infrastructure and strengthen neighbourhoods as key strategic investments in the health and well being of our local communities
- 60 youth employed in summer job opportunities through the City of London Youth Community Economic Development Framework
- Over 350 individuals working in the not for profit sector in London trained to allow for increased community engagement and collaboration across our community
- In partnership with the United Way of London & Middlesex, developed a common outcomes framework for the neighbourhood resources centres. Efficiencies will be gained through common reporting mechanisms.

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- Developed the Strategic Funding Framework in order to provide Council with accurate information to allow them to make informed funding decisions and to maintain a high level of fiscal responsibility for funding allocated by the City of London
- Completed the Community Gardens Review process including a RFP process that secured a coordinating agency to support London’s Community Gardens Program
- Supported community and cross departmental collaboration in initiatives including London Strengthening Neighbourhoods Strategy, Local Immigration Partnership, Adopt-a- Park, Million Tree Challenge, Celebrate London, Community Engagement Task Force, Cultural Prosperity Plan, Age Friendly London, Child and Youth Agenda

Email from a resident from a neighbourhood city staff involved in:

- *I want to thank you by helping and encouraging me over the past 4 years to develop the self confidence it takes to play such a healthy and enjoyable role in community engagement. No matter what part of the City it’s all important.*

**KEY SECONDARY MEASURES**

<i>Description of measure</i>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
1. # of youth leaders/leaders in training	478	631	1,140	778	1,189	1,217
2. # of funding proposals reviewed annually	180	180	180	190	200	210
3. \$ Total amount of funding allocated to the community	5,895	6,050	2,287	2,425	2,531	2,531
4. # of neighbourhoods with intense community development work	1	3	5	5	5	5
5. # of FTE’s involved in community development	9	9	9	9	9	9

**MEASURES UNDER DEVELOPMENT**

*What important performance measures have you identified for which you do not currently collect the data?*

1. Investigating a way to measure staff’s impact on community engagement at both the neighbourhood and city wide level # of youth employed each year through city leadership initiatives
2. Develop measures that better reflect the impact city staff are having at the neighbourhood and city wide level that may include:
  - # of social enterprise opportunities created yearly for youth/# of micro loans/grants
  - # of resident driven initiatives supported by city community development staff
  - # of community builder grants allocated and amount of money leveraged (value ratio)
  - # of community members impacted
  - # of residents trained to be “local leaders and champions” in neighbourhoods
  - # of partnerships and collaborative opportunities created
  - Amount of money and time invested by the City of London in strengthening neighbourhoods