

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Scott Mathers, MPA, P. Eng
Deputy City Manager, Planning and Economic Development

Subject: 2023-2027 City of London Strategic Plan: Core Area

Date: November 21, 2023

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the following report presenting the Core Area Strategic Plan actions **BE RECEIVED** for information.

IT BEING NOTED that the Strategic Plan Implementation Plan will reflect these actions and may be modified based on the final multi-year budget.

Executive Summary

This report provides an overview of actions to support the Core Area to be submitted as part of the Council's 2023-2027 Strategic Plan: Implementation Plan. The Core Area Action Plan, due to end implementation in 2023, was oriented to provide specific, discrete, and relatively quickly implementable tactics in reaction to pre-pandemic Core Area issues. In contrast, the new Strategic Plan expands the focus on the Core Area and aims to be more proactive and oriented to the long term.

The focus of this report is on the actions developed to support the strategies provided in the Strategic Plan's Outcome 4 "London's Core Area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination". These actions were developed in collaboration with the area BIAs and using feedback from public engagement efforts led by the City of London. These actions are included as "Appendix 'B' Strategic Plan Core Area Actions". Many actions submitted under other Strategic Plan outcomes will also benefit the Core Area. These other related outcomes are listed in "Appendix 'A' Strategic Plan Core Area Related Outcomes". The actions related to these outcomes will be provided to Council as part of the Implementation Plan to be submitted to the December meeting of the Strategic Priorities and Policy Committee.

Built on Council's strategic direction and informed by community engagement, these actions will focus on the economy, residential occupancy, commercial occupancy, vibrancy, and safety and security in the Core Area. The report also highlights a proposed next step in developing a vision and path for future initiatives in the core area. All the highlighted actions are subject to Council's approval of a business case for the Core Area submitted as part of Multi-Year Budget process.

Linkage to the Corporate Strategic Plan

The 2023-2027 City of London Strategic Plan: Core Area is directly aligns with the following areas of focus included in the 2023-2027 City of London Strategic Plan:

Economic Growth, Culture, and Prosperity

- Outcome 4: London's Core Area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination.
 - 4.1 Increased and diversified economic activities from London's Core Area.
 - 4.2: Increased residential occupancy and liveability in the Core Area.
 - 4.3: Increased commercial occupancy in the Core Area.
 - 4.4: More activities and events in the Core Area, offering diverse and

- inclusive experiences.
- 4.5: Increased safety in the Core Area.

Alignment with additional areas of focus can be found in Appendix A.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- October 31, 2023 – Progress Update – Health & Homelessness Whole of Community System Response
- June 20, 2023 – Strategic Priorities and Policy Committee – Core Area Action Plan 2022 Review
- June 12, 2023 – Planning and Environment Committee – 5-Year Review – Community Improvement Plans and Financial Incentive Programs
- June 7, 2023 – Strategic Priorities and Policy Committee – Core Area Action Plan: 2022 One-time Program Enhancements
- May 30, 2023 – Strategic Priorities and Policy Committee – Core Area Land and Building Vacancy Reduction Strategy
- February 28, 2023 – Health and Homelessness Summits – Proposed Whole of Community System Response
- March 8, 2022 – Core Area Action Plan 2021 Review
- November 30, 2021 – Strategic Priorities and Policy Committee - Strategy to Reduce Core Area Vacancy
- May 18, 2021 – Strategic Priorities and Policy Committee – Comprehensive Report on Core Area Initiatives
- July 14, 2020 – Strategic Priorities and Policy Committee – Core Area Action Plan – 2020 Progress Update
- October 28, 2019 – Strategic Priorities and Policy Committee – Core Area Action Plan

2.0 Discussion and Considerations

2.1 Origin of the 2023-2027 City of London Strategic Plan: Core Area

The Core Area Action Plan

In 2019, the health of the Core Area was recognized as vital to London’s prosperity as a whole and as such, the City set out to develop the Core Area Action Plan. The Core Area Action Plan outlines short-, medium-, and long-term actions the City has and continues to implement to improve the core, ranging from strategic to operational. Through the Core Area Action Plan, the City of London has invested in economic development and collaborated with community partners to address social and health issues, cleanliness, safety and security, and communication and coordination in our core.

The Core Area Action Plan did not exist independent of other programs and plans that have been created to foster success in the Core Area. Other City programs and plans, including the London Community Recovery Network, the Housing Stability Action Plan, the Core Area Community Improvement Plan incentive programs, Our Move Forward: London’s Downtown Plan, and others, are also focused on improving the Core Area.

The Core Area Action Plan is due to end implementation in 2023. The actions incorporated into the 2023-2027 City of London Strategic Plan will follow the Core Area Action Plan and will build on the learnings and successes of the Core Area Action Plan and previous City initiatives. It will continue to address social and health issues, homeless prevention and housing and safety and security, and continue the work required to create an environment where businesses can thrive and people are attracted to visit Downtown, Old East Village, and Midtown.

The 2023-2027 City of London Strategic Plan

The 2023-2027 City of London Strategic Plan sets the course for City Council and Civic Administration as they work to deliver on the City's goals between 2023 and 2027. The Strategic Plan also drives the direction of the Multi-Year Budget, which lays out how resources will be allocated.

The Strategic Plan includes as within the "Economic Growth, Culture, and Prosperity" Strategic Areas of Focus" the following outcome:

Outcome 4

London's Core Area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination.

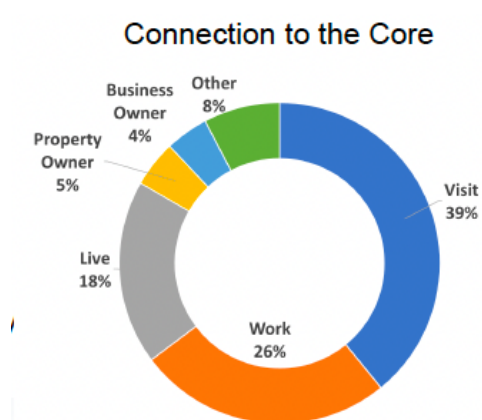
This outcome includes five expected results with corresponding strategies related to the Core Area. This is the first time that the Core Area has been identified and elevated as an expected outcome in Council's strategic plan. Many actions submitted under other Strategic Plan Outcomes will also benefit the Core Area. These other related outcomes are listed in "Appendix 'A' Strategic Plan Core Area Related Outcomes". The actions related to these outcomes will be provided to Council as part of the Implementation Plan to be submitted to the December meeting of the Strategic Priorities and Policy Committee.

2.2 Development of the Core Area Strategic Plan Actions

Three key phases resulted in the development of the 2023-2027 City of London Strategic Plan Outcome 4 actions:

- **Phase 1: Engage** – From October 2022 to November 2022, the City of London requested input on the opportunities and challenges experienced in London's Core Area. Input was received from Core Area visitors, business owners, residents, workers, and property owners. The input has been foundational to the 2023-2027 City of London Strategic Plan: Core Area.
- **Phase 2: Develop** – Between May 2023 and July 2023, Core Area focused actions and recommendations included in multiple City of London plans and documents, including the Core Area Action Plan, the Core Area Land and Building Vacancy Reduction Strategy, and the Community Improvement Plan (CIP) Review, were mapped to the expected results and strategies in Outcome 4 of the Economic Growth, Culture, and Prosperity area of focus in the 2023-2027 City of London Strategic Plan. Actions were then developed to support this collation and refined to reduce duplication.
- **Phase 3: Validate** – In August 2023, the Project Team met with the People, Places, and Economy Teams, the Core Area Strategy Team, the Core Area Steering Committee, and the Senior Leadership Team to receive feedback on the content of the Outcome 4 actions. Revisions were then made based on the feedback provided by each of the teams. In October, Civic Administration consulted with the two Core Area BIAs regarding proposed Actions to assess their alignment with Strategies and potential means of implementing them.

2.3 Summary of On-line Engagement Survey Results that Informed the Core Area Strategic Plan Actions



The expected results and corresponding strategies included in the 2023-2027 City of London Strategic Plan were informed by on-line engagement survey results with approximately 1,200 residents engaged.

When asked about their connection to the Core, 39% visited the Core Area, 26% worked in the Core Area, 18% lived in the Core Area, 5% were property owners, 4% were business owners, and 8% had 'other' connection to the Core Area.

The Core Area is made up of three unique and vibrant business districts and neighbourhoods, including Downtown, Old East Village, and Midtown. Each area plays an important role in the success of the Core Area and has different opportunities. Table 1 outlines the unique challenges identified by survey respondents in order of priority.

Table 1 SURVEY RESULTS: Issues and Challenges in Downtown London, Old East Village, and Midtown

	Downtown London	Old East Village	Midtown
1	Homelessness	Homelessness	Homelessness
2	Mental Health and Addictions	Mental Health and Addictions	Mental Health and Addictions
3	Safety and Security	Safety and Security	Safety and Security
4	Parking	Violence and Crime	Violence and Crime
5	Violence and Crime	Vacant Buildings	Lack of Destinations
6	Construction Projects	Parking	Parking
7	Garbage and Waste	Garbage and Waste	Construction Projects
8	Traffic	Police	Garbage and Waste
9	Vacant Buildings	Traffic	Traffic
10	Public Transit	Construction Projects	Lack of Affordable Housing

Further, survey respondents identified what draws them to the area in Table 2:

Table 2 SURVEY RESULTS: Draws of Downtown London, Old East Village, and Midtown

	Downtown London	Old East Village	Midtown
1	Restaurants and Bars	Western Fair Market	Restaurants
2	Events and Festivals	Small and Local Businesses	Shopping
3	Shopping	Shopping	Small and Local Businesses
4	A Place to Work	Unique Community	Walkability
5	Music, Concerts, and Entertainment	Palace Theatre and Aeolian Hall	Schools
6	Convent Garden Market	Restaurants and Bakeries	A Place to Live
7	Walkability	A Place to Live	Unique Community
8	Budweiser Gardens	The Factory and Kellogg's	Future Entertainment Opportunities
9	Major Parks and the River	Architecture and Heritage	
10	Central Library	Walkability	

2.4 Core Area Strategic Plan Actions

The Core Area Strategic Plan Actions will strengthen our investments in the core, direct our work to address challenges and problems, and engage the community in working toward solutions. The Strategic Plan's core area focused outcome "Outcome 4" has five expected results. For each expected result, there are a series of strategies and corresponding actions. A total of 20 strategies and 41 unique actions have been proposed. These strategies and actions are provided in detail in "Appendix 'B' Strategic Plan Core Area Actions" and summarized as follows:

Expected Result 4.1:

Increased and diversified economic activities from London's Core Area.

- Four strategies with corresponding actions aimed at economy, including implementing financial support measures to encourage occupation of Core Area commercial space, promoting Core Area investments and new City supports, creating a team that serves as a single point of contact for businesses, and expanding financial incentives in Midtown.

Expected Result 4.2: Increased residential occupancy and liveability in the Core Area.

- Three strategies with corresponding actions focused on residential occupancy, including supporting the conversion of vacant commercial space to residential through financial incentives, the use of planning policies and tools to assist in conversions, creating public spaces and amenities to encourage residential occupancy, and implementing CIPs and financial incentive programs to accelerate affordable housing options.

Expected Result 4.3: Increased commercial occupancy in the Core Area.

- Five strategies with corresponding actions aimed at commercial occupancy, including facilitating the supply of occupancy-ready property, implementing tools to promote the current supply of commercial space, marketing available programs and incentives, leveraging municipal parking programs, and supporting building improvements to assist businesses remain in the Core Area.

Expected Result 4.4: More activities and events in the Core Area, offering diverse and inclusive experiences.

- Three strategies with corresponding actions aimed at vibrancy, including maintaining high cleanliness standards on public and private property, creating anchor destinations for people to visit, investing in urban design, investing in navigation programs, creating diverse programming, reducing barriers to holding community events, and marketing the Core Area as a year-round destination.

Expected Result 4.5: Increased safety in the Core Area.

- Five strategies with corresponding actions aimed at safety and security, including encouraging the presence of the London Police Service, investing in security and safety infrastructure, providing safety training, implementing the Core Area Safety Audit Program, aligning Core Area security-focused programs, implementing programs that keep sidewalks and walkways free of debris, and balancing the impact on commercial space when addressing social issues.

The actions included in Appendix 'B' generally align with the requests received from the Old East Village and Downtown BIA representatives and incorporate actions submitted by London's agencies, boards, and commissions. They encompass measures to address security and cleanliness, sustain social vibrancy, support business retention and growth, and projects that develop residential viability and promote visitation.

There are several actions that have been funded through other sources such as the Whole of Community System response. These supports for the Core Area should be considered as distinct and separate from this report. Additionally, multiple action items were highlighted by the Downtown London and Old East Village BIAs through this process that have not been recommended by Civic Administration for inclusion in Council's implementation plan and core area multi-year budget business case. These actions have been included for Council's reference below:

- Dedicated security resources that provide both proactive and reactive services to the Core Area.
- Develop a graffiti and vandalism storefront grant program to support business and property owners.
- Provide a high standard of cleanliness and beautification of the core area public space.⁽¹⁾
- Incorporate direct business engagement in the Coordinated Informed Response Program with a focus on the core.

⁽¹⁾ The cleanliness standard in this action is over and above the already-enhanced standard that is currently in place for the Core and that is recommended to continue in the following action: i: "Continue to provide a Core Area Enhanced Maintenance Program to maintain high cleanliness and maintenance standards in public spaces."

2.6 Implementation Summary

The Core Area Strategic Plan Actions will be implemented through a wide range of activities to be undertaken at the operational level, through work programs and tasks completed by a broad range of individuals, groups, agencies, and organizations – some of which are outside the Corporation of the City of London.

The actions come from multiple City of London plans and documents including the Core Area Action Plan, the Core Area Land and Building Vacancy Reduction Strategy, the Community Improvement Plan Review, and others.

Progress on the Core Area Strategic Plan Actions will be reported through the 2023-2027 City of London Strategic Plan reporting processes, using the 2023-2027 City of London Strategic Plan metrics approved by Council.

3.0 Core Area Next Steps

One of the key core area actions moving forward is an action to develop an implementation plan that integrates the recommendations and strategies outlined in the foundational core area plans and studies. This action was initiated through discussions with the BIA representatives that requested further work in the core beyond that of Council's Strategic Plan strategies. It should be noted that moving this work forward would require approval of the Core Area multi-year budget business case.

3.1 Our Core Compass: London's Path to Prosperity

Over the past decade, extensive work has been done to plan for the future of London's core area. These many strategies, roadmaps and action plans have all culminated in a comprehensive roster of actions and investments that will support the core's strategic renewal.

They include:

- The London Plan
- Our Move Forward
- Downtown London's Strategic Plan
- Rethink Zoning
- Community Improvement Plans
- Learnings from Core Area Action Plan

- Music, Entertainment & Culture Districts Strategy
- Health and Homelessness Community Response Plan
- Core Area Vacancy Reduction Strategy
- Infrastructure Servicing Plans
- Master Mobility Plan
- Parks & Recreation Master Plan

Each of these resulted from processes rich with community engagement and input, resulting in thousands of individual touchpoints and hundreds of unique ideas for core area improvements and investments.

This next step in our work is a move to prioritization and action, which is where *Our Core Compass* comes in.

Our Core Compass would be a process by which the implementation of London's new core area vision will be actioned, in partnership with BIAs, businesses and other core owners and audiences.

The Pathway to Achieving a Vision for the Core

This work would include consultation and collaboration with partners, specifically on setting immediate, short to medium term, and long-term priorities. These priorities will be based on reconfirming or revising the recommendations underpinning the foundational plans and strategies completed for the core over the last decade. This work would build on many years of engagement associated with these foundational plans and the clear strategies detailed in Outcome 4 of Council's strategic plan.

This work will be firmly focused on implementation, including agreement on the specific priorities and action steps towards long term, sustainable Core Area renewal.

As the City begins to implement the new strategic plan this is the ideal time to cement a unified vision of the core for the long-term, and begin the process to make that a reality.

3.2 Our Core Compass: Draft Vision

While the pandemic created more complex challenges and necessitated significant changes to core area strategies and approaches, the evolution of the roles that urban downtowns serve has been underway for more than a decade. Consumer and visitor expectations for core area experiences have evolved dramatically as the economy, culture and social trends change, just as the market demand for downtown commercial space has evolved.

To create thriving core destinations for the future, municipalities, BIAs and other partners must acknowledge and prepare for these realities. While London may not be unique in this challenge, it can be unique and proactive in its approach to implementing renewal.

First, core partners must secure the fundamentals – clean, safe and welcoming – upon which a new vision can be built.

All of this work will be done in the context of City Council's new Strategic Plan, specifically Outcome 4: *London's Core Area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination*. The following draft vision would be a starting point for community engagement:

A Vision for the Core

London's core area is comprised of three distinct neighbourhoods: Downtown, Midtown and Old East Village. Individually and together, they must respond to evolving business needs and conditions, and changing cultural, social, and economic trends for customers, visitors, developers, and investors.

This broad and deep spectrum of change should be managed with a cohesive vision of a renewed core – anchored by a mix of residential development, unique tourism and culture experiences, new dining destinations, a range of traditional and non-traditional retail, and a willingness to view commercial vacancies as flexible opportunities in new ways – for novel activations and programs, as accelerators for new artisans and entrepreneurs, and as prospects for residential adaptation.

Together, we envision vibrant core neighbourhoods that are:

- Rich with a growing residential population – active seniors, professional couples and families, post-secondary students and the owners and employees who work, create and innovate in the new businesses, retail shops and dining destinations – who all feel safe and supported to be there.
- Buzzing with energy on busy streets where students, creative professionals, shop and restaurant owners participate in festivals and activations side-by-side, and these events attract Londoners from every neighbourhood in the city.
- The heart of London's tourism and hospitality efforts, welcoming visitors for national and international events and winning them over as return guests to our city of music and culture.
- Connected to, and by, anchor destinations both established and new, including Budweiser Gardens, RBC Place London, The Grand Theatre, Covent Garden Market, Western Fair and The Factory.
- Truly open for business and for experiences – and they clearly look that way – with creative adaptations of every vacant space, from public art to small pop up shops or artisan markets.
- A favourite destination for diners looking for fine fare or cultural flair, or those looking to discover unique street food options.
- A place for families of all ages and stages, on foot, on bike or on rapid transit, visiting flexible streets with comfort and ease.
- A 24/7 experience that is inviting, clean, safe and exciting for everyone who chooses it.
- Valued for their economic potential and heritage legacy and a vital long-term investment in our City.

Because no matter where you're from, London's core area can be a place to come and stay with pocket parks, pubs and patios next to favourite stores, galleries and music venues.

And, the core can be a place that all Londoners are proud of.

Engagement on this vision statement would commence following approval of the Core Area Business Case. Our Core Compass: London's Path to Prosperity will prioritize the

roster of actions within the foundational work undertaken over the last decade and ground our next steps in the context of today.

4.0 Financial Impact/Considerations

The majority of the Core Area Strategic Plan actions will require approval of the Core Area multi-year budget business case to proceed. This business case will be considered by Council as part of the multi-year budget deliberation process.

Conclusion

The 2023-2027 City of London Strategic Plan will guide the work of the City for the next four years. For the first time the prosperity of the Core Area has been singled out as an outcome in Council's strategic plan. The Core Area Strategic Plan actions highlighted in this report include measures to address security and cleanliness, sustain social vibrancy, support business retention and growth, and projects that develop residential viability and promote visitation. These actions will be included for Council's consideration as part of the Strategic Plan Implementation Plan that will be submitted to the December meeting of the Strategic Priorities and Policy Committee.

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Submitted by: **Stephen Thompson, MCIP RPP**
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Recommended by: **Scott Mathers, MPA, P. Eng**
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Appendix 'A'

Strategic Plan Core Area Related Outcomes

In addition to Outcome 4, Economic Growth, Culture, and Prosperity in the in the 2023-2027 City of London Strategic Plan, the 2023-2027 City of London Strategic Plan: Core Area aligns with the following areas of focus:

Economic Growth, Culture, and Prosperity

- Outcome 1: London encourages equitable economic growth and diversification.
 - 1.1 Small and growing businesses and entrepreneurs and non-profits are supported and successful.
 - 1.4 London is a regional centre that proactively attracts and retains talent, business, and investment.
- Outcome 2: London is a destination of choice.
 - 2.2 Enhanced and increased creation and distribution of arts and culture activities, goods, and services; notably the film and music industries.
- Outcome 3: London encourages the growth of local artistic and musical talent.
 - 3.2 Increased opportunities for performances or displays.
 - 3.3 Increased uses of municipal and cultural spaces for local talent.

Housing and Homelessness

- Outcome 1: The City of London demonstrates leadership and builds partners to increase quality, affordable, and supportive housing options.
 - 1.1 Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners.

Wellbeing and Safety

- Outcome 1: London has safe, vibrant, and healthy neighbourhoods and communities.
 - 1.1 Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.
 - 1.3 Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life.
- Outcome 3: A well-planned and growing community.
 - 3.1 London's growth and development is well-planned and considers use, intensity, and form.
 - 3.2 The City of London supports faster/streamlined approvals and increasing the supply of housing with a focus on achieving intensification targets.

APPENDIX 'B'

Strategic Plan Core Area Actions

Strategic Area of Focus: Economic Growth, Culture, and Prosperity

4.1 Expected Result: Increased and diversified economic activities from London's Core Area.	
Strategies	Actions
A. Decrease commercial vacancy through new programs and initiatives.	<p>Implement a Core Area Business Support Program that includes Core Area Vacancy Reduction strategies and related Community Improvement Plan 5-year review recommendations.</p> <p>Maintain a low vacancy rate at the Covent Garden Market by attracting the right tenants and helping them succeed. [Covent Garden Market]</p>
B. Implement a Core Area economic opportunity attraction strategy.	Develop a Core Area Business Growth and Attraction Program working with economic partners and the core area BIAs.
C. Create a single point of contact to better serve the business community.	Align City services to enhance support for the Core Area including a dedicated staff person accountable for overall service delivery.
D. Develop capacities in Midtown to increase economic and community wellbeing.	Expand existing business supporting Core Area Community Improvement Plans to the Midtown area to align with similar programs offered in the Downtown and OEV BIAs.

4.2 Expected Result: Increased residential occupancy and livability in the Core Area.	
Strategies	Actions
A. Develop programs to encourage commercial conversions and new housing development.	Develop a Commercial to Residential Conversion Community Improvement Program.
B. Invest in public spaces and amenities to attract residents.	<p>Enhance public spaces to provide a community amenity for residents and visitors to the core.</p> <p>Develop opportunities to improve the amount of tree cover and green space in the Core Area.</p> <p>Improve transportation infrastructure to support all modes of transportation and make it easy for people to visit, work, and live in the Core Area.</p> <p>Review additional park infrastructure needs to support Core Area intensification as part of the Parks and Recreation Master Plan update.</p>
C. Finalize a review of Core Area Improvement Plans and recommend enhancements to address key priorities.	<p>Update the Affordable Housing Community Improvement Program to align with the Roadmap to 3000 Affordable Unit initiative.</p> <p>Create a new Community Improvement program to support new housing units within primary transit areas.</p>

4.3 Expected Result: Increased commercial occupancy in the Core Area.	
Strategies	Actions
A. Finalize and implement Core Area Vacancy Reduction Strategy.	Implement a Core Area Business Support Program that includes Core Area Vacancy Reduction strategies and related Community Improvement Plan 5-year review recommendations.
B. Promote the current supply of available space in the Core Area to attract new businesses.	Implement a Core Area Business Support Program that includes Core Area Vacancy Reduction strategies and related Community Improvement Plan 5-year review recommendations.
C. Increase awareness of the City's Core Area Improvement Plan incentives.	Implement a Core Area Business Support Program that includes Core Area Vacancy Reduction strategies and related Community Improvement Plan 5-year review recommendations.
D. Update the Downtown Parking Strategy.	Initiate an update of the Downtown Parking Strategy.
E. Explore and implement strategies to support retention of existing businesses.	Develop a Core Area Business Growth and Attraction Program working with economic partners and the core area BIAs.

4.4 Expected Result: More activities and events in the Core Area, offering diverse and inclusive experiences.	
Strategies	Actions
A. Provide inviting and accessible spaces that support an exciting visitor experience.	<p>Continue to provide a Core Area Enhanced Maintenance Program to maintain high cleanliness and maintenance standards in public spaces.</p> <p>Develop an implementation plan that integrates the recommendations and strategies outlined in the foundational core area plans and studies.</p> <p>Implement a Core Area Activation Program to support events throughout the core area.</p> <p>Implement the Downtown Wayfinding Plan and improve wayfinding throughout the core.</p>
B. Provide arts, culture, music, sport, and recreation events and activations for residents and visitors year-round.	<p>Implement a Core Area Activation Program to support events throughout the core area.</p> <p>Increase number of London Arts Council's Live Performances and Activations in the Core Area.</p> <p>Host festivals, events, and activations at Covent Garden Market throughout the year to bring Londoners to the core. [Covent Garden Market]</p> <p>Identify opportunities to revitalize the Central Library to become an anchor of the core's destination plans. [LPL]</p> <p>Undertake tourism marketing initiatives connected to Core Area programming and experiences.</p>

<p>C. Support year-round arts, culture, and music events to encourage people to visit the Core Area.</p>	<p>Implement a Core Area Activation Program to support events throughout the core area.</p> <p>Assist and collaborate with partners to host special events in municipal spaces in the Core Area.</p> <p>Create programs and exhibitions that foster an appreciation of London history and heritage of Eldon House. [Eldon House]</p> <p>Support museums as existing creative assets that make London a destination of choice.</p>
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4.5 Expected Result: Increased safety in the Core Area.	
Strategies	Actions
<p>A. Increase presence of London Police Service (LPS) officers and other community support services.</p>	<p>Encourage and support an enhanced presence of London Police Service in the Core Area.</p> <p>Expand the Coordinated Informed Response Program.</p> <p>Invest in security and safety infrastructure in the Core Area as supported by the Core Area Safety Audit</p> <p>Enhance foot and bicycle patrols. [London Police Service]</p> <p>Prioritize evidence-based deployment. [London Police Service]</p> <p>Staff, deploy, and manage resources effectively in performing the core functions of law enforcement, crime prevention, and assistance to victims of crime. [London Police Service]</p>
<p>B. Support improvements to the delivery of public safety education, programs, and services for residents, businesses, organizations, and property owners.</p>	<p>Hold seasonal collaboration sessions with core area community organization and community safety partners to address safety concerns in the Core.</p> <p>Continue to implement and support the Core Area Safety Audit Grant Program and future safety and security improvements.</p> <p>Work with community partners to expand training on, and use of, Safety Audit tools.</p> <p>Increase community awareness and use of the Alert London notification system.</p> <p>Support community-led crime initiatives to prevent property crime. [London Police Service]</p> <p>Implement next Generation 9-1-1. [London Police Service]</p> <p>Staff, deploy, and manage resources effectively in performing the core functions of law enforcement, crime prevention, and assistance to victims of crime. [London Police Service]</p>
<p>C. Strengthen collaboration and coordinated action among core area</p>	<p>Hold seasonal collaboration sessions with core area community organization and community safety partners to address safety concerns in the Core.</p>

<p>residents, businesses, organizations, and community safety partners.</p>	<p>Implement network of hubs and supportive housing units with community partners as part of the implementation of the Whole of Community System Response. Support community-led crime initiatives to prevent property crime. [London Police Service]</p> <p>Cultivate relationships that are inclusive, meaningful, and lasting. [London Police Service]</p> <p>Conduct frequent consultations with citizens, community groups, and partner organizations. [London Police Service]</p>
<p>D. Improve the accessibility, lighting, and cleanliness of sidewalks and walkways.</p>	<p>Continue to provide a Core Area Enhanced Maintenance Program to maintain high cleanliness and maintenance standards in public spaces.</p> <p>Continue to implement and support the Core Area Safety Audit Grant Program and future safety and security improvements.</p> <p>Implement the Downtown Wayfinding Plan and improve wayfinding throughout the core.</p>
<p>E. Identify balanced and compassionate solutions to social service delivery, balancing the needs of businesses, community, and service providers.</p>	<p>Implement network of hubs and supportive housing units with community partners as part of the implementation of the Whole of Community System Response.</p> <p>Hold seasonal collaboration sessions with core area community organization and community safety partners to address safety concerns in the Core.</p> <p>Expand the Coordinated Informed Response Program.</p>