

August 2021

Appendix A

London's Community Safety and Well-Being Plan



Working together to meet the needs of all Londoners.

Accessibility

The City of London is committed to accessibility and the principles of independence, dignity, integration, and equality of opportunity, as described in the *Accessibility for Ontarians with Disabilities Act (AODA)*. To request this report in an alternate format or if you require additional assistance with reviewing the data presented in this report, please email cswb@london.ca.

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A Message From the Community Safety and Well-Being Advisory Committee

London has a community of committed people and organizations working to make London a healthier and safer city through community actions, initiatives, and plans. We need to recognize, raise awareness of, and celebrate this work. These efforts are having a profound impact on our community.

While our community has made great advances in community safety and well-being, there is still more work that needs to be done. Twenty-six agencies and more than 2,000 individuals shared their vision, insights, and ideas for community safety and well-being in London. We are grateful for their contributions. Their voices, experiences, and stories set the context for this critical work and serve as the foundation for the development of the Community Safety and Well-Being (CSWB) Plan.

To build healthy, safe, and equitable communities, we must prioritize the risks identified by our community: anti-racism and anti-oppression, a safe London for women and girls, crime, employment, housing, mental health, and substance use. These are the significant issues of our time. These priorities reflect the growing understanding that social, economic, and environmental factors determine safety and well-being outcomes.

Where we live, work, play, and go to school shape our well-being. We know that not everyone in London has the same opportunity. Black, Indigenous, and other racialized people, low-income individuals, individuals with disabilities, seniors, and many others often experience inequities in safety and well-being outcomes. We must focus on equity to ensure that all people have the opportunity for safety and well-being. This requires us to address the root causes such as the social, economic, and physical conditions around us.

The CSWB Plan is a starting point. It will evolve over time so that we can continue to address the needs of our community. By working together, we can do more and achieve more than by working alone. The CSWB Plan will guide our collective actions now and into the future to ensure that *London is a healthy, safe, equitable city for all.*

The Community Safety and Well-Being Advisory Committee

Section 1.0

Introduction

1.1 Background and Context

The Government of Ontario required all municipalities to prepare and adopt a Community Safety and Well-Being Plan by July 1, 2021. The City of London was designated to lead a collaborative planning process with the Community Safety and Well-Being Advisory Committee (CSWB Advisory Committee).

1.2 Purpose of the CSWB Plan

The purpose of the CSWB Plan is to work collectively towards a community where everyone is safe, has a sense of belonging, and can meet their needs for education, health care, food, housing, income, and social and cultural expression. The CSWB Plan also ensures London is better prepared for the ever-changing community needs and demands.

1.3 How the CSWB Plan Was Developed

The development of the CSWB Plan was a collaborative process led by the CSWB Advisory Committee. The CSWB Advisory Committee brings various sectors' perspectives together to provide strategic advice and direction to the municipality on the development and implementation of the CSWB Plan. Members included:

- Children's Aid Society of London and Middlesex
- City of London – Council
- City of London – Emergency Management
- City of London – Social and Health Development
- City of London – Neighbourhood and Community-Wide Services
- City of London – Strategic Communications and Government Relations
- Middlesex-London Health Unit
- London District Catholic School Board
- London Police Service
- London Police Services Board
- Ontario Health (West)
- Thames Valley District School Board
- Western University

Four key phases resulted in the development of the CSWB Plan, including:

Phase 1

Identify Risk Factors – Twenty-six stakeholder organizations participated in an online survey from July 26, 2019 to August 26, 2019 to identify and prioritize risk factors related to community safety and well-being in London. The results were used to design the community engagement data collection tools.

Phase 2

Engage the Community – Between January 13, 2020 and February 14, 2020, 1,975 individuals shared their insights about community safety and well-being through an open house, pop-up events, online surveys, and community conversations. To confirm and validate the engagement results, the community participated in an online survey from March 8, 2021 to March 19, 2021. In total, 95 responses were received.

Phase 3

Analyze the Data – The insights and ideas shared through the engagement process were reviewed and analyzed to determine the community safety and well-being priorities for London. A gap analysis was undertaken, where each recommendation provided by the community was compared to strategies and actions in current community plans.

Phase 4

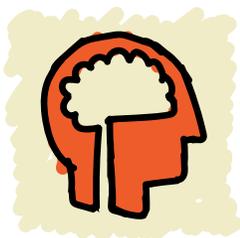
Develop the CSWB Plan – The CSWB Advisory Committee collaboratively developed the CSWB Plan through a series of rigorous strategy sessions. Community stakeholders reviewed the CSWB Plan and provided feedback. The feedback provided was incorporated to finalize the CSWB Plan.

Section 2.0

What Is a Safe and Healthy Community?

In a healthy, equitable community, everyone feels safe, receives quality education, and lives in stable, affordable housing in neighbourhoods that make it easy to be healthy and active every day. These neighbourhoods offer a clean environment, access to healthy and affordable foods, and parks and public spaces to walk, bike, and use transit. Residents of diverse backgrounds are engaged, socially connected, and feel a sense of belonging.

According to the 1,975 respondents who participated in the initial community engagement process, a safe and healthy community means:



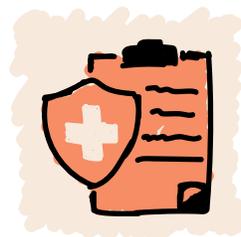
- 1. Good mental health (62%)**
Access to mental health and substance use prevention and treatment where the right care is provided at the right time and in the right place.



- 2. Affordable and accessible housing (58%)**
Sufficient, clean, safe, diversified, stable housing for all incomes and age levels.



- 3. Safe neighbourhoods (47%)**
Lack of criminal activity such as robbery, theft, sexual assault, and threatening behaviour, as well as positive perception of safety.

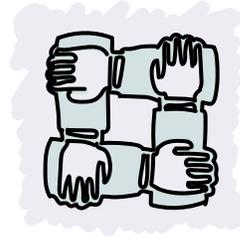


- 4. Good physical health (47%)**
Access to health care services and treatment that addresses and improves physical health.



5. **Stable employment opportunities** (43%)

Diverse local small businesses, economic opportunities with a living wage, fair labour practices, job skills training, and community support of new and current businesses.



6. **Strong communities** (43%)

People-centred design with housing, businesses, services, schools, jobs, recreation, and transit in close proximity. Culturally and linguistically supportive services, affordable childcare, and accessible libraries and recreation facilities.



7. **Access to education** (42%)

Strong educational, career development, and skill enhancement programs for infants, children, youth, and adults.



8. **Social supports and connections** (34%)

Safe and socially cohesive communities, local leadership that is representative of community demographics, empowered residents who are involved in decision-making, and social and civic engagement.



9. **Strong road safety and mobility** (33%)

Affordable and accessible transportation options for all ages. Easy-to-use, fast, well-connected, and efficient transit located near jobs, housing, and retail, and quality bike and pedestrian infrastructure.

Section 3.0

What Are London's Community Safety and Well-Being Risks?

The Government of Ontario has defined risk factors as negative characteristics and/or conditions present in individuals, families, communities, or society that may increase social disorder, crime or fear of crime, or the likelihood of harm or victimization to persons or property in a community.

Community safety and well-being risk factors were identified through the community engagement process. Once identified, they set the foundation from which the priorities included in this plan were developed.

3.1 Issue-Based Risks

Through the initial community consultation process in January 2020, respondents were asked to identify the top five risks that required attention to improve safety and well-being in London. The results included: mental health (69%, n=878); housing (63%, n=807); substance use (61%, n=778); crime (49%, n=620); and employment (48%, n=610).

Through the second community consultation process in March 2021, respondents confirmed each of these as the top five community safety and well-being risks to be addressed in London. Further, respondents identified two additional community safety and well-being priorities to be included in the CSWB Plan, including anti-racism and anti-oppression and a safe London for women and girls.

In alignment with the recommendations from the community consultation process, the CSWB Plan will focus on seven issue-based risks:

- Anti-racism and anti-oppression
- A safe London for women and girls
- Crime
- Employment
- Housing
- Mental health
- Substance use

3.2 System Level Risks

The gap analysis process demonstrated that there is a lot happening in our community. London has robust, active community plans in most of these priority areas, and new community plans are actively being developed. What the community identified as current needs are being addressed through existing plans. There is an opportunity to connect existing community plans to the CSWB Plan to create meaningful, long-lasting change.

The community shared that complex community safety and well-being issues were often being addressed in isolation and that individuals and organizations needed to work together in new ways. Not only was action required towards the specific issues, but also how the overall community safety and well-being system operated. This included mechanisms for evaluating and reporting on results of actions taken, collaborative planning efforts, and collective action.

3.3 Emerging Risks

While the community consultation process identified current risks, recent local and global events have highlighted emerging and evolving risks. In 2020, the COVID-19 pandemic, inequality and exclusion, and economic challenges emerged as critical community safety and well-being issues. The CSWB Plan must go beyond what is in front of us today. This is just a starting point. As part of the CSWB Plan implementation process, there will be continuous research and engagement to proactively identify emerging risks.

Section 4.0

A New Framework for Community Safety and Well-Being

4.1 Vision

London is a healthy, safe, equitable city for all.

4.2 Guiding Principles

The following principles will guide the implementation of the CSWB Plan; they will inform how we make decisions, influence our actions, and shape how we work together.

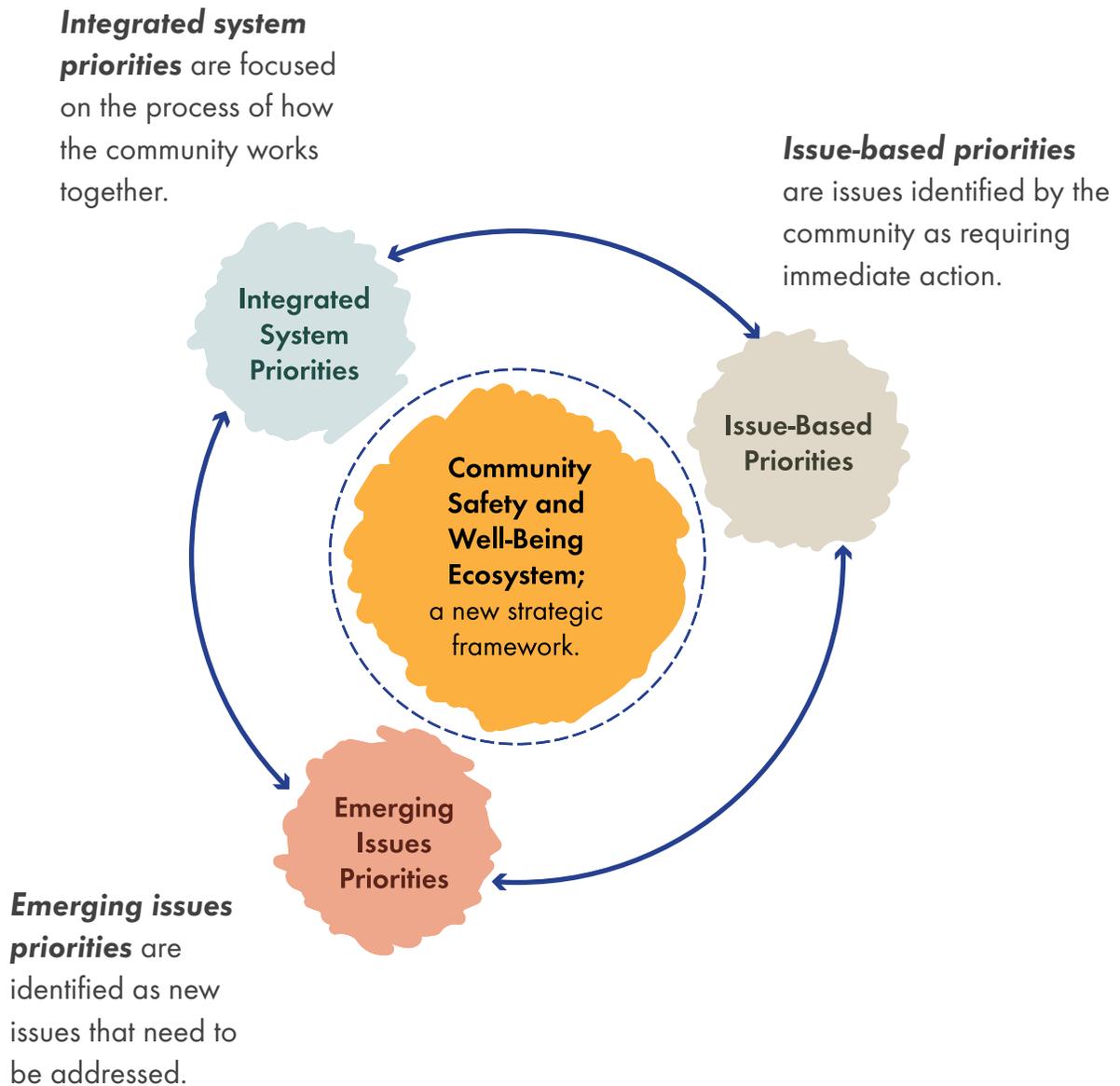
- **Equity, Diversity, Inclusion:** We will embed an intersectional, anti-racism, and anti-oppression framework into all that we do.
- **Evidence-Informed:** We will use evidence to inform our decisions. Evidence will include voices of individuals with lived/living experience, experience of practitioners, and qualitative and quantitative research.
- **Collaboration:** We will leverage the expertise of our community and work collectively across sectors.
- **Outcome-Driven:** We will commit to taking concrete action to achieve our vision.
- **Continuous Improvement:** We will consistently evaluate our actions and use the results to improve our efforts.

4.3 The CSWB Strategic Framework

In London, there are many individuals, groups, and organizations working diligently to address community safety and well-being. There are a variety of community plans that have bold visions and concrete actions to enhance community safety and well-being in London. With that context, our driving force question then was, “How does the CSWB Plan add value to what is currently being done in London?”

The CSWB Strategic Framework acknowledges the feedback from the community and leverages, rather than duplicates, what is happening in London. It creates an ecosystem that brings community together to create innovative solutions to intersectional community safety and well-being challenges. It holds the community accountable together and moves us towards system integration.

Figure 1. The Community Safety and Well-Being Ecosystem



Sections 5.0 – 7.0 define each of the priority areas further and provide additional information about how these priorities will be implemented.

Section 5.0

Integrated System Priorities

5.1 Integrated System Priorities Overview

Integrated System is a process priority that will support and enable the work in all other priorities. Issues that impact the safety and well-being of communities are often complex and require collective and combined action from multiple partners.

This priority is about working together to create a more streamlined and integrated system to identify issues, seek input from the community, design and implement solutions, and measure and report on progress and achievements. This work will be led by the CSWB Advisory Committee.

Figure 2.
Components of an Integrated System



An integrated system requires knowledge mobilization, coordinated planning, collective action, evaluation, and leadership. While there is still more work to be done in terms of how this model is operationalized, each of the components are described in more detail in subsections 5.2 – 5.6.

5.2 Leadership

Through *leadership*, awareness of issues will be raised and support for solutions will be developed. Working with local, provincial, and federal governments and partners to lead change, norms and expectations will be challenged across communities and systems. Advocating for policy, resources, and funding for prioritized risks and emerging issues will occur. In doing this work, a community-wide understanding of initiatives, results, and gaps will be built.

5.3 Knowledge Mobilization

Through *knowledge mobilization*, evidence will be used to inform system-wide decision-making and action. The voices of individuals with lived/living experience, researchers, and practitioners will be heard to identify community gaps and needs and build a shared understanding of current, evolving, and emerging risk and protective factors. Opportunities for shared learning, exchange of ideas, and development of solutions will be provided. Evidence will be used to identify policy gaps and inform policy and practice development.

5.4 Coordinated Planning

Through *coordinated planning*, a system-wide approach will be implemented to support the development of comprehensive action plans. Collaborative community engagement processes will be facilitated to inform planning, integrate and align current plans to streamline and maximize impact, and identify and define innovative, cross-sectoral solutions. In this way, community plans will be designed that address complex, interconnected community issues.

5.5 Collective Action

Through *collective action*, people, organizations, and systems will be brought together to take concrete action towards common goals. Opportunities to share staff, space, and funding will be explored to maximize resources. Through collaboration, common systems, processes, and practices will be implemented and stakeholders will be mobilized to take action on community plans, strategies, and initiatives. In-the-moment solutions will be piloted to address emerging and evolving needs, using a collective approach to provide the required infrastructure for action.

5.6 Evaluation

Through *evaluation*, the effectiveness of efforts will be assessed, and evidence will be used to scale or course correct. The effects and impacts of initiatives, strategies, and community plans will be measured to inform changes in real time based on what is and isn't working and determine change in our communities. Evaluation efforts will demonstrate transparency and accountability for action.

Section 6.0

Issue-Based Priorities

6.1 Issue-Based Priorities Overview

Through the community engagement process, seven community safety and well-being risks were identified, as described in Section 3.0. These included: anti-racism and anti-oppression, a safe London for women and girls, crime, employment, housing, mental health, and substance use. These seven risks have been distilled into three issue-based priorities: safe and vibrant neighbourhoods, healthy and resilient people, and thriving and inclusive economy.

Each of the priorities are described in detail in sections 6.2 – 6.4. Community plans have been identified that are supporting this work. However, these are not the only community plans that address community safety and well-being. The inclusion of these community plans demonstrates the great work that is already happening. There are many other current and future plans that will be included to strengthen this work. Further, addressing issue-based priorities is not only happening through community plans. There are many individuals, groups, and organizations involved in addressing issue-based priorities in London through individual, community, and organization led initiatives. Through the Integrated System Priorities, people and plans will continue to be connected to this work across and beyond these priorities. The role of individuals, groups, organizations, and community plans in the CSWB ecosystem will be explored further through implementation.

The CSWB Plan is a living plan and will continue to evolve over time. It is expected that the three priority areas will remain constant. However, as risks are addressed through effective solutions, efforts will be redirected towards emerging community safety and well-being risks. Appendix A includes the specific strategic directions, expected results, and strategies from each of the community plans described in sections 6.2 – 6.4.

Figure 3. Issue-Based Priorities



6.2 Healthy and Resilient People

What We Heard

Mental health was ranked as a top priority by 69% of respondents. Respondents identified a need for improved access to mental health services, as well as an increase in the number of mental health services. Ensuring services are available in a timely manner, decreasing barriers to accessing services, and improving the affordability of mental health supports were also noted. Increased mental health education and awareness about mental health were additional recommendations.

Substance use was rated as a priority by 61% of respondents. Similar to mental health, respondents recommended increased access to services, increased substance use supports and services, and increased ease of access to substance use supports. Further, more awareness and education about substance use and supports, focusing on prevention, applying an integrated approach to address substance use, using a harm reduction approach, and using evidence-based solutions were suggested by respondents.

Respondents reported **anti-racism and anti-oppression** as an issue that needs to be addressed in London. Respondents expressed concern about ableism, xenophobia, sexism, homophobia, transphobia, Islamophobia, and anti-Semitism in London. Specifically, respondents noted that “there is a long way to go” in how Black, Indigenous, and Asian people, Muslims, individuals with disabilities, individuals experiencing homelessness, 2SLGBTQ+ community members, and other equity seeking groups are treated. Inequalities in income, education, leadership opportunities, and career opportunities were of specific concern. “London must do better” was a common message within this theme.

Community Plans Supporting This Work

The community plans below highlight some of the efforts and initiatives being undertaken in London. There are many individuals, organizations, and networks committed to mental health, substance use, and anti-racism and anti-oppression work.

The London & Middlesex Mental Health and Addictions Strategic Direction Council is a collaborative network of mental health and addictions system leaders in London-Middlesex that evolved from the Community Mental Health and Addiction Strategy for London. The strategy consisted of five strategic directions, including: Expand Communication, Enhance Access, Foster Collaboration, Grow Awareness, and Build Capacity. [Visit the Community Mental Health and Addiction Strategy to learn more.](#) The Strategic Direction Council is leading change in this space with an initial focus on expanding communication and fostering collaboration. Moving forward, the role of the Strategic Direction Council in the CSWB ecosystem will be further explored.

The Middlesex-London Community Drug and Alcohol Strategy’s (CDAS) vision is a caring, inclusive, and safe community that works collaboratively to reduce and eliminate the harms associated with drugs and alcohol. The CDAS has four pillars: Prevention, Treatment, Harm Reduction, and Enforcement. For each pillar, there are a series of recommendations and corresponding actions. [Access the CDAS for more information.](#)

London's Community Diversity and Inclusion Strategy 2017 (CDIS) envisions London as a diverse and inclusive community that honours, welcomes, and accepts all people; where people have the power to eliminate systemic oppressions. There are five priorities included in the plan: 1) Take concrete steps towards healing and reconciliation; 2) Have zero tolerance for oppression, discrimination, and ignorance; 3) Connect and engage Londoners; 4) Remove accessibility barriers to services, information, and spaces; and 5) Remove barriers to employment. In 2020, a sixth priority was added to the CDIS, Addressing anti-Black racism. [Each priority has a set of correlating strategies that can be found in the full plan.](#)

6.3 Safe and Vibrant Neighbourhoods

What We Heard

A total of 63% of respondents reported that **housing** was a community safety and well-being issue that needed to be addressed. Exploring options, providing incentives, and implementing policies were recommendations provided by the community in relation to the need for affordable housing. Supporting the best and highest use of properties and supporting new housing developments were also suggested to increase the amount of housing available in London. Respondents noted that individuals experiencing homelessness needed shelter, supports, and increased coordination of services.

Crime was reported by 49% of respondents as an issue that needed to be addressed. Crime reduction and prevention were reported as critical areas of focus. This included addressing underlying issues related to crime, providing education to promote safety, and increasing awareness of how to report safety concerns and how to stay safe. Respondents also recommended improved coordination and communication between police and community services, as well as between police and residents. Increasing opportunities to connect with neighbours and ensuring services and programs can be accessed in neighbourhoods were also raised as much-needed strategies. Built environment recommendations included ensuring spaces in neighbourhoods are safe, clean, and well-maintained.

A safe London for women and girls was noted as a priority by respondents. Specific concerns included human trafficking, gender-based violence, lack of proper lighting on streets, the negative impact of COVID-19 on violence against women, and the need for more services and supports for women who have been abused, sexually exploited, sexually assaulted, and/or sex trafficked.

Community Plans Supporting This Work

The community plans below outline actions being undertaken to address housing, crime, and a safe London for women and girls. In addition to these plans, there is more work being done in London. Individuals, groups, and networks are also leading initiatives to address each of these issues.

Housing Stability For All: The Housing Stability Action Plan for the City of London 2019-2024 (Housing Stability Plan) has strategies and initiatives that align with the recommendations provided by the community, and that also align with many other community plans. The Housing Stability Plan has four strategic areas of focus: Respond to the Homelessness Crisis, Create More Housing Stock, Provide Housing Supports, and Transform the Service System. Each strategic area of focus has a goal, result, initiatives, actions, and key measures. [Please see the Housing Stability Plan to learn more.](#)

The London Police Service 2019-2023 Business Plan has two strategic priorities focused on crime and victimization. The first strategic priority is community safety and the second is community well-being. Each strategic priority has an outcome, area of focus, objectives, and highlights of planned activities. [The full Business Plan can be viewed on the London Police Service website.](#)

The London Strengthening Neighbourhoods Strategy 2017-2020 serves as a guide towards stronger neighbourhoods across the city. The Strategy recognizes that neighbourhoods are about people and places, and how they come together to make great places to live, work, and play. Strong neighbourhoods are vibrant, connected, and engaged – they form the backbone of our diverse, inclusive, and welcoming community. [The full London Strengthening Neighbourhoods Strategy can be requested through the City of London's website.](#)

To create a healthy and resilient Core Area, the City of London developed the Core Area Action Plan. The Core Area Action Plan outlines short-, medium-, and long-term initiatives to address such issues as homelessness and health, safety and security, creating a positive business environment, and attracting more people to the Core Area. [To view the full Core Area Action Plan, visit the City of London's website.](#)

The 2019-2023 Strategic Plan for the City of London has a strategic area of focus called *Strengthening Our Community* that includes expected results and strategies related to crime. Further, *Creating a Safe London for Women and Girls* is also a strategic area of focus. [Please visit the City of London website to read the full strategic plan.](#)

The Safe Cities London Action Plan has a vision of London as a safe city where women, girls, nonbinary and trans individuals, and survivors access public spaces and freely participate in public life without fear or experience of sexual violence. Within the Safe Cities London Action Plan, there are three areas of focus: Social Norms, Policy and Practice, and Collaboration. Each of the areas of focus have corresponding outcomes, expected results, strategies, and initial actions. [The full plan can be accessed through Anova's website](#). The work to create a safe London for women and girls is facilitated by a host of individuals, organizations, and networks in London.

6.4 Thriving and Inclusive Economy

What We Heard

The fifth highest ranked issue by respondents (48%) was **employment**. Respondents shared that income disparity, income inequity, lack of financial supports, and lack of stable employment were concerns. Solutions such as paying a living wage, improving job opportunities, and looking at guaranteed basic income were proposed.

Community Plans Supporting This Work

The community plans identified have strategies that address employment. However, this is not the only work being done in London towards employment. There are many individuals, organizations, and networks taking action in this area.

The recommendations from respondents are in alignment with the actions being undertaken through the 2019-2023 Strategic Plan for the City of London strategic area of focus *Growing Our Economy*. [To read the corresponding strategies, go to the City of London's website](#).

The London Community Recovery Network (LCRN) brings together leaders from the private sector, non-profit, and institutional organizations to undertake community conversations about London's recovery. In Phase 1 of their work, LCRN identified short-term ideas for action. One theme in particular, *Business and Employment*, aligns directly with this priority area. Additional strategies identified by LCRN include: Explore, Support, and Buy Local; Core Area & Infrastructure; Housing, Health, and Social Supports; and Supporting Arts, Culture, Tourism, and Hospitality Industries. These actions are detailed in [Laying the Foundation: Ideas for Action to Power London's Community Recovery from COVID-19](#). In Phase 2, building on the work undertaken in Phase 1, LCRN is creating a three-year Community Recovery Framework that sets out a common vision and shared measures for community recovery for London.

Emerging Issues Priorities

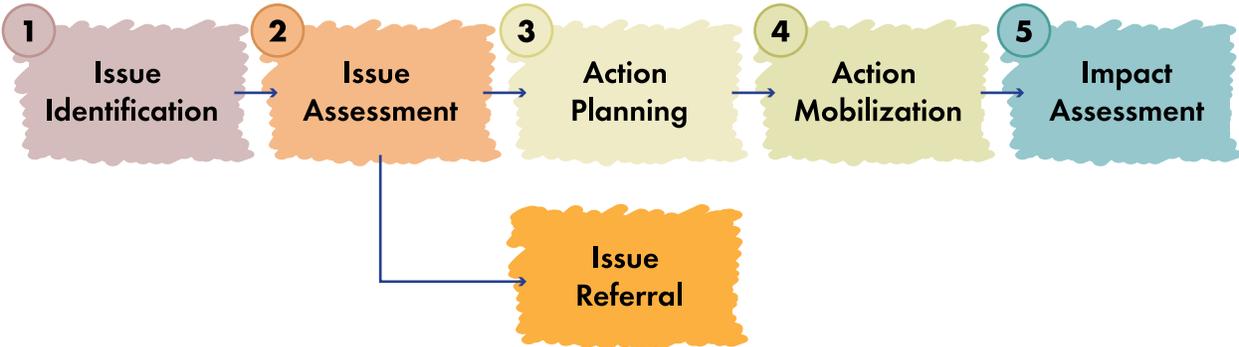
7.1 The Emerging Issues Model

An emerging issue is an issue that is not yet generally recognized or identified, but could have a significant impact on community safety and well-being. An emerging issue may not yet have received adequate attention, which could result in negative effects in the future if it is not addressed.

The Emerging Issues Model outlines how new and evolving issues will be identified and addressed through the CSWB Plan. The implementation of the Emerging Issues Model demonstrates that the CSWB Plan is not a one-time planning exercise, but rather an evidence-based, nimble system of issue identification and resolution. The model recognizes there is a need for ongoing community engagement to identify emerging issues.

Identifying emerging issues is a collective effort, done in collaboration between the CSWB Advisory Committee, community plan holders, researchers, practitioners, individuals with lived/living experience, and community stakeholders. Early efforts will be focused on determining how this work will be done.

Figure 4. The Emerging Issues Model



- 1 Issue Identification:** Research will be conducted and/or reviewed to identify evidence of emerging issues. Evidence will include data from individuals with lived/living experience, practitioners, and qualitative and quantitative research.
- 2 Issue Assessment:** Data will be analyzed and results will be reviewed to determine whether the issue needs to be addressed through the CSWB ecosystem or another entity. Emerging issues that are not related to community safety and well-being will be referred to an appropriate group so that they can be addressed.
- 3 Action Planning:** If an issue is related to community safety and well-being, it will be referred to a group that, due to their expertise, is positioned to address the issue through their community plan. Ideally, this group becomes part of the CSWB ecosystem model. Where a community plan does not exist, a new community plan or initiative will be developed to address the emerging issue.
- 4 Action Mobilization:** Implementation of actions will occur through community efforts. Skills, expertise, and resources of existing groups will be leveraged. Action-taking will be done collectively and collaboratively.
- 5 Impact Assessment:** Performance will be monitored, outcomes will be assessed, and actions will be refined to ensure efforts result in the desired impact.

7.2 Emerging Issue: Islamophobia in London

Islamophobia has been identified as an emerging issue in London. Below is an assessment using the Emerging Issues Model.

- 1 Issue Identification:** On June 6, 2021, the Islamophobia Attack at Hyde Park and South Carriage Road was an incomprehensible and despicable act of violence against members of our community. This was a traumatic event for members of the Muslim community and a devastating loss of life. Acts of violence and hate-based violence have no place in our community. This attack highlighted the issue of Islamophobia in London.
- 2 Issue Assessment:** On June 9, 2021, through an Emergent Motion, Municipal Council and the London community acknowledged that Islamophobia exists in London, denounced Islamophobia, and committed to end Islamophobia and hate. The Community Diversity and Inclusion Strategy (CDIS) and the local Muslim community were identified to lead this critical and urgent work.
- 3 Action Planning:** Initiatives and strategies to end Islamophobia, ways in which the contributions of the London Muslim community can be highlighted and honoured, and means by which to remember and honour the victims of the Islamophobia Attack will be identified collaboratively by the CDIS and the local Muslim community.
- 4 Action Mobilization:** The CDIS, the local Muslim community, and stakeholders will work together to implement the planned initiatives and identify funding sources to assist with the implementation of these initiatives.
- 5 Impact Assessment:** Outcomes will be reported to Municipal Council, the local Muslim community, and the public. Results will be used to refine initiatives and inform next steps.

Section 8.0

CSWB Plan Implementation

The CSWB Plan outlines a new way of implementing the important work of community safety and well-being in London. It acknowledges and leverages the great work already being done on issue-based priorities through community plans. It provides a framework to work differently together through system integration priorities. It offers a model to identify and address emerging issues quickly and effectively.

There is much work to be done, and the development of the CSWB Plan is only the starting point. The priorities identified in the CSWB Plan cannot be addressed in isolation. Bold, committed, and courageous action across sectors and stakeholder groups will be required. Tangible, proactive steps will be taken to be inclusive of individuals, groups, and organizations that are reflective of the London community.

Complementary to the CSWB Plan, the Connectivity Table is a multi-sectoral risk intervention model that is being implemented across the province. London's Connectivity Table has been in operation for two years, and it has addressed a number of challenging circumstances related to community safety and well-being. Statistics gathered through the Connectivity Table will inform this work moving forward.

Part of the implementation of the CSWB Plan will be determining how to best operationalize this work. Clear roles, responsibilities, processes, practices, and concrete action plans will need to be designed. An anti-racism and anti-oppression lens will be used throughout implementation as policies, strategies, and actions are considered. Monitoring and assessment of progress and impact will also be a crucial component of implementation. Other risks, such as road safety, may also be considered through implementation planning.

The priorities to be addressed through the CSWB Plan are significant, and the work that needs to be done will not be easy. We know that our community is committed to taking action, moving forward, making a difference, and creating the change needed for London to become a healthy, safe, equitable city for all.

Appendix A:

Key Strategies and Outcomes

The Government of Ontario requires that CSWB Plans include outcomes and strategies for issue-based priorities. In alignment with this requirement, the information below provides strategic directions, expected results, and strategies for the community plans described in Section 6.0 of this document. Strategic directions, expected results, and strategies have been included in full for the community plans where the majority of content relates to the issue-based priority. Due to the volume and breadth of content in some of the community plans, only strategic directions, expected results, and strategies that correspond to the issue-based priority have been included.

The community plans identified are not the only community plans that address community safety and well-being. The inclusion of these community plans demonstrates the great work that is already happening. There are many other current and future plans that will be included to strengthen this work.

Healthy and Resilient People Community Plans

Community Mental Health and Addiction Strategy for London

Strategic Direction: Expand Communication

Expected Results:

1. Improved experiences of residents.
2. Smoother transitions throughout system.

Strategies:

1. Communicate Mental Health and Addiction (MH&A) services across providers, agencies, and the public.
2. Open and build communication channels.
3. Develop Indigenous-specific MH&A strategy.

Strategic Direction: Enhance Access

Expected Results:

- 1. Faster access to services.
- 2. Improved system equity.

Strategies:

- 1. Increase access to care outside traditional business hours.
 - 2. Define Circle of Care.
 - 3. Increase access to housing with essential supports to foster recovery.
 - 4. Develop inclusivity, diversity, and equity framework.
-

Strategic Direction: Foster Collaboration

Expected Results:

- 1. Efficiency through better integrated services.
- 2. Better system value.

Strategies:

- 1. Create governance structure to align MH&A services.
 - 2. Focus and align existing collaborative forums, tables, and initiatives.
 - 3. Identify and address service gaps in MH&A services.
-

Strategic Direction: Grow Awareness

Expected Results:

- 1. Improved access to information.
- 2. Reduced stigma.

Strategies:

- 1. Develop London Asset Map of MH&A services across all funders.
- 2. Reinforce and coordinate a central, single door for information about local assets.
- 3. Strengthen MH&A awareness, prevention, and health promotion education.

Strategic Direction: **Build Capacity**

Expected Results:

Improved health and wellness outcomes for residents.

Strategies:

1. Complete comprehensive capacity study of all MH&A services.
2. Develop standardized guidelines informed by leading practice.
3. Develop central intake and referral service for MH&A.

Middlesex-London Community Drug and Alcohol Strategy

Strategic Direction: **Overarching**

Strategies:

1. Advocate for policies and programs that address poverty, homelessness, housing and other social determinants of health including Indigenous determinants of health.
2. Ensure programs and services in Middlesex-London are person focused.
3. Encourage participation of people with lived experience during development and implementation of programs, services, and campaigns.
4. Work to reduce stigma related to substance use and addictions.
5. Increase response to public space challenges related to drugs and alcohol.

Strategic Direction: **Prevention**

Strategies:

1. Provide accurate substance related information and prevention messaging to the community about facts, protective factors, and impact of substance use.
2. Advocate for and implement targeted strategies and programs to reduce known substance use risk factors and increase protective factors that help to prevent problematic substance use.
3. Ensure supportive built environments and social environments in our communities.

Strategic Direction: **Treatment**

Strategies:

1. Enhance community awareness of services within Middlesex and London.
 2. Reduce system barriers and create greater access to treatment and recovery services.
 3. Enhance coordination of treatment service and improve linkages and collaboration among the continuum of services.
 4. Develop a coordinated service response specific to Crystal Methamphetamine (drug induced psychosis).
-

Strategic Direction: **Harm Reduction**

Strategies:

1. Work collaboratively to address the opioid crises within Middlesex-London.
2. Ensure people who are using drugs have access to accurate and timely information.
3. Expand harm reduction services.
4. Develop a comprehensive community needle syringe recovery strategy.
5. Monitor substance use trends in Middlesex-London.
6. Advocate for policy and legal change within the correctional system that supports both harm reduction and treatment.
7. Advocate for evidence-based reform of current drug laws and policy.

Strategic Direction: **Enforcement**

Strategies:

1. Improve collaboration between police, health and social services.
2. Support education and training for those working within the justice system about substance use, harm reduction, and treatment.
3. Advocate for recovery-focused solutions for people involved with the criminal justice system (e.g., drug court).
4. Enhance the community's understanding of the "right" responder to contact in situations where addiction crisis is apparent and increase community knowledge about reporting incidences.

London's Community Diversity and Inclusion Strategy 2017

Strategic Direction: Take concrete steps towards healing and reconciliation

Strategies:

1. Establish an Indigenous relations office within the City.
 2. Work with local Indigenous peoples to establish a *Truth and Reconciliation Commission – Calls to Action* (TRC) accountability and implementation body and plan.
 3. Create a community pledge to encourage everyone to take action towards the recommendations of the *Truth and Reconciliation Commission – Calls to Action* (TRC).
 4. Develop an audit and evaluation process to measure the progress towards the *Truth and Reconciliation Commission – Calls to Action* (TRC) recommendations.
 5. Ensure Indigenous peoples lead the change process within our community.
 6. Work with local Indigenous peoples to develop a unified Indigenous health strategy, including consideration of Indigenous social determinants of health.
 7. Forge partnership agreements between the City and three neighbouring communities (Chippewas of the Thames First Nation, Munsee Delaware Nation, and Oneida Nation of the Thames).
 8. Provide opportunities for on-reserve economic development through strategic and innovative partnerships with the City and the private sector.
-

Strategic Direction: Have zero tolerance for oppression, discrimination, and ignorance

Strategies:

1. Address one's own privilege and bias by learning, sharing, and recognizing the lived experiences, cultures and histories of Londoners.
2. Acknowledge and combat the existence of anti-Black racism, Islamophobia, sexism, racism, anti-Semitism, ageism, xenophobia, homophobia, transphobia, gender-based and other forms of discrimination in our community.
3. Recognize a common language around oppression and discrimination.
4. Know the *Canadian Charter of Rights and Freedoms* and the *Ontario Human Rights Code*.
5. Require educators, social service and health practitioners to complete training on Indigenous cultures.
6. Encourage everyone to undertake de-colonization, anti-racism, anti-oppression, cultural, safety, accessibility, and diversity training in order to understand those around them.

7. Build cultural awareness among children and youth through schools, community groups, parent councils, and other community engagement activities.
 8. Ensure that children starting at primary level receive anti-oppression education including learning how to recognize their own privilege and bias and how to build relationships with those around them.
 9. Make community training on sexual harassment, sexual assault, safety, trans health and HIV more readily accessible.
 10. Promote a culture within the London Police Service where all groups are safe and protected, and not targeted based on any of the enumerated terms in the *Ontario Human Rights Code*.
 11. Ensure the London Police Service invests in and provides ongoing training to police officers and employees to better understand and protect the communities they serve.
 12. Encourage local media and community figures to promote inclusive messages and to address barriers and oppressions within London.
 13. Implement a social media campaign modelled after #MakeItAwkward.
 14. Encourage local businesses and organizations to share knowledge, resources, and information to address oppression, discrimination and ignorance.
-

Strategic Direction: Connect and engage Londoners

Strategies:

1. Promote events and opportunities for Londoners to collaborate, share, and access information.
2. Encourage and facilitate dialogue between all levels of government and organizations around common goals of inclusion, particularly groups that stand to gain by supporting one another.
3. Recognize and celebrate Londoners, organizations and businesses that promote and undertake diversity, inclusion, and anti-oppression activities.
4. Establish long-range plans to grow diversity activities, including grants and recognition programs.
5. Increase participation of Londoners from non-dominant groups on the City of London Advisory Committees, Boards and Commissions.
6. Ensure the City of London and other organizations understand and model best practices for inclusive engagement.

Strategic Direction: Remove accessibility barriers to services, information, and spaces

Strategies:

1. Create awareness about the accessibility services available in the community, and encourage organizations to better promote the accessibility supports they offer.
2. Promote the local welcome and assessment centres for newcomers.
3. Ensure that all current and future transportation options are reviewed by, and easily available and accessible to, seniors, persons with disabilities, and newcomers.
4. Include persons with disabilities in policy development, consultations, and implementation processes in order to address different accessibility perspectives.
5. Promote and encourage developers to implement the City of London’s *Facility Accessibility Design Standards* (FADS), and other progressive accessibility standards.
6. Encourage the development of an assistive technology information resource to assist Londoners in learning more about different types of technologies.
7. Encourage businesses and organizations to have non-gender specific washrooms.
8. Ensure the safety of the community by developing comprehensive and adaptable emergency and safety procedures, and conduct regular safety audits throughout the community.
9. Provide accommodation for religious and cultural practices.
10. Establish awards for architects and/or other professionals if they build or innovate an inclusive design.

Strategic Direction: Remove barriers to employment

Strategies:

1. Implement metrics and regular opportunities to measure diversity and inclusion within the community, ensuring the workforce and local leadership are reflective of the community.
2. Know the *Accessibility for Ontarians with Disabilities Act* and *Integrated Accessibility Standards Regulation* (under AODA).
3. Identify and remove barriers in the recruitment process, including; identifying accommodations in job advertisements, and ensuring transparent hiring and evaluation practices.
4. Promote equity within policy, practices and strategies in businesses, non-profit, public and labour organizations.
5. Ensure that all health and safety standards in the workplace are inclusive.

6. Support the professional development of individuals who are underrepresented in the workforce and leadership.
 7. Promote and encourage mentorship, co-op, apprenticeship and internship programs happening within the City and the community.
 8. Advocate to local businesses and organizations to recognize the sanctioned knowledge of Indigenous Elders and Healers, and to recognize foreign credentials and work experience.
 9. Support employers and community members in learning how to assist newcomers with their integration.
-

Strategic Direction: Addressing anti-Black racism *(Strategies under development)*

Safe and Vibrant Neighbourhoods Community Plans

Housing Stability For All: The Housing Stability Action Plan for the City of London 2019-2024

Strategic Direction: Respond to the homelessness crisis

Expected Results:

Reduce the number of individuals and families at risk of and experiencing homelessness.

Strategies:

1. Work collaboratively across systems to address the immediate needs of individuals and families at risk of or experiencing homelessness.
2. Create an outreach system and rapid response to support individuals and families experiencing unsheltered homelessness.
3. Provide the right level of support at the right time to decrease the use of emergency services.
4. Prevent individuals and families from entering homelessness.
5. House and rehouse individuals and families experiencing homelessness rapidly.

Strategic Direction: Create more housing stock

Expected Results:

Increase affordable, quality, and mixed housing options.

Strategies:

1. Retain existing and create new affordable housing stock.
 2. Revitalize and modernize community housing.
 3. Increase supportive and specialized housing options.
 4. Attract new and engage current partners towards affordable housing solutions.
-

Strategic Direction: Provide housing supports

Expected Results:

Increase the number of individuals and families who secure housing and stay housed.

Strategies:

1. Help individuals and families access housing stability services and solutions that best meet their needs.
 2. Implement coordinated access to mental health and addictions services and supports.
 3. Support movement of choice within a range of housing options and services based on the needs and interests of individuals and families.
 4. Strengthen and enhance the delivery of housing stability services.
 5. Assist individuals and families to move towards community integration and belonging.
-

Strategic Direction: Transform the service system

Expected Results:

Increase in the ability of the housing stability system to address community needs.

Strategies:

1. Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.
2. Use data to drive decision-making to respond in real-time to the housing stability needs of individuals and families.
3. Be a local and national leader in housing stability.

London Police Service 2019-2023 Business Plan

Strategic Direction: Crime prevention

Expected Results:

Reduced crime and victimization/revictimization.

Strategies:

1. To promote crime prevention strategies and educate the public on potential threats to safety and security.
 2. To engage in actions that encourage participation of business owners, neighbours, citizens, and social service partners in increasing their own and others' safety and security.
-

Strategic Direction: Equity, diversity, and inclusiveness

Expected Results:

Increased sense of belonging.

Strategies:

1. To increase awareness and understanding of the unique circumstances of members of diverse communities.
-

Strategic Direction: Community mobilization/risk intervention

Expected Results:

Reduced rates of revictimization.

Strategies:

1. To work strategically and collaboratively with social service providers and community partners on early intervention and prevention of identified risks.

Strategic Direction: **Response to victims, the vulnerable, and racialized persons and groups**

Expected Results:

1. Appropriate response to victims, the vulnerable and racialized persons and groups.
2. Enhanced public trust and confidence in police.
3. Increased satisfaction with police services.

Strategies:

1. To implement best practices for police engagement with persons in mental health and addictions crisis.
2. To provide victims of crime and/or traumatic circumstances with immediate on-site support and referrals to available programs and services.
3. To enhance transparency and improve consultation with the community.

2019-2023 Strategic Plan for the City of London

Strategic Direction: **Strengthening Our Community**

Expected Results:

Increase neighbourhood safety.

Strategies:

1. Develop and implement a Community Safety and Well-Being Plan.
2. Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.
3. Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.

Strategic Direction: **Creating a Safe London for Women and Girls**

Expected Results:

Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment.

Strategies:

1. Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.
2. Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.
3. Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims.
4. Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all of London's agencies, boards and commissions to also implement the training.
5. Increase the number of women in senior management positions and other positions of power.
6. Work with the London Transit Commission to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women.
7. Work together with City of London Housing Services, Housing Development Corporation, London Middlesex Community Housing to build more accessible and safer housing options for women and girls.
8. Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing.
9. Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing.
10. Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.
11. Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same.
12. Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee.

13. Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Atlohsa Family Healing Services; the London Abused Women’s Centre/ Youth Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and London Police Service (DV Unit and HT Unit).
14. Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community.

Core Area Action Plan

Strategic Direction: Short-Term Actions

Strategies:

1. Strengthen delivery of Coordinated Informed Response Program.
2. Implement Housing Stability Week pilot project.
3. Implement early-morning Coordinated Informed Response Program.
4. Implement breakfast Coordinated Informed Response Program.
5. Establish Headlease Program.
6. Double foot patrol officers in Core Area for a discrete period of time.
7. Create new Spotlight Program.
8. Enhance Service London Portal to allow for complaints, concerns, and enquiries on Core Area issues.
9. Install kindness meters to directly support Core Area social service agencies.
10. Stage police command vehicle in strategic locations.
11. Issue request for proposals on Queens Avenue parking lot.
12. Explore new ways to support Core Area property owners to dispose of found syringes.
13. Conduct three-week Core Area By-law Enforcement blitz.
14. Prioritize Core Area building and sign permits.
15. Streamline event processes.
16. Provide incentives for installing uplighting on privately-owned buildings.
17. Proactively recruit food trucks in dedicated area along Dundas Place.
18. Identify opportunities for new parking spaces in the Core Area.

Strategic Direction: **Medium-Term Actions**

Strategies:

1. Establish permanent Coordinated Informed Response Program.
2. Establish more daytime resting spaces.
3. Establish Core Area stabilization spaces.
4. Create new housing units with supportive living arrangements.
5. Expand case management approach for helping vulnerable populations.
6. Complete and implement Affordable Housing Community Improvement Plan.
7. Create four-year Core Area Ambassador pilot program.
8. Undertake Core Area safety audit.
9. Establish new storefront space for foot patrol, By-law Enforcement Officers and public washrooms.
10. Increase London Police Service foot patrol.
11. Enforce loitering regulations.
12. Develop and deliver safety training for business owners, employees and residents.
13. Utilize existing Façade Improvement Loan Program to incent decorative gates through existing Community Improvement Plans.
14. Undertake safety blitz for aggressive driving in the Core Area.
15. Proactive enforcement of *Property Standards By-law*.
16. Package Core Area patio, signage, licensing and other regular business processes.
17. Brand uniforms and equipment for all City staff providing service in the Core Area.
18. Establish, implement and regularly monitor a higher clean standard for the Core Area.
19. Implement new pressure wash program for sidewalks and civic spaces.
20. Provide incentives for installing plumbing and hose connections on storefront through existing Community Improvement Plans.
21. Implement Core Area infrastructure monitoring program.
22. Encourage shipping container pop-up retail uses during construction.
23. Provide incentives for installing awnings through existing Community Improvement Plans.
24. Fund four-year Core Area “construction dollars” pilot program.
25. Experiment with temporary free municipal parking.
26. Increase range and intensity of programming in Core Area.
27. Activate spaces and places with bistro chairs and tables.
28. Create a projection art program.
29. Create an infrastructure art and beautification program.
30. Engage Core Area businesses to lead, volunteer or fund initiatives.
31. Explore partnership opportunities with educational institutions for immersive learning in Core Area.

Strategic Direction: Long-Term Actions

Strategies:

1. Establish new Core Area garbage and recycling collection program.
2. Regenerate London and Middlesex Community Housing housing stock.
3. Complete and implement the *Housing Stability Plan*.
4. Open permanent supervised consumption facility in appropriate location and close existing temporary facility.
5. Provide grants to implement safety audit recommendations on privately-owned property through *Core Area Community Improvement Plan*.
6. Implement safety audit recommendations on public property.
7. Implement Core Area digital solutions.
8. Use CityStudio to explore innovative approaches to addressing Core Area social issues.
9. Work with surrounding communities to establish a regional strategy for addressing vulnerable populations.
10. Explore opportunities to partner with agencies to provide a Core Area Resource Centre.
11. Prioritize Core Area for public art.
12. Explore opportunities for additional public washrooms.
13. Eliminate encroachment fees for patios, signage and awnings in the Core Area through *Core Area Community Improvement Plan*.
14. Eliminate application fees for encroachments, signage and patios in the Core Area through *Core Area Community Improvement Plan*.
15. Eliminate fees for use of on-street parking spaces for temporary restaurant patios through *Core Area Community Improvement Plan*.
16. Discourage perpetual extension of temporary surface parking lots in Core Area.
17. Continue to enhance transit service to the Core Area.
18. Continue to improve cycling infrastructure in the Core Area.
19. Plan and save funds for a public parking garage.
20. Inventory social services in the Core Area.
21. Provide a deferral of payment for businesses holding City-issued CIP loans for the duration of construction projects.
22. Invest in Dundas Place.

London Strengthening Neighbourhoods Strategy 2017-2020

Strategic Direction: Engagement in Neighbourhoods

Strategies:

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

Strategic Direction: Communication

Strategies:

1. Improve and coordinate communication within and amongst neighbourhoods.
 2. Increase and improve communication between the City of London and residents.
 3. Increase and improve communication between the City of London and neighbourhood associations.
-

Strategic Direction: Tools and Resources to Support Neighbourhoods

Strategies:

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

Strategic Direction: **Overarching Strategies**

Strategies:

1. Develop a plan to broaden engagement with diverse communities.
2. Evaluate London Strengthening Neighbourhoods Strategy.
3. Report annually on progress made.

Safe Cities London Action Plan

Strategic Direction: **Social Norms**

Expected Results:

Increased knowledge of what sexual violence is, what causes it, its effects, and intersectional impacts.

Strategies:

1. Provide education, tools, and resources about sexual violence.

Expected Results:

Increased skill and desire to take appropriate action.

Strategies:

1. Prepare and implement space-specific bystander intervention training.
2. Address a consent culture in the city.
3. Engage men as allies and hold men accountable to end sexual violence.

Strategic Direction: **Policy and Practice**

Expected Results:

Increased use of an intersectional gendered lens in policy development related to public spaces.

Strategies:

1. Support the review and update of current guidelines, policies, and practices to include the use of GBA+.

Expected Results:

Improved use and monitoring of new and existing policies to support behaviour change.

Strategies:

1. Strengthen and design new mechanisms to enforce policy.
2. Create new policies that drive system change.

Expected Results:

Improved evidence and understanding of the impact of policy use.

Strategies:

1. Measure the implementation of policies and behaviour change.

Expected Results:

Increase use of environmental design as a tool to promote safety.

Strategies:

1. Integrate GBA+ in environmental design and address identified gaps.

Strategic Direction: Collaboration**Expected Results:**

Increased collaboration among system partners.

Strategies:

1. Create collaborations that leverage unique strengths, differences, and contributions.
2. Establish a commitment to shared learning.

Expected Results:

Improved awareness and understanding of the system and its gaps.

Strategies:

1. Raise awareness of services and supports available across the system.
2. Identify gaps and emerging needs.

Expected Results:

Increased capacity to create change.

Strategies:

1. Bring new people to our work and create allies to enhance impact.
2. Develop and scale innovative solutions to address gaps and drive system change.

Thriving and Inclusive Economy Community Plans

2019-2023 Strategic Plan for the City of London

Strategic Direction: Growing our economy**Expected Results:**

Increase partnerships that promote collaboration, innovation, and investment.

Strategies:

1. Expand opportunities and activities through the London Waste to Resources Innovation Centre.
2. Implement the Smart City Strategy.
3. Seek out and develop new partnerships and opportunities for collaboration.
4. Plan for High Speed Rail.
5. Collaborate with regional partners on international missions for new investment attraction.
6. Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity.
7. Grow tourism revenues through initiatives that build awareness and interest in London.
8. Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.
9. Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.
10. Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.

Expected Results:

Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs.

Strategies:

1. Ensure job growth through attraction of new capital from a diverse range of markets and industries.

Expected Results:

Increase access to supports for entrepreneurs and small businesses, and community economic development.

Strategies:

1. Revitalize London's downtown and urban areas.
2. Support entrepreneurs, start-up, and scale-up companies.

Laying the Foundation: Ideas for Action to Power London's Community Recovery from COVID-19

Strategic Direction: Business and Employment**Strategies:**

1. Match employers with jobseekers.
2. Provide training and opportunities for jobseekers.
3. Develop centralized strategies for procurement of goods and resources.
4. Initiate childcare solutions.
5. Make available access to funding, grants, and market data to support local businesses.
6. Laying the foundations of a green recovery.

Strategic Direction: Explore, Support, and Buy Local**Strategies:**

1. Support local businesses through outdoor shopping events and promotions.
2. Investigate the use of space to promote local businesses.
3. Promote local restaurants.
4. Connect the community to local businesses.

Strategic Direction: Core Area and Infrastructure

Strategies:

1. Focus on bringing people to the downtown and core areas.
 2. Innovate transportation.
 3. Beautify and improve public spaces, core area buildings, and homes.
 4. Develop and enhance strategies to engage the core.
-

Strategic Direction: Housing, Health, and Social Supports

Strategies:

1. Address food insecurity.
 2. Provide relief through vital services.
 3. Address housing and homelessness crisis.
 4. Strengthen mental health supports and promote good mental health.
-

Strategic Direction: Supporting Arts, Culture, Tourism, and Hospitality Industries

Strategies:

1. Create spaces and events for live music.
2. Host outdoor arts and culture events.
3. Promote mural art in core area and support through grants.
4. Begin developing strategies for tourism and place activations.
5. Connect art and culture virtually.
6. Partner musical performances with other businesses.

Appendix B:

Community Plan Contact Information

Community Plan Name: Community Mental Health and Addiction Strategy for London
Contact Organization: London & Middlesex Mental Health and Addictions Strategic
Direction Council

Email Address: officestrategicdirection@gmail.com

Website: <https://pillarnonprofit.ca/content/organization/36949>

Community Plan Name: Middlesex-London Community Drug and Alcohol Strategy

Contact Organization: Middlesex-London Health Unit

Email Address: health@mlhu.on.ca

Website: <https://www.mldncdas.com/>

Community Plan Name: London's Community Diversity and Inclusion Strategy 2017

Contact Organization: City of London

Email Address: cdis@london.ca

Website: www.london.ca/CDIS

Community Plan Name: Housing Stability For All: The Housing Stability Action Plan for the
City of London 2019-2024

Contact Organization: City of London

Email Address: housing@london.ca

Website: www.london.ca/living-london/community-services/homeless-prevention-housing

Community Plan Name: London Police Service 2019-2023 Business Plan

Contact Organization: London Police Service

Email Address: csd@londonpolice.ca

Website: www.londonpolice.ca/en/about/2019---2021-business-plan.aspx

Community Plan Name: 2019-2023 Strategic Plan for the City of London

Contact Organization: City of London

Email Address: cocc@london.ca

Website: [https://london.ca/government/council-civic-administration/master-plans-strategies/
strategic-plan](https://london.ca/government/council-civic-administration/master-plans-strategies/strategic-plan)

Community Plan Name: Core Area Action Plan
Contact Organization: City of London
Email Address: cocc@london.ca
Website: <https://getinvolved.london.ca/corearea>

Community Plan Name: London Strengthening Neighbourhoods Strategy 2017-2020
Contact Organization: City of London
Email Address: neighbourgood@london.ca
Website: <https://london.ca/living-london/community-services/neighbourhood-building/neighbourhood-programs> and www.neighbourgoodlondon.ca

Community Plan Name: Safe Cities London Action Plan
Contact Organization: City of London / Anova
Email Address: annaliset@anovafuture.org and rwilcox@london.ca
Website: <http://www.anovafuture.org/safe-cities-london/>

Community Plan Name: Laying the Foundation: Ideas for Action to Power London's
Community Recovery from COVID-19
Contact Organization: London Community Recovery Network, City of London
Email Address: lcrn@london.ca
Website: <https://getinvolved.london.ca/lcrn>