

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Lynne Livingstone
City Manager

Subject: London Community Recovery Framework

Date: October 19, 2021

Recommendation

That, on the recommendation of the City Manager, the following actions be taken with respect to the London Community Recovery Framework:

- a) The London Community Recovery Framework, as outlined in the staff report dated October 19, 2021, **BE ENDORSED**;
- b) The London Community Recovery Network members, as identified in Appendix A of the above-noted report, **BE THANKED** for their time and effort in developing the London Community Recovery Framework; and,
- c) The Mayor **BE DIRECTED** to share the London Community Recovery Framework with local Members of Parliament, Members of Provincial Parliament to inform the development of federal and provincial pandemic recovery plans and strategies.

1.0 Executive Summary

Early in the pandemic, London City Council established the London Community Recovery Network (LCRN) in partnership with leaders from London's public, private, non-profit and institutional sectors and those representing communities that have experienced disproportionate impacts from COVID-19. The purpose of the LCRN is to work to drive a strong and inclusive recovery for London.

In its first phase of work from September 2020 to December 2020, LCRN members identified 70 ideas for action to drive an immediate community response to the impacts of the pandemic in our community. In its second phase of work from March 2021 to the present, LCRN members adopted a whole-of-community approach with an eye to a 1–3-year horizon.

The London Community Recovery Framework (**Appendix A**) allows organizations, networks, and communities to design and participate in initiatives that benefit the community, and at the same time remain focused on the needs of individual sectors, members, and organizations. Many recovery-focused community initiatives are underway already with other actions and strategies in development for the future. The London Community Recovery Framework provides a common vision and shared measures to guide and align these efforts to the recovery priorities identified by the community.

Member organizations have provided letters of commitment (**Appendix B**) outlining how they will individually and collectively use the London Community Recovery Framework as a resource to align and coordinate community efforts to drive a strong and inclusive recovery for London.

Linkage to the Corporate Strategic Plan

The London Community Recovery Framework includes strong alignment with all key areas of focus under the City of London Strategic Plan:

Strengthening our Community:

- Londoners have access to the supports they need to be successful
- Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city

Building a Sustainable City

- London has a strong and healthy environment
- Londoners can move around the city safely and easily in a manner that meets their needs

Growing our Economy:

- London will develop a top quality workforce
- London is a leader in Ontario for attracting new jobs and investments
- London creates a supportive environment where entrepreneurs, businesses and talent can thrive

Creating a Safe City for Women and Girls

- London has enhanced the potential for women and girls to live safe lives

Leading in Public Service

- The City of London is trusted, open, and accountable in service of our community
- Londoners experience exceptional and valued customer service

In addition, the London Community Recovery Framework aligns with the City of London's commitment to Anti-Racism and Anti-Oppression by intentionally seeking input from equity-deserving groups and by ensuring that contributions toward shared measures are inclusive and equitable for all Londoners.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- London Community Recovery Network – Community Led Ideas – Business Cases – May 18, 2021, SPPC
- London Community Recovery Network – Immediate Ideas for Action to Support London's COVID-19 Community Recovery – December 16, 2020, SPPC
- 2020 Mid-Year Operating Budget Monitoring Report & COVID-19 Financial Impacts - September 20, 2020, SPPC
- First Report of the London Community Recovery Network – July 14, 2020, SPPC
- Covid-19 Financial Impacts – Update – June 23, 2020, SPPC
- Second Report from the Mayor's Economic and Social Impact and Recovery Task Forces – May 8, 2020
- Covid-19 Financial Impacts and Additional Measures for Community Relief – April 28, 2020, SPPC
- Homeless Prevention COVID-19 Response and Funding Overview, Community and Protective Services Committee, April 28, 2020, Consent Item # 2.3
- Property Tax Deferral Options – April 14, 2020, CSC
- First Report from the Mayor's Economic and Social Impact and Recovery Task Forces – April 9, 2020

2.0 Discussion and Considerations

2.1 Background and Purpose

On July 21, 2020, London City Council endorsed the creation of the London Community Recovery Network (LCRN) to begin a community-led process to power London's recovery from the COVID-19 pandemic. The LCRN is chaired by the Mayor, supported by Council, and led by over 30 organizations who represent social, economic, institutional, and community perspectives from across London. The collective effort of the LCRN is focused on creating a strong, resilient, and inclusive post-pandemic London.

Over the course of 2021, LCRN members have collaborated closely to develop the London Community Recovery Framework. The framework sets out a common vision, focus areas, and shared measures for community recovery and renewal in London. It describes the shared destination of a post-pandemic London and the measures the community will use to evaluate collective progress. The framework will enable the community to assess the impact of contributions to the shared measures and where enhancements or adjustments of effort may be necessary. Recovery and renewal for London will require a longer-term focus. As such, the framework is intended to guide our collective efforts as a community over the next three years.

Specifically, the London Community Recovery Framework:

- Identifies a **common vision** for London's community recovery – a vision that includes economic and social aspects of recovery;
- Communicates the **focus areas** that will guide community recovery and renewal from the pandemic;
- Outlines **shared measures** to standardize the evaluation of London's progress towards community recovery and the common vision;
- Supports London Community Recovery Network members' **commitment** to contributing to one or more of the recovery-focused shared measures through individual and collective efforts that enable community recovery in London; and,
- Commits to **reporting regularly** on London's community recovery efforts.

The London Community Recovery Framework clearly describes the common vision and shared measures of recovery from the COVID-19 pandemic over the next three years for the LCRN members and the broader London community. The framework can also serve as a resource for decision-makers at other levels of government to recognize and understand community priorities and to help inform policies, programs, and opportunities to support London's community recovery.

2.2 Development Approach

The development of the London Community Recovery Framework occurred between May 2021 and September 2021. LCRN members contributed perspectives, expertise and experiences through several pathways. The full LCRN membership met in May, June, and September, to discuss and provide input on the vision, recovery areas, and measures respectively. Over the course of the summer, a total of 44 interviews and three focus groups were conducted with LCRN members to gather perspectives and input from sectors, industries, and communities. Additionally, in-depth thematic analyses were undertaken using the results from the interviews with LCRN members.

3.0 London Community Recovery Framework Summary

In total, the London Community Recovery Framework includes 3 recovery areas of focus, 23 indicators, and 36 metrics. In addition, the framework includes 8 shared commitments which will guide the ongoing activities of LCRN members over the course of the three-year horizon of the London Community Recovery Framework.

3.1 Vision, Recovery Areas of Focus, and Indicators

A strong London that has fully recovered from the impacts of the COVID-19 pandemic and is building a resilient, equitable, and inclusive post-pandemic future.

Investing in People We collectively commit to recovery and improving quality of life so that all Londoners can participate and succeed.	Driving Prosperity We collectively commit to sustainable and inclusive economic recovery that creates opportunities for people and enterprises and strengthens London's diverse competitive potential.	Fostering Community We collectively commit to reconnecting people and neighbourhoods and fostering a community where all Londoners can live, work, and play.
Domestic Violence	Arts, Culture, and Tourism	Anti-Racism and Anti-Oppression
Educational Attainment	Business Health	Climate Change and Environmental Sustainability
Food Security	Commercial Vacancy	Community Belonging
Homelessness	Employment	Community Engagement and Social Isolation
Income	Housing Affordability and Availability	COVID-19 Management and Prevention
Mental Health	Labour Market Participation	Crime and Safety
Physical Health	Mental Health in the Workplace	Immigration and Migration
Substance Use	Talent Recruitment and Retention	

A full description of the metric(s) for each indicator can be found in the London Community Recovery Framework (**Appendix A**).

4.0 Implementation of the London Community Recovery Framework

The London Community Recovery Framework outlines a collaborative, community-driven approach to guiding and reporting on London's community recovery from the COVID-19 pandemic. The common vision, focus areas, and shared measures for recovery laid out in the London Community Recovery Framework will require continuing the momentum demonstrated by committed partners across London throughout the

pandemic. LCRN members will identify the actions they will take to align with the framework and to contribute to London's recovery over the next three years.

The London Community Recovery Framework will enable organizations, networks, and communities to design and participate in recovery initiatives that benefit the community, and at the same time remain focused on the needs of individual sectors and members. While the framework provides the common vision and means to measure community progress, London's public, private, non-profit, and institutional organizations will develop and implement the strategies and initiatives to contribute to the measures within the framework. This agile and flexible approach is designed to maximize the capacity of the London community to act on recovery priorities while also providing coordination and alignment potential through the vision and measures within the London Community Recovery Framework.

Civic Administration will support this ongoing work by leading data collection, analysis, and reporting over the next three years. The LCRN will continue to serve as a community forum for identifying emerging issues, sharing details on recovery strategies and initiatives, and shaping future reporting on London's recovery progress.

Civic Administration will execute an implementation plan in partnership with LCRN members over the coming months. The plan will need to remain flexible in the near term in recognition that the pandemic is not yet over in our community. The implementation plan will include the following primary elements:

- Civic Administration will begin to compile the baseline data for the measures identified within the London Community Recovery Framework. This will serve as an important reference point to assess community progress and impact;
- LCRN members will begin to identify current recovery actions and strategies already underway by their organizations and networks and undertake efforts to align these with the London Community Recovery Framework vision and measures;
- Civic Administration will work with LCRN members to create space to share and showcase innovation/collaboration on future recovery initiatives and strategies toward the goal of impacting the shared measures;
- LCRN members will continue to meet regularly to support ongoing efforts, to share information and ideas, and to maintain community recovery momentum and remain accountable to London's recovery vision; and,
- Civic Administration will report annually in partnership with LCRN members on community progress under the London Community Recovery Framework, including a report to Council.

Conclusion

The London Community Recovery Framework represents a first of its kind in Canada - a community-driven framework enabling diverse organizations to work collectively to drive London's recovery from the COVID-19 pandemic. The framework provides a shared destination for recovery and measures to assess our collective impact through the individual efforts of LCRN members.

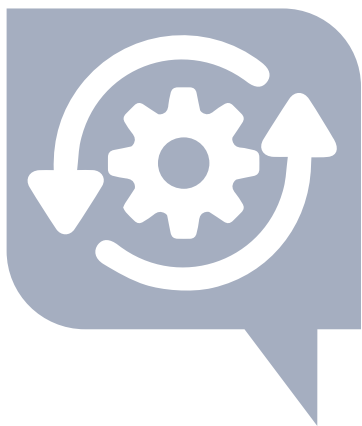
The London Community Recovery Framework would not have been possible without the efforts and contributions of the London Community Recovery Network organizations, members of the London City Council, and all Service Areas across the City of London.

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Government and External Relations**

Recommended by: **Lynne Livingstone, City Manager**

cc. Members of the London Community Recovery Network
City of London Senior Leadership Team
London Community Recovery Working Group

October 2021



London
Community
Recovery
Network

London's Community Recovery Framework

Message From the London Community Recovery Network

The global pandemic has changed so many aspects of our daily lives. There are very few people and organizations who have not been deeply affected by COVID-19 in some way. For those who are vulnerable or marginalized in any way, the impact has been disproportionate. The COVID-19 pandemic has heavily impacted our communities, our families, and our businesses. It has changed how we travel, how we spend time together, and how we engage in our community. It has also had a significant impact on the economic and social health of London and region.

As the community continues to respond to the unprecedented challenges of COVID-19, we recognize that rebuilding and revitalizing London will necessitate an equally unprecedented response. We are committed to recovery from the COVID-19 pandemic in London through the London Community Recovery Framework. The London Community Recovery Framework sets out a common vision, focus areas, and shared measures for recovery and renewal from the COVID-19 pandemic.

The London Community Recovery Framework allows organizations, networks, and communities to design and participate in initiatives that benefit the community, and at the same time, remain focused on the needs of individual sectors, members, and organizations. We recognize and support parallel efforts underway from champions across all sectors of the economy and community to promote a strong, resilient, and inclusive post-pandemic London.

The London Community Recovery Framework will require a coordinated effort from all of us to revive the economy, revitalize the community, and reimagine our future. Diverse perspectives from across London will be instrumental in realizing our vision of *a strong London that has fully recovered from the impacts of the COVID-19 pandemic and is building a resilient, equitable, and inclusive post-pandemic future.*

Sincerely,

The London Community Recovery Network

Table of Contents

1.0

- Introduction**..... 1
- 1.1 The London Community Recovery Network 1
- 1.2 The Work of the London Community Recovery Network 1
- 1.3 The London Community Recovery Framework..... 2
- 1.4 Recovery in the Context of the London Community Recovery Framework 3
- 1.5 How the London Community Recovery Framework Was Developed 3

2.0

- The London Community Recovery Framework** 6
- 2.1 Vision 6
- 2.2 Shared Commitments 6
- 2.3 Recovery and Renewal Focus Areas and Indicators 8

3.0

- Investing in People Indicators**..... 9
- 3.1 Domestic Violence 10
- 3.2 Educational Attainment 11
- 3.3 Food Security 12
- 3.4 Homelessness 13
- 3.5 Income 14
- 3.6 Mental Health 15
- 3.7 Physical Health 16
- 3.8 Substance Use 17

4.0

- Driving Prosperity Indicators** 18
- 4.1 Arts, Culture, and Tourism 19
- 4.2 Business Health..... 20
- 4.3 Commercial Vacancy 21
- 4.4 Employment 22
- 4.5 Housing Affordability and Availability ... 23
- 4.6 Labour Market Participation 24
- 4.7 Mental Health in the Workplace 25
- 4.8 Talent Recruitment and Retention 26

5.0

- Fostering Community Indicators** 27
- 5.1 Anti-Racism and Anti-Oppression 28
- 5.2 Climate Change and Environmental Sustainability 29
- 5.3 Community Belonging 30
- 5.4 Community Engagement and Social Isolation 31
- 5.5 COVID-19 Management and Prevention 32
- 5.6 Crime and Safety 33
- 5.7 Immigration and Migration 34

6.0

- Implementation of the London Community Recovery Framework** 35

- Appendix A: London Community Recovery Network Members** 36

- Appendix B: References** 37

1.0 Introduction

1.1 The London Community Recovery Network

On July 21, 2020, London City Council endorsed the creation of the London Community Recovery Network to begin a community-led process to power London's recovery from the COVID-19 pandemic. The London Community Recovery Network brings together leaders from community groups and networks, the private sector, non-profit organizations, and institutional organizations to participate in community conversations about London's recovery, work collaboratively to develop a community recovery plan, and turn recovery ideas into action.

The London Community Recovery Network is chaired by the Mayor, supported by Council, and led by 51 community leaders who represent social, economic, and institutional organizations across London. The collective effort of the London Community Recovery Network is focused on creating a strong, resilient, and inclusive post-pandemic London.

1.2 The Work of the London Community Recovery Network

As the community continues to respond to the unprecedented challenges of COVID-19, we recognize that rebuilding and revitalizing London necessitates an equally unprecedented response. The work of the London Community Recovery Network is to envision how London can thrive post-pandemic and to chart the course for longer-term recovery.

The first step was to respond to the urgent needs of Londoners. In Phase 1 of the London Community Recovery Network's efforts, members came together to identify 70 ideas for action, which can be found in [Laying the Foundation: Ideas for Action to Power London's Community Recovery From COVID-19](#). Many of these actions have moved to implementation.

The momentum developed in Phase 1 was leveraged in Phase 2 to prepare the London Community Recovery Framework that will drive a strong, deep, and inclusive recovery for London.

1.3 The London Community Recovery Framework

The purpose of the London Community Recovery Framework is to set out a common vision, focus areas, and shared measures for community recovery and renewal in London.

Specifically, the London Community Recovery Framework:

- Identifies a **common vision** for London's community recovery – a vision that includes economic and social aspects of recovery.
- Communicates the **focus areas** that will guide our recovery and renewal from the pandemic.
- Outlines **shared measures** to standardize the evaluation of London's progress towards community recovery and the common vision.
- Supports London Community Recovery Network members' **commitment** to contributing to one or more of the recovery-focused shared measures through individual and collective efforts that enable community recovery in London.
- Commits to **reporting regularly** on London's community recovery efforts.

The development of the London Community Recovery Framework required us to think critically about where we want to go together, what we are doing today and in the future that contributes to recovery, and how we will know that we have been successful.

The work of recovery requires the collective action of many – a community of people, organizations, and networks that must be invested in outcomes and collectively driving results. Phase 1 of the London Community Recovery Network's work illustrated that London's organizations, businesses, networks, institutions, and community groups are fully engaged in designing and implementing individual and collective recovery-related initiatives. London Community Recovery Network members want to participate in initiatives that benefit the community, but at the same time, they need to remain focused on the needs of their sectors, their members, and their individual organizations.

The London Community Recovery Framework's approach recognizes and values the considerable efforts members extended through Phase 1, as well as the many initiatives already underway. It also recognizes that members need to make decisions for their own benefit as well as the community. The London Community Recovery Framework therefore focuses on defining a common destination and shared measures for community recovery. Rather than prescribing specific actions, initiatives, and work plans, London Community Recovery Network members will identify the actions they intend to implement to contribute to the common vision and shared measures for London's community recovery.

1.4 Recovery in the Context of the London Community Recovery Framework

Recovery is not about building the same London; it is about building a community that is stronger than where we started. Recovery for London is about renewal; it requires looking forward and creating a brighter future rather than going back to the way things were.

Recovery is an opportunity for transformation, re-imagining, and re-setting what London looks like post-pandemic – a community that is equitable and where no one is left behind.

The term “recovery” has many meanings for different people. However, in the context of the London Community Recovery Framework, recovery refers to recovery and revitalization from the impacts of the COVID-19 pandemic.

1.5 How the London Community Recovery Framework Was Developed

An overview of the stages used to develop the London Community Recovery Framework is outlined below.

Stage 1: Confirm the Common Vision and Recovery Focus Areas (May – June 2021)

On May 6, 2021, London Community Recovery Network members met to share their insights about a common vision for recovery from the COVID-19 pandemic in London. Ideas shared at the meeting were used to craft a common vision and focus areas for recovery from the pandemic. Once drafted, the vision statement and recovery focus areas were shared with London Community Recovery Network members for review and feedback. Feedback from London Community Recovery Network members was then collated, and common themes were identified to refine the vision statement and recovery focus areas. On June 10, 2021, London Community Recovery Network members held a second meeting to review and confirm the vision and recovery focus areas. It was confirmed that overall, the vision statement and areas of focus resonated with London Community Recovery Network members, and these components were approved in principle to provide direction for the subsequent research stage.

Stage 2: Conduct Research (June – August 2021)

Between June and August 2021, a total of 44 interviews and three focus groups were conducted with London Community Recovery Network members. During the interviews and focus groups, London Community Recovery Network members were asked to reflect on trends and opportunities that resulted from the pandemic, what recovery looks like and how they would define recovery from the pandemic, and recommended metrics to measure pandemic recovery. Interview and focus group participants were engaged as representatives of social, economic, and institutional organizations and equity-deserving groups across London, and were asked to share insights and feedback from the perspective of their sector or community, including their stakeholders, community members, and constituents.

Data gathered from interviews and focus groups was collated and analyzed across all respondent groups, and themes were identified. For each key theme that emerged, a literature scan was conducted to identify studies that demonstrated the impacts of the COVID-19 pandemic in that thematic area. Using the results from the thematic analysis and literature scan, a list of indicators and metrics was drafted and shared with London Community Recovery Network members. Feedback was then used to revise the list of indicators and metrics.

Stage 3: Develop the London Community Recovery Framework (August – October 2021)

Results from the research stage were used as the foundation for the development of the London Community Recovery Framework, including refinement of the vision statement and recovery focus areas and development of the shared commitments, indicators, and metrics.

In total, 23 indicators were identified from the research analysis. To be considered as an indicator, the following criteria had to be met:

- London Community Recovery Network members identified it as relevant to London's recovery from the COVID-19 pandemic.
- It was identified as a theme in the literature in a local, provincial, and/or national recovery context as having been negatively affected or exacerbated by the COVID-19 pandemic.
- It was impact focused (i.e. focused on the intended results), not process focused (i.e. strategies that could be implemented to achieve an intended result).
- There was at least one metric to inform the indicator at a population level.

For each indicator, no more than two metrics were identified to support meaningful shared measurement and evaluation. The following criteria were used to inform metric selection:

- Data for the metric was collected at a minimum on an annual basis.
- Data collected for the metric could be disaggregated.
- Data for the metric was available to the City of London, either through data collected by the City of London, a local partner, or a reliable third party.
- Regular collection of data for the metric would continue through the pandemic and where possible, historical data collected since at least January 1, 2019 was available.

Results from the thematic analysis and literature scan were used to prepare Sections 3.0 – 5.0 of this document. Specifically, for each indicator outlined in Sections 3.0 – 5.0, the description of what the indicator is, how it has been impacted by the COVID-19 pandemic, why addressing it is important for recovery in London, and how it will be measured was developed using the thematic analysis and literature scan results.

Once prepared, London Community Recovery Network members reviewed a draft copy of the London Community Recovery Framework and provided feedback. On September 23, 2021, London Community Recovery Network members met to discuss the common themes identified from the feedback, and with noted revisions, the London Community Recovery Framework was approved. During this meeting, resources to support the work of the London Community Recovery Network and regular reporting on recovery indicators and measures were also discussed. After the meeting, final revisions were made to incorporate feedback from London Community Recovery Network members.

2.0 The London Community Recovery Framework

2.1 Vision

A strong London that has fully recovered from the impacts of the COVID-19 pandemic and is building a resilient, equitable, and inclusive post-pandemic future.

2.2 Shared Commitments

The London Community Recovery Framework is rooted in the following shared commitments:

- **Collaboration and Coordination** – A thriving economy and a supportive community are essential for London’s well-being. We will enhance ongoing efforts across the city through collaboration and work together to tackle community challenges.
- **Data Disaggregation** – There must be a commitment as part of COVID-19 recovery efforts to the collection of data. The collection of data that can be disaggregated by sub-categories such as demographics and social-economic factors promotes accountability. Further, the disaggregation of data helps to identify how issues like the pandemic disproportionately affect specific groups, helps to track whether change is occurring, and ensures COVID-19 recovery efforts are addressing inequity. We are committed to collecting and reporting on disaggregated data.
- **Climate Change and Environmental Sustainability** – The climate emergency has not disappeared due to COVID-19. As we identify ideas and initiatives, we will evaluate the desired outcomes in relation to their potential impact on London’s combined efforts to respond to climate change.
- **Equity and Inclusion** – Community recovery efforts must recognize the disproportionate effects COVID-19 has had on vulnerable and marginalized communities. Recovery efforts must: be culturally sensitive; be informed and relevant; be led by those with lived experience; address biases; and take into consideration intersectionality and lived experiences. We recognize that all Londoners are active and deserving participants in London’s community recovery.

- **Innovation** – Recovery from COVID-19 will require adaptation and adoption of innovative approaches in all sectors. Innovation will be essential to fueling economic activity and generating new opportunities through recovery. Digitization and continued digital transformation, unique in-person experiences, and new solutions to emerging challenges will be required to drive recovery in London. We will be innovative in our initiatives and efforts towards recovery from COVID-19.
- **Infrastructure Investment** – Infrastructure investment generates long-term economic growth, supports the resilience of the economy, and builds inclusive communities. It changes the way Londoners live, move, and work. We realize in our COVID-19 recovery efforts that infrastructure improves social inclusiveness and better safeguards the health and environment of communities.
- **Local Purchasing** – For effective and efficient recovery, the purchasing power of individuals, families, community groups, non-profit organizations, businesses, and institutions will need to be recognized. Connections between local purchasers and suppliers, the development of local supply chains, and the implementation of local procurement policies will be important to stimulate the local economy and create positive social, economic, health, and community impacts. It is being noted that the City of London and other public sector or institutional partners must adhere to Provincial and Federal purchasing and procurement requirements set out in applicable legislation and international trade agreements, as well as comply with current municipal by-laws.
- **Short-Term and Long-Term Focus** – The impacts of COVID-19 have affected sectors and communities differently. While some sectors are close to or exceeding pre-COVID levels of activity, others are facing increasing levels of uncertainty. We will recognize both short-term needs as well as longer-term opportunities throughout the course of our work.

2.3 Recovery and Renewal Focus Areas and Indicators

In order to work towards recovery and renewal, we will focus on:

Investing in People We collectively commit to recovery and improving quality of life so that all Londoners can participate and succeed.	Driving Prosperity We collectively commit to sustainable and inclusive economic recovery that creates opportunities for people and enterprises and strengthens London's diverse competitive potential.	Fostering Community We collectively commit to reconnecting people and neighbourhoods and fostering a community where all Londoners can live, work, and play.
Domestic Violence	Arts, Culture, and Tourism	Anti-Racism and Anti-Oppression
Educational Attainment	Business Health	Climate Change and Environmental Sustainability
Food Security	Commercial Vacancy	Community Belonging
Homelessness	Employment	Community Engagement and Social Isolation
Income	Housing Affordability and Availability	COVID-19 Management and Prevention
Mental Health	Labour Market Participation	Crime and Safety
Physical Health	Mental Health in the Workplace	Immigration and Migration
Substance Use	Talent Recruitment and Retention	

The recovery and renewal focus areas are interdependent. All three need to move forward to achieve the recovery vision.



3.0 Investing in People Indicators

This section outlines the indicators and metrics for the Investing in People recovery and renewal focus area. These indicators and metrics will be used to guide and measure the work being done by London Community Recovery Network members towards *recovery and improving quality of life so that all Londoners can participate and succeed*.

The Investing in People recovery and renewal focus area is comprised of eight indicators, which are presented in alphabetical order. These indicators were developed based on the interviews and focus groups conducted with London Community Recovery Network members and a literature scan.

Each indicator includes a description of what the indicator is, how it has been impacted by the COVID-19 pandemic, and why addressing the indicator is important for recovery in London. Further, each indicator outlines a strategy for how the indicator will be measured, including up to two metrics and the corresponding data point and data source for each metric.

3.1 Domestic Violence

What Is Domestic Violence?

Domestic violence refers to violent or abusive behaviours in a family or other trusting relationship, and includes intimate partner violence and child abuse. Domestic violence can include physical violence, sexual violence, emotional abuse, verbal abuse, psychological intimidation, spiritual abuse, financial abuse, harassment, stalking, and/or cyber violence.¹

How Has Domestic Violence Been Impacted by the COVID-19 Pandemic?

With a shift to virtual services, fewer opportunities to leave the home, and barriers to walk-in supports during the pandemic, it has been more difficult for individuals in violent or abusive situations to get help, and many people may be putting off seeking help. There is also concern from staff in the gender-based violence sector about increased prevalence and severity of violence.² Further, Kids Help Phone reported a 137% increase in overall demand between 2019 and 2020 and more conversations about physical, emotional, and sexual abuse during the COVID-19 pandemic.^{3,4} As pandemic restrictions ease, it is anticipated there will be increased demand for services to support survivors of domestic violence.

Why Is Addressing Domestic Violence Important for Recovery in London?

Domestic violence can have long-lasting effects on an individual's physical and emotional health, their ability to work and participate in daily activities, and their ability to care for themselves or others. Violence experienced by children can also have negative emotional, behavioural, and developmental impacts.⁵ Addressing the impacts of and reducing domestic violence will help to ensure all Londoners have the potential to live safe lives post-pandemic.

How Will Domestic Violence Be Measured?

- **Metric:** Domestic violence crisis and support calls
- **Data Point:** Number of crisis and support calls answered by Anova each year
- **Data Source:** Anova
- **Metric:** Rate of child abuse
- **Data Point:** Number of child maltreatment investigations
- **Data Source:** Children's Aid Society of London and Middlesex

3.2 Educational Attainment

What Is Educational Attainment?

Educational attainment reflects the highest level of education a person has successfully completed.⁶

How Has Educational Attainment Been Impacted by the COVID-19 Pandemic?

Education disruptions, reduced enrolment, student disengagement, and loss of learning were challenges experienced during the pandemic. Evidence indicates pandemic school closures have negatively affected academic achievement and have resulted in learning losses, increased absenteeism, interrupted access to specialized educational and developmental services, disrupted educational transitions, and lower kindergarten enrolment.⁷ Educational programs that could not transition to online, such as apprenticeship and technical training were postponed or cancelled.⁸ A poll of Ontario university students and faculty also found 62% of students and 76% of faculty felt the shift to online learning during the pandemic negatively affected education quality.⁹

Why Is Educational Attainment Important for Recovery in London?

Research suggests higher educational attainment is linked to increased income, lower crime and mortality rates, improved health, and increased participation in political and social institutions.^{10,11} Early childhood education has also been found to improve children's cognitive and emotional development, self-regulation, and academic achievement.¹² As the COVID-19 pandemic has disrupted all levels and types of education, addressing learning gaps created during the pandemic and ensuring all Londoners have access to quality education opportunities will help individuals and the community to thrive.

How Will Educational Attainment Be Measured?

- **Metric:** Early Development Instrument (EDI) scores
- **Data Point:** Percentage of children aged 3.5-6.5 years old considered “vulnerable” in one or more domains
- **Data Source:** City of London
- **Metric:** Graduation rates
- **Data Point:** Five-year high school graduation rates for TVDSB and LDCSB / Graduation rates for Western University and Fanshawe College
- **Data Source:** TVDSB, LDCSB, Fanshawe College, Western University

3.3 Food Security

What Is Food Security?

When people experience food security, it means they have access at all times to enough food for an active, healthy life.¹³ In comparison, food insecurity means people are unable to get or eat the quality or quantity of food they need.¹⁴

How Has Food Security Been Impacted by the COVID-19 Pandemic?

Food insecurity existed in London prior to the pandemic; however, it has become even more prevalent during the COVID-19 pandemic. Further, the adequacy of food distribution systems and the ability to get food to those who need it most were challenged during the pandemic. Data indicates the proportion of Canadians experiencing food insecurity increased during the COVID-19 pandemic.¹⁵ Impacts of the pandemic, such as border and facility closures, changes in consumer demands, and manufacturing, production, and distribution modifications to enhance safety, have resulted in increased food prices, with Canadian families predicted to spend \$695 (5%) more on food in 2021 compared to 2020.¹⁶

Why Is Food Security Important for Recovery in London?

Food insecurity has been linked to poorer diet quality, increased risk for a variety of physical health problems such as diabetes and heart disease, and negative mental health outcomes such as increased rates of depression, stress, and anxiety.¹⁷ A recent survey of Canadians found food insecurity can create barriers to employment and finding meaning or purpose, contribute to increased social isolation, limit cultural participation, and strain relationships.¹⁸ With data and experts indicating food insecurity has worsened during the COVID-19 pandemic, recovery provides an opportunity to ensure all Londoners have access to enough nutritious food for an active, healthy life.

How Will Food Security Be Measured?

- **Metric:** London Food Bank use
- **Data Point:** Number of people who access emergency food through the London Food Bank
- **Data Source:** London Food Bank

3.4 Homelessness

What Is Homelessness?

When an individual or family does not have stable, permanent, appropriate housing, or the ability to acquire it, they are considered to be experiencing homelessness.¹⁹

How Has Homelessness Been Impacted by the COVID-19 Pandemic?

While homelessness was a significant issue in London prior to the pandemic, factors contributing to homelessness such as low income, unemployment, and housing affordability have been negatively impacted by the pandemic, increasing the risk of more Londoners experiencing homelessness. The impacts of the pandemic recession on homelessness may not be fully seen for up to five years; however, historical data shows there is an association between recessions and increased homelessness.²⁰ In London, despite opening new facilities, using hotel rooms, and moving individuals into housing during the pandemic, emergency shelters and resting spaces remain at full capacity, and the number of Londoners experiencing homelessness has continued to rise.²¹

Why Is Addressing Homelessness Important for Recovery in London?

Research shows that individuals experiencing homelessness are at increased risk of COVID-19 infection due to a lack of safe housing and shelter conditions. It can also be difficult for individuals experiencing homelessness to follow public health measures like physical distancing, isolation, and quarantine.²² Further, not having access to stable housing can negatively affect a person's physical and mental health, and unstable housing can disrupt employment, social networks, and education.²³ Addressing homelessness will have positive impacts on recovery indicators related to employment, health, education, and community connection.

How Will Homelessness Be Measured?

- **Metric:** Rate of homelessness
- **Data Point:** Number of individuals on London's By Name List
- **Data Source:** Homeless Individuals and Families Information System (HIFIS), City of London

3.5 Income

What Is Income?

In the context of this framework, income refers to the amount of money individuals earn from all sources. Having an adequate income means that people earn enough income to be able to take care of their basic needs.

How Has Income Been Impacted by the COVID-19 Pandemic?

Poverty and financial inequity have been amplified in London by the COVID-19 pandemic, with low-wage workers being particularly impacted by the pandemic due to job loss and the shuttering of many businesses and services. In July 2021, 33% of Ontarians said the pandemic has made their debt worse, and 46% are unsure if they can cover expenses in the next 12 months without going further into debt. Additionally, 40% of Ontarians reported being insolvent (i.e. they are unable to pay the debts they owe lenders on time).²⁴ Data also shows the pandemic has had a greater financial impact on those already living in or near poverty before the pandemic.²⁵

Why Is Income Important for Recovery in London?

Research has shown poverty can have negative impacts on access to adequate housing and living conditions, food security, physical and mental health, life expectancy, and the likelihood of experiencing violent crime.²⁶ Further, with respect to the pandemic, there is growing evidence that the proportion of COVID-19 cases has been higher amongst lower income earners.^{27,28} Ensuring all Londoners earn an adequate income will strengthen London's recovery from the pandemic and promote improved quality of life.

How Will Income Be Measured?

- **Metric:** Poverty rate
- **Data Point:** Percentage of the population living below the poverty line based on the Low Income Measure After Tax (LIM-AT)
- **Data Source:** Statistics Canada
- **Metric:** Living wage income
- **Data Point:** Percentage of the population whose annual before tax income is \$35,000 or more
- **Data Source:** Statistics Canada

3.6 Mental Health

What Is Mental Health?

Mental health is a state of well-being in which an individual realizes their own abilities, can cope with the normal stresses of life, can work productively, and is able to make a contribution to their community.²⁹

How Has Mental Health Been Impacted by the COVID-19 Pandemic?

COVID-19 has had a significant impact on people's mental health. Since the start of the COVID-19 pandemic, levels of mental distress have increased sharply. A SickKids research study reported that 70% of children and youth aged 6 to 18 years old reported deterioration in at least one mental health domain during the pandemic.³⁰ In another study, 50% of adults reported the pandemic has had an ongoing impact on their mental health.³¹

Why Is Mental Health Important for Recovery in London?

Good mental health and well-being are essential assets for individuals and communities. Good mental health helps people to live fulfilled, productive, and healthy lives. In the context of London's recovery from the pandemic, good mental health will influence both social and economic recovery indicators. Further, good mental health improves workforce participation, physical health, and social connection, all of which are required for a safe and healthy recovery from the COVID-19 pandemic.³²

How Will Mental Health Be Measured?

- **Metric:** Self-reported mental health
- **Data Point:** Percentage of respondents aged 12 and older who report their mental health as "excellent" or "very good"
- **Data Source:** Canadian Community Health Survey, Statistics Canada
- **Metric:** 211 Ontario helpline inquiries for mental health/addictions
- **Data Point:** Number of calls by London residents to 211 Ontario where the identified need was mental health/addictions related
- **Data Source:** 211 Ontario

3.7 Physical Health

What Is Physical Health?

Physical health is focused on taking care of the body to support optimal health and functioning, prevent illness and injury, and manage chronic health conditions.

How Has Physical Health Been Impacted by the COVID-19 Pandemic?

The COVID-19 pandemic has disrupted Londoners' ability to access needed health services, such as disease screening, treatment, and surgery. As a result, there is the potential for serious consequences, including increased levels and severity of chronic disease. In a survey of Canadians with long-term conditions and disabilities, 48% of participants reported their health was worse than it was before the pandemic.³³ Additionally, research shows Canadian adults and children have been less active and more sedentary during the pandemic, which could contribute to higher rates of chronic conditions post-pandemic.^{34,35} Further, while most people with COVID-19 experience mild symptoms, it can be more severe for those with chronic health conditions, and some people may experience longer-term effects.^{36,37}

Why Is Physical Health Important for Recovery in London?

Maintaining good physical health can have positive impacts on mental health (e.g. decreased anxiety and depression), self-esteem, sleep, brain function (e.g. memory and concentration), and disease prevention.³⁸ As COVID-19 has the potential to cause more severe health outcomes for those with poor health or chronic conditions, supporting all Londoners to access routine health services and experience optimal health is critical to promoting recovery from the pandemic.

How Will Physical Health Be Measured?

- **Metric:** Self-rated health
- **Data Point:** Percentage of respondents aged 12 and older who report their health as “excellent” or “very good”
- **Data Source:** Canadian Community Health Survey, Statistics Canada

3.8 Substance Use

What Is Substance Use?

Substance use refers to the use of drugs or alcohol. For some people, substance use can lead to dependence and addiction, overdose, infectious disease, or other complications.³⁹

How Has Substance Use Been Impacted by the COVID-19 Pandemic?

Evidence indicates that during the pandemic, alcohol and drug use has increased amongst Canadians. A January 2021 survey found 30% of Ontarians who consumed alcohol pre-pandemic had increased their alcohol consumption during the pandemic, with the most common reasons for increased consumption being boredom and stress.⁴⁰ Further, opioid-related deaths increased by 38.2% in Ontario in the first 15 weeks of the pandemic.⁴¹ There has also been a decrease in the availability and capacity of substance use treatment and harm reduction services during the pandemic, affecting people's ability to access these services.⁴²

Why Is Addressing Substance Use Important for Recovery in London?

Problematic substance use (i.e. dependence or addiction) can have negative impacts on multiple areas of an individual's life, including their mental health, engagement in school or work, finances, relationships, health, and safety.⁴³ Further, individuals with a substance use disorder are at increased risk of experiencing severe illness from COVID-19.⁴⁴ With substance use increasing during the pandemic, enhancing access to substance use treatment and harm reduction supports and helping those who use substance to experience improved health and well-being are critical to a healthy recovery for all Londoners.

How Will Substance Use Be Measured?

- **Metric:** Rate of heavy drinking
- **Data Point:** Percentage of respondents who report engaging in heavy drinking
- **Data Source:** Canadian Community Health Survey, Statistics Canada
- **Metric:** Rates of opioid-related morbidity and mortality
- **Data Point:** Number of opioid-related emergency visits, hospitalizations, and deaths per 100,000 population
- **Data Source:** Public Health Ontario Interactive Opioid Tool

4.0 Driving Prosperity Indicators



Outlined in section 4.0 are the indicators and metrics for the Driving Prosperity recovery and renewal focus area. The indicators and metrics in this section will help to inform and measure London Community Recovery Network members' efforts towards a *sustainable and inclusive economic recovery that creates opportunities for people and enterprises and strengthens London's diverse competitive potential*.

The Driving Prosperity recovery and renewal focus area is comprised of eight indicators, which are presented in alphabetical order. These indicators were developed based on the interviews and focus groups conducted with London Community Recovery Network members and a literature scan.

Each indicator includes a description of what the indicator is, how it has been impacted by the COVID-19 pandemic, and why addressing the indicator is important for recovery in London. Further, each indicator outlines a strategy for how the indicator will be measured, including up to two metrics and the corresponding data point and data source for each metric.

4.1 Arts, Culture, and Tourism

What Is Arts, Culture, and Tourism?

Arts, culture, and tourism provide a substantial economic benefit by bringing visitors to a community, while also contributing to community well-being by encouraging creative expression and practice.

How Has Arts, Culture, and Tourism Been Impacted by the COVID-19 Pandemic?

COVID-19 restrictions shuttered many arts, culture, and tourism events and programs. Reduced levels of tourism, cancellation of arts and culture events, and reductions of public and private funding resulted in four out of five businesses in this sector experiencing a decrease in revenue in 2020.⁴⁵ Between February and July 2020, real gross domestic product in the arts, entertainment, and recreation subsector decreased by 50%. In comparison, GDP for all Canadian industries fell by 5.6%.⁴⁶

Why Is Arts, Culture, and Tourism Important for Recovery in London?

A strong, sustainable, and resilient arts, culture, and tourism sector creates jobs, generates local spending, and encourages local investment. It also has positive impacts on citizen well-being and community vibrancy and diversity. Further, recovery in arts, culture, and tourism has a broader impact on the economy because of the interdependency with other industries such as retail and hospitality. As such, promoting arts, culture, and tourism in London will contribute to the development of local jobs, the local economy, and community vitality.

How Will Arts, Culture, and Tourism Be Measured?

- **Metric:** Economic impact of tourism in London
- **Data Point:** Total impact (\$000's) of tourism in London on the GDP
- **Data Source:** Tourism London
- **Metric:** Number of visitors to London
- **Data Point:** Number of overnight visitors to London
- **Data Source:** Tourism London

4.2 Business Health

What Is Business Health?

The health of a business relates to its ability to cover operational costs, influencing its long-term sustainability.

How Has Business Health Been Impacted by the COVID-19 Pandemic?

Businesses and organizations in many sectors have experienced financial challenges during the pandemic resulting from the disruption of revenue models due to government restrictions, decimation of operating revenues, and lack of financial support. More than half of businesses in Canada reported a revenue decrease of at least 20% because of the COVID-19 pandemic.⁴⁷ Collectively, Canada's small businesses have taken on \$135 billion in debt in an attempt to survive the pandemic, with the average small business owner accruing \$170,000 in debt.⁴⁸ As of January 2021, one in six or about 181,000 Canadian small business owners are now seriously contemplating shutting down.⁴⁹

Why Is Business Health Important for Recovery in London?

Entrepreneurs, non-profits, and businesses are crucial to London's economy, and supporting their success is key to ensuring a strong, inclusive recovery from the COVID-19 pandemic. Entrepreneurs, non-profits, and businesses stimulate economic growth and innovation. They also create employment opportunities, contribute to the local economy, and provide solutions that meet the needs and demands of the community. As the backbone of the economy, it is imperative that London's entrepreneurs, non-profits, and businesses not only adjust, but also recover from the pandemic and are set up for the post-pandemic future.

How Will Business Health Be Measured?

- **Metric:** Business openings and closings
- **Data Point:** Number of businesses with at least one employee that open and close each year
- **Data Source:** Statistics Canada

4.3 Commercial Vacancy

What Is Commercial Vacancy?

Commercial vacancy refers to the number of commercial units, such as office and retail spaces, that are unoccupied at a particular time.

How Has Commercial Vacancy Been Impacted by the COVID-19 Pandemic?

The COVID-19 pandemic has had a negative impact on commercial vacancy rates due to the rapid shift to remote work and government restrictions on business operations. One study indicated that London's commercial vacancy rate is currently hovering around 20%, a 23% year-over-year increase in comparison to 2020.⁵⁰ The long-term outlook for commercial real estate is uncertain as commercial tenants consider new and emerging business models.⁵¹

Why Is Addressing Commercial Vacancy Important for Recovery in London?

Commercial vacancy is connected to the health and vibrancy of neighbourhoods. Commercial occupancy brings foot traffic to streets, riders to public transit, diners to restaurants, shoppers to retail corridors, and office workers to high rises. The safe return of people to London's commercial spaces will help to revitalize neighbourhoods and restore their previous energy.

How Will Commercial Vacancy Be Measured?

- **Metric:** Commercial vacancy rate
- **Data Point:** Percentage of commercial properties that are vacant
- **Data Source:** CBRE Limited

4.4 Employment

What Is Employment?

Employment means full-time or part-time, productive, and decent work for all. Individuals who are employed may be employees of a company or may be self-employed.

How Has Employment Been Impacted by the COVID-19 Pandemic?

In August 2020, London experienced its worst unemployment rate at 9.9%, and employment rates in London continue to remain below pre-pandemic levels.⁵² The COVID-19 pandemic has disproportionately affected job loss amongst specific groups of Londoners. Statistics confirm that year-over-year employment losses were more severe for women than men.⁵³ Further, Black, Indigenous, and other racialized workers also experienced higher unemployment than non-visible minorities.⁵⁴

Why Is Employment Important for Recovery in London?

Employment is at the heart of smart, sustainable, and inclusive recovery. Meaningful work contributes to positive feelings of self-worth, purpose, and belonging, reduces the risk of depression and psychological distress, improves perceived physical and mental health, and increases financial stability.⁵⁵

A strong economic recovery will require the creation of jobs in existing and new sectors. Investments in job creation brings opportunities for workers and businesses alike. Fair, equitable, and diverse job creation in London will ensure that everyone has the best possible opportunity to participate and benefit from recovery.

How Will Employment Be Measured?

- **Metric:** Unemployment rate
- **Data Point:** Percentage of the labour force that is jobless in London
- **Data Source:** Statistics Canada
- **Metric:** Employment rate of newcomers who are permanent residents
- **Data Point:** Percentage of newcomers between the ages of 20-44 who are employed compared to the city rate overall
- **Data Source:** Labour Force Survey, Elgin Middlesex Oxford Workforce Planning and Development Board

4.5 Housing Affordability and Availability

What Is Housing Affordability and Availability?

Housing affordability and availability refers to having enough supply of safe, secure, and suitable housing that meets individuals' needs and ability to pay.⁵⁶

How Has Housing Affordability and Availability Been Impacted by the COVID-19 Pandemic?

London's housing affordability and availability issue has deepened during the COVID-19 pandemic. Pandemic restrictions, low interest rates, and demand for more space due to many people working from home led to increased demand for housing in London. Increases in rent and home prices have steadily outpaced earnings during the pandemic.⁵⁷ For example, in May 2021, the average home price in London was 42.5% higher than in May 2020, yet the projected annual salary increase was expected to be 2.5%.^{58,59}

Why Is Housing Affordability and Availability Important for Recovery in London?

Housing affordability and availability is critical to the community, to the economy, and to the overall growth of the region. Decent, affordable housing fulfills a basic human need for shelter, but also contributes to financial stability and well-being. From an economic vitality perspective, available, affordable housing that fits a range of family types and lifestyles is essential to attracting, retaining, and developing a diverse, productive workforce in London.⁶⁰ When individuals have affordable, stable housing, they are more likely to experience economic stability, be more productive at work, and experience improved well-being.⁶¹

How Will Housing Affordability and Availability Be Measured?

- **Metric:** Shelter cost to income ratio
- **Data Point:** Percentage of income required to rent a 1-bedroom unit
- **Data Source:** Canada Mortgage and Housing Corporation Housing Market Information Portal and Statistics Canada
- **Metric:** Vacancy rate
- **Data Point:** Average vacancy rate
- **Data Source:** Rental Market Survey Data Tables, Canada Mortgage and Housing Corporation

4.6 Labour Market Participation

What Is Labour Market Participation?

Labour market participation reflects the active workforce in London. It includes people who are employed and seeking employment.

How Has Labour Market Participation Been Impacted by the COVID-19 Pandemic?

Women's involvement in the workforce is at a 30-year low due to the pandemic. This is attributed to the disproportionate effects of the pandemic on female dominated industries and the unequal demands on women to balance work, child/elder care, and other domestic responsibilities.⁶² Further, the effect of the pandemic has been notable on young workers, as jobs, internships, and work placements were cancelled in the early stages of the pandemic.⁶³

Why Is Labour Market Participation Important for Recovery in London?

An inclusive labour market allows and encourages all people of working age to participate in paid work. Sustainable economic growth requires enhanced labour market participation. As London rebuilds its economy, there is an opportunity to re-envision the labour market and deliberately close existing gaps. The right infrastructure will be required to encourage dislocated youth, female, and racialized workers to rejoin the labour force. The pandemic has opened a unique opportunity to address the long-standing shortcomings in the labour market. Failing to address these shortcomings will mean missing out on a sizeable economic opportunity.⁶⁴

How Will Labour Marketing Participation Be Measured?

- **Metric:** Labour market participation rate
- **Data Point:** Percentage of residents aged 15 and older participating in the labour force
- **Data Source:** Statistics Canada

4.7 Mental Health in the Workplace

What Is Mental Health in the Workplace?

A psychologically safe and healthy workplace is one that promotes workers' mental well-being, does not harm employee mental health through negligent, reckless, or intentional ways, and is free of excessive fear or chronic anxiety. Job burnout is a specific type of work related stress – a state of physical or emotional exhaustion that also involves a sense of reduced accomplishment and loss of personal identity.⁶⁵

How Has Mental Health in the Workplace Been Impacted by the COVID-19 Pandemic?

The COVID-19 pandemic has resulted in staff burnout and exhaustion, and employee burnout has emerged as a major issue for many workers during the pandemic. Results from a national survey reported that one in three employees are concerned that burnout is affecting their ability to do their job, and half of working Canadians feel exhausted and stressed.⁶⁶

Why Is Mental Health in the Workplace Important for Recovery in London?

A healthy and safe workplace is good for people and good for business. Investment in a mentally healthy workforce improves physical and mental health, employee retention, job satisfaction, and productivity.⁶⁷ A sense of purpose can also help employees navigate high levels of uncertainty and change and ensure their efforts are aligned with the highest value activities. Employees who indicate they are “living their purpose” at work are much more likely to sustain or improve their level of effectiveness and be much more engaged.⁶⁸ Creating a healthy and safe workplace, one that protects the mental health of employees, will help to drive prosperity for Londoners and London businesses.

How Will Mental Health in the Workplace Be Measured?

- **Metric:** Work-related mental stress injury
- **Data Point:** Number of allowed lost time WSIB claims for mental health
- **Data Source:** WSIB Ontario Report Builder by the Numbers

4.8 Talent Recruitment and Retention

What Is Talent Recruitment and Retention?

Talent recruitment and retention refers to the overall process of engaging, onboarding, training, and keeping skilled employees.

How Has Talent Recruitment and Retention Been Impacted by the COVID-19 Pandemic?

Increases in employee retirements and resignations, talent shortages, and misalignment between job seekers and available positions were exacerbated by the COVID-19 pandemic. According to a national study, factors driving recruitment and retention challenges range from pandemic-related burnout to increased competition, a pause in immigration, new lifestyle preferences, and a continuation of pre-pandemic labour force gaps.⁶⁹

Why Is Talent Recruitment and Retention Important for Recovery in London?

Attracting and retaining quality talent will be critical for London's private and public sectors to not only survive, but thrive post-pandemic. Talent is the driving force behind operations; having the most talented and skilled employees contributes to the improvement of a business's performance, innovation, and results. The pandemic has caused significant shifts in business operations and this is reflected in the new and emerging skills and positions London employers are seeking.

How Will Talent Recruitment and Retention Be Measured?

- **Metric:** Presence of hard-to-fill positions
- **Data Point:** Percentage of employers who report having positions or jobs that were hard to fill in the last 12 months
- **Data Source:** Employer ONE Survey
- **Metric:** Availability of qualified workers
- **Data Point:** Percentage of employers who rate the availability of qualified workers as good or excellent
- **Data Source:** Employer ONE Survey



5.0 Fostering Community Indicators

The indicators and metrics for the Fostering Community recovery and renewal focus area are presented in this section. London Community Recovery Network members can use these indicators and metrics to guide and measure initiatives and actions focused on *reconnecting people and neighbourhoods and fostering a community where all Londoners can live, work, and play*.

The Fostering Community recovery and renewal focus area is comprised of seven indicators, which are presented in alphabetical order. These indicators were developed based on the interviews and focus groups conducted with London Community Recovery Network members and a literature scan.

Each indicator includes a description of what the indicator is, how it has been impacted by the COVID-19 pandemic, and why addressing the indicator is important for recovery in London. Further, each indicator outlines a strategy for how the indicator will be measured, including up to two metrics and the corresponding data point and data source for each metric.

5.1 Anti-Racism and Anti-Oppression

What Is Anti-Racism and Anti-Oppression?

Anti-racism recognizes the existence of racism, including systemic racism, and seeks to identify, remove, prevent, and mitigate racially inequitable outcomes and power imbalances between groups and change the structures that sustain inequities.⁷⁰ Anti-oppression refers to challenging social and historical inequities and injustices that are part of systems and institutions and that allow certain groups to dominate over others.⁷¹

How Has Racism and Oppression Been Impacted by the COVID-19 Pandemic?

Evidence demonstrates some groups have been more negatively impacted by the pandemic. For example, a higher proportion of frontline workers during the pandemic were immigrants and part of visible minority groups, putting them at increased risk of COVID-19 exposure, and there were higher rates of COVID-19 in Ontario's most diverse neighbourhoods.^{72,73} The pandemic also had a disproportionate economic impact on recent immigrants, Indigenous people, and visible minority groups.⁷⁴ Gender diverse individuals, Indigenous women, and those identifying as Chinese, Korean, Southeast Asian, and Black were also more likely to report experiencing discrimination or unfair treatment during the pandemic.⁷⁵

Why Is Anti-Racism and Anti-Oppression Important for Recovery in London?

The historical and ongoing effects of colonialism, discrimination, and systemic racism continue to contribute to imbalances of power and resources and inequitable treatment of racialized and marginalized groups, which can result in social exclusion, isolation, barriers to political and civic engagement, and negative impacts on income, employment and advancement, education, housing, and health.^{76,77} As the pandemic has deepened existing inequities, it is vital that racism and oppression be addressed to promote an inclusive recovery for all Londoners.

How Will Anti-Racism and Anti-Oppression Be Measured?

- **Metric:** Police reported hate crime
- **Data Point:** Number of police reported hate crimes per 100,000 population
- **Data Source:** Statistics Canada

5.2 Climate Change and Environmental Sustainability

What Is Climate Change and Environmental Sustainability?

Climate change refers to a long-term shift in the average weather conditions of a region.⁷⁸ Environmental sustainability is the responsibility to conserve natural resources and protect global ecosystems to support health and well-being now and in the future.⁷⁹

How Has Climate Change and Environmental Sustainability Been Impacted by the COVID-19 Pandemic?

In 2019, conversations about climate change had become increasingly urgent. It was considered a crucial time to take decisive action to protect the future of the planet. However, with the onset of the COVID-19 pandemic, the focus rapidly moved away from climate change. As a result, there has been a delay in the development of environmental plans and policies and a weakening of climate action. COVID-19 has also vastly increased the use of plastic, including gloves and masks, plexiglass dividers in stores and offices, and disposable shopping bags.^{80,81}

Why Is Climate Change and Environmental Sustainability Important for Recovery in London?

Canada is currently experiencing average temperature rises that are twice as high as the global average, with potential impacts for London including more frequent floods, higher annual precipitation rates, increases in vector-borne and zoological disease transmission, and increases in excess heat. Increased heat days and severe winter weather events may increase energy usage for homes and businesses, negatively impacting GHG emissions.⁸²

In the context of recovery, there is an opportunity to address climate change. Aligning responses to the COVID-19 pandemic and climate change would allow for the overall improvement of public health, as well as foster a sustainable economic future. In London, adapting to the impacts of a changing climate represents an opportunity to create jobs, drive innovation, and improve resilience in London.⁸³

How Will Climate Change and Environmental Sustainability Be Measured?

- **Metric:** Emissions reduction
- **Data Point:** Number of GHG emissions reduced in London
- **Data Source:** City of London

5.3 Community Belonging

What Is Community Belonging?

A sense of community belonging reflects whether individuals feel connected to a community or group (e.g. social, cultural, professional) and that they matter to one another and to the group.^{84,85} Community belonging is developed through social participation and helping people feel included.⁸⁶

How Has Community Belonging Been Impacted by the COVID-19 Pandemic?

With the closure of community spaces, programs, schools, and workplaces and reduced in-person interactions during the COVID-19 pandemic, people are experiencing a lack of community connection. With people being less involved in their neighbourhood or community and diminished social interaction during the pandemic, more Canadians have reported feeling isolated in 2020 compared to 2019.⁸⁷ This finding has important implications for community belonging, as research has found that individuals who feel lonelier and more isolated are more likely to have a very or somewhat weak sense of belonging to their community or neighbourhood.⁸⁸

Why Is Community Belonging Important for Recovery in London?

A sense of community belonging is an important factor associated with physical and mental health. For example, community belonging has been associated with greater resilience after experiencing difficult circumstances or a traumatic event and reduced risk of anxiety, depression, cardiovascular disease, and other negative health impacts.⁸⁹ As the COVID-19 pandemic has caused disruptions to social connection, reconnecting people and neighbourhoods will be vital to ensuring all Londoners experience improved community belonging post-pandemic.

How Will Community Belonging Be Measured?

- **Metric:** Sense of belonging
- **Data Point:** Percentage of respondents who report they “strongly agree” or “somewhat agree” they have a strong sense of belonging in the city of London
- **Data Source:** Citizen Satisfaction Survey, City of London

5.4 Community Engagement and Social Isolation

What Is Community Engagement and Social Isolation?

Community engagement refers to participation in community-based activities and interpersonal interactions.⁹⁰ In comparison, social isolation reflects low levels of social participation and feelings of loneliness.⁹¹

How Has Community Engagement and Social Isolation Been Impacted by the COVID-19 Pandemic?

With COVID-19 restrictions and lockdowns preventing people from gathering in person, Londoners have fewer opportunities to engage in the community, volunteer, and connect with other people during the pandemic. Research shows that physical distancing due to the pandemic has left many Canadians feeling lonely or isolated.⁹² Further, a survey of Canadian adults found fewer Canadians participated in neighbourhood or community projects, went to events (e.g. live music or theatre), volunteered, used a local community centre or library, and socialized with neighbours in 2020 compared to 2019.⁹³

Why Is Addressing Community Engagement and Social Isolation Important for Recovery in London?

While being socially connected has been found to reduce the risk of premature death, experiencing social isolation can have negative effects on an individual's health and well-being, including an increased risk of mortality, heart disease, depression, cognitive function, and dementia.⁹⁴ As the pandemic has resulted in increased loneliness and isolation and reduced engagement in social and community activities, promoting community participation and reducing social isolation are important to the recovery of Londoners' health and well-being.

How Will Community Engagement and Social Isolation Be Measured?

- **Metric:** Welcoming community
- **Data Point:** Percentage of respondents who “strongly agree” or “somewhat agree” the city of London is a welcoming community
- **Data Source:** Citizen Satisfaction Survey, City of London
- **Metric:** Neighbourhood engagement
- **Data Point:** Number of people who vote in the Neighbourhood Decision Making program
- **Data Source:** City of London

5.5 COVID-19 Management and Prevention

What Is COVID-19 Management and Prevention?

COVID-19 Management and Prevention in the context of this framework means the prevention, control, and management of COVID-19, an infectious disease caused by the coronavirus SARS-CoV-2.⁹⁵

How Has COVID-19 Management and Prevention Been Impacted by the COVID-19 Pandemic?

The progression of the COVID-19 pandemic, emerging variants, and the potential for future outbreaks makes the coronavirus a continued threat to the health, safety, and well-being of the community. There have been 12,669 confirmed cases of COVID-19 in Middlesex-London as of July 14, 2021, with 62 total active cases and 229 deaths. There have been 3,531 cases with a variant of concern. There was a spike in cases in January 2021 and a second larger spike in April 2021. The number of cases started decreasing in May and continued decreasing into June and July 2021.⁹⁶

Why Is COVID-19 Management and Prevention Important for Recovery in London?

COVID-19 is a serious disease that has affected people's health, livelihoods, and quality of life in a profound way. It has disproportionately affected women and Black, Indigenous, and other racialized people.^{97,98} By eliminating COVID-19 as a life-threatening disease, there is an opportunity to reimagine a post-pandemic future where all Londoners are safe, healthy, and prosperous.

How Will COVID-19 Management and Prevention Be Measured?

- **Metric:** COVID-19 cases
- **Data Point:** Total number of COVID-19 cases per year by date reported
- **Data Source:** Middlesex-London Health Unit
- **Metric:** COVID-19 vaccination uptake (two doses)
- **Data Point:** Percentage of the population that is fully vaccinated against COVID-19
- **Data Source:** Middlesex-London Health Unit

5.6 Crime and Safety

What Is Crime and Safety?

A crime is any unlawful act punishable under the Criminal Code.⁹⁹ At the community level, safety reflects being able to live, work, and play without fear of harm or victimization.¹⁰⁰

How Has Crime and Safety Been Impacted by the COVID-19 Pandemic?

London Police Service reported more business break-and-enters and incidents of property damage in 2020 than in 2019, which was attributed to more vacancy of downtown businesses.¹⁰¹ In addition, more hate crimes were also reported in 2020, possibly due to more awareness and less tolerance of hate-motivated crime.¹⁰² Data from police-reported crime across London shows an increase in total assaults, total sexual assaults, and uttering of threats, and a decrease in robberies, vehicle thefts, fraud/identity theft, and shoplifting between March 2020 and February 2021 compared to the same time period one year earlier.¹⁰³

Why Is Addressing Crime and Safety Important for Recovery in London?

Victimization can have negative financial, emotional, and physical impacts on an individual and their family. Further, costs associated with crime include tangible costs for medical, mental health, criminal justice, victim, and protective services, and intangible costs like pain and suffering, fear, negative impacts on economic development, and reduced individual and community quality of life.^{104,105} As such, addressing crime and promoting safety will be vital to supporting individual well-being and fostering a community where all Londoners feel safe to visit, live, work, and play.

How Will Crime and Safety Be Measured?

- **Metric:** Crime severity
- **Data Point:** Crime Severity Index number
- **Data Source:** Statistics Canada
- **Metric:** Violent crime and sexual assaults against women
- **Data Point:** Percentage of victims of violent crime and sexual assaults that are female
- **Data Source:** Statistics Canada

5.7 Immigration and Migration

What Is Immigration and Migration?

In the context of this framework, immigration and migration refers to the movement of people from other countries, provinces, or regions into a given geographic area.

How Has Immigration and Migration Been Impacted by the COVID-19 Pandemic?

Barriers to immigration and migration resulting from border closures during the COVID-19 pandemic have impacted the labour market, student enrolment, and economic activity. Data from Statistics Canada demonstrates the impacts of COVID-19 pandemic border closures on London's population growth. Between 2019 and 2020, London's population growth rate was lower than between 2018 and 2019 due to less international migration, particularly of non-permanent residents like university and college students, and reduced migration from other provinces.^{106,107}

Why Is Immigration and Migration Important for Recovery in London?

Immigration and migration is an important contributor to the economy, the labour force, population growth, creativity and innovation, culture, and diversity. For example, immigrants help to fill gaps in the labour force, international students contribute to the economy through tuition and local spending, and immigration drives 82% of Canada's population growth.^{108,109} The immigration and migration of individuals with a wide range of skills and backgrounds will be essential to London's community vitality and economic recovery from the pandemic.

How Will Immigration and Migration Be Measured?

- **Metric:** Net average newcomer inflow
- **Data Point:** Number of newcomers to London through direct and secondary migration
- **Data Source:** Statistics Canada
- **Metric:** International student enrolment
- **Data Point:** Number of full-time international students enrolled in Western University and Fanshawe College
- **Data Source:** Ministry of Advanced Education and Skills Development's University Enrolment Statistical Reporting and College Enrolment Statistical Reporting Systems

6.0 Implementation of the London Community Recovery Framework

The London Community Recovery Framework outlines a collaborative, community-driven approach to assessing and reporting on London's community recovery from the COVID-19 pandemic. It acknowledges and celebrates the incredible depth of work already underway in our community on the part of London's community groups and networks, private sector, non-profit organizations, and institutional organizations. It provides a shared vision, focus areas, and metrics for recovery in London to enable alignment between the priorities and initiatives of London Community Recovery Network member organizations.

The common vision, focus areas, and shared measures for recovery laid out in the London Community Recovery Framework will require continuing the momentum we have seen from committed partners across our community throughout the pandemic. London Community Recovery Network members will identify the actions they will take to align with the London Community Recovery Framework and contribute to London's recovery.

The City of London will support the work of London Community Recovery Network members, including providing support with data collection, analysis, and reporting throughout the three-year timeframe of the London Community Recovery Framework. The London Community Recovery Network will continue to serve as the central point of connectivity, identify emerging issues, share details on actions, initiatives, data, and evidence from the field, and shape future reporting on London's community recovery progress.

Londoners will be kept up to date on the status of our collective work. Clear roles, responsibilities, processes, and practices will be designed to support the collective efforts of London Community Recovery Network member organizations. In keeping with our shared commitments, gender, anti-racism and anti-oppression, and climate emergency lenses will be used throughout the implementation and monitoring of London's collective community recovery efforts within the London Community Recovery Framework.

The London Community Recovery Framework represents an individual and collective commitment to contributing to London's strong, deep, and inclusive recovery from the COVID-19 pandemic. London Community Recovery Network members have committed to working collaboratively to deliver on the community vision, focus areas, and metrics for recovery in the London Community Recovery Framework.

Appendix A: London Community Recovery Network Members

A list of London Community Recovery Network members is outlined below.

- Anti-Poverty Mobilization Network
- Black London Network
- Centre for Research on Health Equity and Social Inclusion (Western)
- Elgin Middlesex Oxford Workforce Planning and Development Board
- Employment Sector Council
- Fanshawe College
- London and District Construction Association
- London and District Labour Council
- London and Middlesex Local Immigration Partnership
- London Arts Council
- London Business Improvement Areas
- London Chamber of Commerce
- London Community Foundation
- London Development Institute
- London District Heavy Construction Association
- London Economic Development Corporation
- London Environmental Network
- London Faith Groups
- London Food Bank
- London Health Sciences Centre
- London Home Builders' Association
- London Region Manufacturing Council
- London Small Business Centre
- Middlesex-London Health Unit
- N'Amerind (London) Friendship Centre
- Pillar Nonprofit Network
- St. Joseph's Health Care London
- TechAlliance
- Tourism London
- United Way Elgin Middlesex
- Urban League of London
- Western University
- Young London

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APPENDIX B

London Community Recovery Network Letters of Support



September 29, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as an endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

The Anti-Poverty Mobilization Network (APMN) has been pleased to participate as a member of the LCRN. We value the collaboration of organizations representing social, economic, and institutional foci in London and would like to see this cross-sectoral collaboration deepen as recovery efforts continue.

APMN's focus on poverty puts a spotlight on the need for London's economic recovery initiatives to be viewed through a 'social justice' lens. Are the jobs we create decent work or more precarious work? How are we responding to the 'she-cession' in London? Are we creating an inclusive economy which draws in workers who have been marginalized from the labour force?

With these questions in mind, we strongly affirm the LCRN Framework's commitment to share disaggregated data on the "People Indicators." It is not enough to know how many jobs have been created or average wages. We need to know how low-income or racialized workers are impacted as well as how women and youth are faring as they seek to re-enter the labour force. We need to understand how precarious work is affecting mental health and how inadequate social assistance undermines social participation.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. Within this shared work, the Anti-Poverty Mobilization Network commits to communicating the stories, concerns and perspectives of people who experience social and economic exclusion; stories which will augment the shared measures outlined in the London Community Recovery Framework.

Recovery and renewal for our community will require focussed work in the years ahead. The Anti-Poverty Mobilization Network will work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,

Anti-Poverty Mobilization Network
Dr. Sue Wilson, Co-chair
Mr. Glen Pearson, Co-chair

c. Adam Thompson, Manager, Government and External Relations, City of London



October 6, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

The Argyle BIA has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, the Argyle BIA commits to undertaking meaningful actions to align our recovery-focused strategies, program, and initiatives with the common vision and measures expressed within the London Community Recovery Framework. Recovery and renewal for our community will require focussed work in the years ahead. The Argyle BIA will work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,

Randy Sidhu
Executive Director
Argyle BIA

c. Adam Thompson, Manager, Government and External Relations, City of London

October 7, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9



Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter to endorse the draft proposal of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

The Black London Network (BLN) encompasses various local Black leaders. BLN provides resources such as health equity, community programming, migrant worker and newcomer resources. We continue to work with organizations in the city and beyond to ensure our ACB communities are heard and respected. Hate crimes affect our African, Caribbean and Black diaspora disproportionately daily. However, we rarely report these happenings to the police due to law enforcement's typically oppressive approach in policing within Black communities. Subsequently, we encourage LCRN and this framework to seek hate crime reports from institutions outside of policing, such as the Human Rights Tribunal (HRT). The HRT provides data on broader sets of information, specifically systemic racism, which can be just as harmful as overtly racist hate crimes.

Black London Network has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize equitable recovery and renewal from the COVID-19 pandemic.

The London Community Recovery Framework serves as an excellent first step in the long road towards equitable transformation for our ACB communities. Black London Network commits to undertaking supportive actions to increase belonging and inclusion within London. Recovery and renewal for our community will require focused work in the years ahead. Black London Network will work with the LCRN membership and the broader community to ensure ACB voices continue to be included.

Sincerely,
Alexandra Kane
Founding Member
Black London Network

c. Adam Thompson, Manager, Government and External Relations, City of London

CENTRE FOR RESEARCH
ON HEALTH EQUITY
AND SOCIAL INCLUSION



October 4, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

RE: London Community Recovery Framework - Letter of Commitment
CC: Adam Thompson, Manager, Government and External Relations, City of London

Mayor Holder,

The Centre for Research on Health Equity and Social Inclusion, or CRHESI, (based in the Faculty of Health Sciences at Western University) is pleased to endorse the London Community Recovery Framework developed by the London Community Recovery Network (LCRN). We wish to acknowledge the significant community engagement and broad, intersectoral participation in the development of this recovery model.

Our Centre has been pleased to participate as a member of the LCRN from its inception. As a university-community research centre, we represent a dynamic ecosystem of community organizations, community members, and researchers. Our mandate is “Bringing communities together to collaboratively identify, research, understand, and address ‘wicked problems’ that prevent access to justice, health, and belonging for all people.” We believe that the LCRN captures important priorities that deserve our collective effort and attention as a community.

As a research centre, we commit to undertaking actions to align our recovery-focused strategies, programs, and initiatives with the common vision and measures expressed within the London Community Recovery Framework, especially in respect to supporting research endeavours that address and measure the ongoing systemic inequities faced by marginalized and oppressed populations.

Sincerely,

Handwritten signature of Nadine Wathen in black ink.

Nadine Wathen
CRHESI Academic Co-Director
Professor and Canada Research
Chair in Mobilizing Knowledge on
Gender-Based Violence
Faculty of Health Sciences
University of Western Ontario

Handwritten signature of Heather Lokko in black ink.

Heather Lokko
CRHESI Community Co-Director
Chief Nursing Officer
Director, Healthy Start
Middlesex London Health Unit



October 6, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as Downtown London's endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN). Downtown London continues to support its objective to identify key initiatives and plans that can leverage our organization's investments, as well as those from higher levels of government with municipal support and financial assistance in COVID-19 recovery.

Downtown London staff have dedicated considerable time as members on various LCRN Priority Action Tables including co-chairing one Action Table focused on the recovery of the city's core area. We have worked together with over 30 organizations representing social, economic, and institutional sectors from across London. We recognize the importance of working together and believe through these efforts a more holistic and strategic approach to a quicker and sustainable recovery from the COVID-19 can be achieved in London.

Investments including those from the City, have been made downtown resulting in a significant return on its investment for the City. In 2019, London's downtown provided \$1.96 Billion in tax assessment, a 70% increase in growth over 10 years. London's downtown is home to more than 1200 businesses, including main street businesses and offices, that create more than 8600 jobs per sq km versus an average of 83 jobs per sq km for the rest of the city. The London Community Recovery Framework serves as an opportunity for community partners to work collectively together for the benefit of the whole and to protect the City's investments, such as those made in downtown.

As a result of COVID- 19, London's downtown mainstreet businesses have been one of the most significantly impacted with a lack of foot traffic due to ongoing government restrictions and many of downtown's office workers continuing to work remotely. Additionally, the city's tourism, culture, arts, entertainment and sports sectors, predominantly located in the downtown core, were among the first to feel the pandemic's impacts due to closures of hotels and venues such as the Grand Theatre, Budweiser Gardens, London Museum, Covent Market Gardens, RBC Place and other downtown music and art venues. In addition to these impacts, COVID-19 has exacerbated social, mental health, homelessness and criminal activity on downtown streets impeding Downtown London's ability to bring vibrancy and foot traffic to the area and attract new business investment.

The London Community Recovery Framework will help our community emerge stronger and more inclusive from the pandemic. As such, Downtown London plans to undertake meaningful actions, some of which align well with recovery-focused strategies and initiatives expressed within the London Community Recovery Framework. Downtown London will work with the LCRN membership and the broader community to realize the common vision set out in this framework.

Sincerely,

A handwritten signature in black ink, appearing to read 'Barbara Maly', written in a cursive style.

Barbara Maly, Executive Director
Downtown London

c. Adam Thompson, Manager, Government and External Relations, City of London

October 5, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as an endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN). The Workforce Planning and Development Board has been pleased to participate as a member of the LCRN.

The LCRN framework identifies the common principles for community recovery. The next step in the process will be coordinate action across the community behind initiatives led by members of the LCRN. The business recovery in London is well underway, but the workforce recovery continues to lag as we see reticence on the part of workers to return to the labour market. Transportation solutions, childcare solutions and a greater confidence that the health issues of the pandemic are receding in London all need to be addressed in order to restore the confidence of local workers. The City of London will play a pivotal role in providing transportation solutions and in the messaging that the City of London is resuming its role as a leader in economic opportunities in Ontario.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, the Workforce Planning and Development Board will continue to undertake meaningful actions to align our recovery-focused strategies, program, and initiatives with the common vision and measures expressed within the London Community Recovery Framework.

Sincerely,



Debra Mountenay, Executive Director

c. Adam Thompson, Manager, Government and External Relations, City of London

5 October, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Avenue,
P.O. Box 5035
London, ON N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment from ESC

Dear Mayor Holder,

Employment Sector Council (ESC) is pleased to submit this letter as part of our endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN), and our commitment to its successful implementation.

ESC participates on the LCRN on behalf of our network: 45 organizations from across the London Economic Region, including community employment service providers, education and training institutions, other human and specialized service organizations, municipalities, labour, and regional economic and workforce development stakeholders. Our membership (attached) reflects the LCRN's representative composition and our shared efforts to work together across social, economic, and institutional organizations and stakeholders to realize recovery and renewal from the COVID-19 pandemic.

COVID-19 has irrevocably changed the London region labour market, in large part by displacing workers and challenging employers to adjust their workforce in response. These unprecedented times require significant capacity and expertise on the part of employment and training professionals, who deliver vital and responsive pandemic-related assistance to job seekers and employers. To this end, in partnership with The City of London, the ESC network is providing professional development to employment service organizations and their staff in the new and evolving skills, information, and expertise they require to be ready and responsive to the emerging and dynamic pandemic recovery needs of job seekers, workers and employers they serve.

ESC commits to supporting the London Community Recovery Framework by advancing recovery and renewal success in the following:

- **Employment Outcomes:** Enhancing frontline staff awareness and expertise in available pandemic recovery resources and services, with an emphasis on vulnerable populations, so that more people receive appropriate and necessary support and assistance on their pandemic recovery journey.
- **Labour Market Participation:** Increasing frontline staff understanding and provision of consistent, local, current and relevant labour market information (LMI) to job seekers, students, and employers, so that more people are appropriately referred to skills training and other supports which develop and match job seeker skills with employer and workforce needs.

- Talent and Recruitment: Strengthening relationships between job developer staff and employers, with more employers accessing community service providers' pandemic recovery resources and supports for their recruitment, hiring, training, and retention needs.

ESC's mission to drive prosperity by working together, building community, sharing expertise, and enhancing employment sector capacity closely aligns with the London Community Recovery Framework focus on investing in people, driving prosperity, and fostering community. We look forward to sharing relevant metrics, results, perspectives, strategies, and experiences in contribution to the success of this LCRN partnership, its Framework, and its pandemic recovery and renewal aims.

Sincerely,



Carol Stewart
Project Manager
Employment Sector Council
carol@esc.network

Encl: ESC Membership List, 2021

Cc: Adam Thompson, Manager, Government and External Relations, City of London
Jennifer Hollis & Andrea Topham, Co-Chairs, Employment Sector Council



Working Together. Building Community in Southwestern Ontario.

ESC Members, 2021

ATN Access Inc.
Carrefour communautaire francophone de London
Centre for Employment & Learning, Avon Maitland District School Board
Chippewas of the Thames First Nation
City of London
CNIB Foundation
Collège Boréal
Community Employment Choices (Middlesex County)
Community Employment Services (Oxford County)
Community Employment Services, Fanshawe College (St Thomas/Aylmer)
Community Living London
Community Living Tillsonburg
Daya Counselling Centre
EMO Workforce Planning and Development Board
Employment and Student Entrepreneurial Services. Fanshawe College (London)
Employment Services Elgin
Goodwill Industries, Ontario Great Lakes
Hutton House
LIUNA Local 1059 Training Centre
Leads Employment Services
Literacy Link South Central
London Community Small Business Centre Inc.
London Cross Cultural Learner Centre
London Economic Development Corporation
London Training Centre Inc.
March of Dimes Canada
Middlesex County Library
Middlesex County Social Services
Ministry of Training, Colleges & Universities
Ministry of Community and Social Services
Multi-Service Centre, Tillsonbug
Munsee Delaware Nation Employment & Training
N'Amerind Friendship Centre
Nokee Kwe
Oneida Nation of the Thames
Pathways Employment Help Centre
Prevention and Early Intervention Program for Psychoses
Southwestern Ontario Military Family Resource Centre
Stepping Stones Support Services Program
St. Patrick Adult and Continuing Learning, London District Catholic School Board
United Way Elgin-Middlesex
Western University
WIL Counselling and Training for Employment
YMCA of Western Ontario
Youth Opportunities Unlimited

September 29, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON N6A 4L9

Dear Mayor Holder,

Re: London Community Recovery Framework - Letter of Commitment

Please accept this letter as my endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

To date Fanshawe has weathered the pandemic well, due to careful stewardship of resources and tough decision-making. Despite these measures, Fanshawe remains constrained in its ability to invest in the future of our students and the increasing demand for new equipment and infrastructure and appreciate all government support to meet this demand. As such, we have been pleased to participate as a member of the LCRN, bringing together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

Colleges Ontario, the organization representing the Province's 24 public colleges recently identified that in areas such as health care, advanced manufacturing, green infrastructure and digital innovation, students must be trained in advanced labs with state-of-the-art equipment. Moreover, Colleges of Ontario submitted a budget request to the Ontario government for an additional \$50-million in the College Equipment and Renewal Fund to support investments in critical infrastructure such as science and advanced manufacturing labs, digital training tools and low-carbon equipment. As President of Fanshawe College, any support that LCRN can provide to the Province to create a dedicated infrastructure fund for colleges and universities separate from municipalities or other public institutions would be greatly appreciated.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. Fanshawe continues to be a strong partner in this recovery and commits to undertaking meaningful actions to align our recovery-focused strategies, program, and initiatives with the common vision and measures expressed within the London Community Recovery Framework. Recovery and renewal for our community will require focused work in the years ahead. Fanshawe is pleased to work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,

A handwritten signature in black ink, appearing to read "P. Devlin".

Peter Devlin
President

c. Adam Thompson, Manager, Government and External Relations, City of London

Room H1006
1001 Fanshawe College Boulevard
P.O. Box 7005
London, Ontario N5Y 5R6
Tel: 519-452-4200
fanshawec.ca



**HAMILTON
ROAD BIA**

596 Hamilton Road, Unit B, London N5Z 1S6 | 548-688-4242

[f HamiltonRoadBIA](#) [@ HamRoadBIA](#) [t HamiltonRoadBIA](#) WWW.HAMROAD.COM

Oct. 2, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as our complete endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

The Hamilton Road Business Improvement Area is pleased to collaborate as a partner within this LCRN project, and help carry London through the upcoming recovery. The organizations involved represent a broad cross-section of London's small business stakeholders and the project's success is in everyone's best interest.

This collaboration process has allowed our very small BIA to punch above our weight and make a contribution to something that will have a positive effect on the whole city.

The Hamilton Road Business Improvement Area commits to participating in the London Community Recovery Framework and the renewal for our community that will certainly follow in the years ahead.

Sincerely,
Dave Broostad
Project Coordinator
Bethany Majja
Program Coordinator

c. Adam Thompson, Manager, Government and External Relations, City of London

Hyde Park Business Improvement Association
"Businesses Working Together to Foster a Vibrant Community"



July 23, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter in support of, and as our endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

During 2020, the Hyde Park Business Improvement Association (Hyde Park BIA) was pleased to participate as a member of the LCRN working together with over 30 organizations representing social, economic, and institutional organizations from across London. As such, we strongly believe that we must continue to work together to best impact London's economic recovery and revitalization caused by the COVID-19 pandemic.

Positive impacts have been felt by many Hyde Park BIA businesses through programs implemented because of this work such as the adjusted by-laws relating to London's Outdoor Patio hours and funding to help businesses offset costs of outdoor seating to meet pandemic protocol. And ongoing, the "Stay a Little Longer" multiyear program, an exciting new partnership between Tourism London and the five BIA's across the City to increase spending across all retail and service businesses throughout the City.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, the Hyde Park BIA commits to undertaking meaningful actions to align our recovery-focused strategies, programs, and initiatives with the common vision and measures expressed within the London Community Recovery Framework. Recovery and revitalizing our community will require focused work in the years ahead. The Hyde Park BIA looks forward to being invited back to the table as we continue and strengthen the work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Warm Regards,

Donna Szpakowski; CEO & General Manager
The Hyde Park Business Improvement Association

c. Adam Thompson, Manager, Government and External Relations, City of London



September 29, 2021

**London & District
Construction
Association**

331 Aberdeen Drive
London ON Canada
N5V 4S4
Tel. 519.453.5322
Fax. 519.453.5335
info@ldca.on.ca
www.ldca.on.ca

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Past Presidents

- Harry E. Hyatt, 1947
- Herb Cocker, 1948
- Howard L. Hayman, 1949
- William D. Graham, 1950
- Norman A. Putherbough, 1951-53
- Herb Cocker, 1954
- Osman Ellis, 1955
- Len E. Fenn, 1956
- G.W. Benbow, 1957
- Fred C. Ansley, 1958
- C.K. Northey, 1959
- R.F. Harris, 1960
- Robert D. McMurdo, 1961-62
- Charles J. Nolan, 1963-64
- H. Robert Hayman, 1965-66
- William A. McDougall, 1967-68
- John W. Croden, 1968-70
- John A. Whalen, 1970-72
- John A. Macdonald, 1972-73
- D.W. Anthony Evans, 1974-75
- Ernest W. Brinkman, 1976-77
- George O. Hayman, 1978-79
- Ross E. Karlson, 1980-81
- Peter B. Vancook, 1982-83
- Donald F. Dudley, 1985-86
- John W. Tindale, 1986-87
- Ian A. Stone, 1988-89
- Kenneth E. Romanuk, 1990-91
- Frank J. Baratta, 1992-93
- Peter M. Galan, 1994-95
- James A. Coates, 1996-97
- Peter Beerda, 1998-99
- Peter Hayman, 2000-01
- Jerry Fassaert, 2002-03
- Paul Masse, 2004-05
- John Rasenberg, 2006-07
- Brian Waltham, 2008-09
- Al Gordon, 2009-10
- Jim LeBer, 2011-13
- John Harris, 2014-16
- Jim Sheffield, 2016-18
- Rick Krygsman 2018-19
- Brian Hayman 2019-20
- Gerald deVries 2020-21

Mayor Holder,

Please accept this letter as our full endorsement of the London Community Recovery Framework (LCRF) developed by the London Community Recovery Network (LCRN).

The London & District Construction Association (LDCA), representing over 450 companies in the construction industry, is both pleased and honoured to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. LDCA, and LCRN participants, are focused on collective action to realize the best recovery and renewal possible from the COVID-19 pandemic and its consequentially negative impacts.

LDCA is involved in two LCRN collaborative initiatives:

- a) LDCA – LHBA – LCF and LFB are renovating the common client area of the LFB to meet COVID-19 demands and help reduce food insecurity, and
- b) LDCA - LHBA and various employment agencies are implementing an internet centric “So, you want to be a Skilled Tradesperson?” series to provide interactive introductions to the construction skilled trades leading to employment.

The LCRF is our community’s collective expressed intent to emerge stronger and more inclusive from the pandemic. Recovery and renewal for London will require focussed work in the years ahead. As such, LDCA will undertake meaningful actions, individually and collectively with LCRN partners, to align our recovery-focused strategies and initiatives with the vision and measures of the LCRF.

Sincerely,

Mike Carter
Executive Director, LDCA

c. Adam Thompson, Manager, Government and External Relations, City of London



11 Haymarket Place Phone: 519-681-1158
London, ON N6C 3C9 Fax: 519-690-2261
Email: ldhca@rogers.com

October 7, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

The London District Heavy Construction Association (LDHCA) has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

Recovery in the construction sector has been proven by stimulus funding in the last recession to be a positive impact on reducing unemployment rates and providing great returning value back to all levels of government.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, the LDHCA commits to undertaking meaningful actions to align our recovery-focused strategies, program, and initiatives with the common vision and measures expressed within the London Community Recovery Framework. Recovery and renewal for our community will require focussed work in the years ahead. The LDHCA will work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,
Kevin Aarts
President of the LDHCA

c. Adam Thompson, Manager, Government and External Relations, City of London

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN). The London and District Labour Council has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. We at the London and District Labour Council commit to undertaking meaningful actions to align our recovery-focused strategies with the common vision and measures expressed within the London Community Recovery Framework. Recovery for our community will require focussed work in the years ahead. We will continue to work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,

Patti Dalton
London and District Labour Council

c. Adam Thompson, Manager, Government and External Relations, City of London

September 29, 2021

Phone: 519-641-1400

Fax: 519-641-1419

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

342 Commissioners Road, W.
London, Ontario N6J 1Y3

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

The London and St. Thomas Association of REALTORS® (LSTAR) has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, LSTAR commits to undertaking meaningful actions to align our recovery-focused strategies, program, and initiatives with the common vision and measures expressed within the London Community Recovery Framework. Recovery and renewal for our community will require focused work in the years ahead. The London and St. Thomas Association of REALTORS® will work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,



Bill Madder, CRAE (he/him)
CEO

London and St. Thomas Association of REALTORS® (LSTAR)
Phone: 519.641.1400 x 245
Cell: 548-788-5100
342 Commissioners Rd W, London ON N6J 1Y3

c. Adam Thompson, Manager, Government and External Relations, City of London



October 5, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave., P.O. Box 5035
London, ON N6A 4L9

Re: Letter of Commitment for London Community Recovery Framework

Dear Mayor Holder,

On behalf of the London Arts Council, I am writing this letter of endorsement for the London Community Recovery Framework to demonstrate London Arts Council's commitment and support.

As one of the 30 organizations representing artistic, social, economic, and institutional organizations across London, the London Arts Council understands the importance of the London Community Recovery Framework. It will make a positive contribution to the local artistic and cultural community, which was highly impacted during the pandemic. The London Arts Council acknowledges that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

The impact of the COVID-19 Pandemic on the Canadian artistic and cultural community has been devastating. Arts organizations, venues and individual professional artists of London lost their revenue bases. Our community lost live theatre, dance, and music performances. Iconic festivals such as Sunfest and Home County Music & Art have been canceled for two years. Arts organizations and Londoners from across our community lost thousands of hours of volunteer opportunities. Our community lost the benefit of the arts to our physical, mental, and emotional well-being.

The impact on the arts sector in London has in turn affected tourism to our city. Arts organizations such as The Aeolian Hall Performing Arts Centre, the Grand Theatre, London Symphonia, and the above-mentioned festivals for example, are not only supported by audiences comprised of Londoners. London's world-class arts organizations have a significant tourism draw thus their shuttered doors have had a negative affect on the wider tourist industry.

Based on the common vision and measures explained within the framework, the London Arts Council commits to undertaking meaningful actions to align our recovery-focused strategies, programming, and initiatives. We understand that recovery and renewal within our community requires dedicated and focused work for many years to come. As such, London Arts Council is committed to working with the LCRN membership and the broader community to realize the common vision expressed through the London Community Recovery Framework.

Sincerely,

Eunju Yi (she/her)
London Arts Council

c. Adam Thompson, Manager, Government and External Relations, City of London

Eunju Yi (she/her)
Executive Director | London Arts Council
267 Dundas Street, Main floor | London ON | N6A 1H2
519.439.0013 | @LdnArtsCouncil | www.londonarts.ca



October 8, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

The London Chamber of Commerce has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

The Chamber has embarked on a substantial process to overhaul our Strategic Plan. Over the coming months, we will be engaging with members, stakeholders, and community partners to inform our work. In keeping with our commitment through the LCRN, the London Chamber of Commerce will be pursuing a greater role in building a stronger community and ensuring that London's diversity is well represented in our organization.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, the London Chamber of Commerce commits to undertaking meaningful actions to align our recovery-focused strategies, program, and initiatives with the common vision and measures expressed within the London Community Recovery Framework. The London Chamber will work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,

A handwritten signature in black ink, appearing to read "Graham Henderson", is written over a light green leaf graphic.

Graham Henderson
Chief Executive Officer
London Chamber of Commerce

c. Adam Thompson, Manager, Government and External Relations, City of London



LONDON
COMMUNITY
FOUNDATION

ADDRESS

Covent Garden Market
130 King Street
London, Ontario N6A 1C5

PHONE 519.667.1600

FAX 519.667.1615

EMAIL info@lcf.on.ca

WEBSITE www.lcf.on.ca

September 30, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

As a member of the London Community Recovery Network, I am please to endorse the framework that has been developed over the past 18 months by committed members of this group. These last two years have been challenging to say the least, and the negative impact on poverty, employment, affordable housing and mental wellness are unprecedented - all the more reason for this endorsement toward recovery and renewal measures. Change takes time, but **this is the time** we need to act with deliberate action and outcome measures.

London Community Foundation (LCF) recognized in early times of this pandemic, that prompt reaction and sustainable recovery was the only way going forward as a funder and leader in the community. We embraced collaboration and leveraged change.

LCF quickly formed a COVID-19 Response and Recovery Fund and have granted over \$2M to the community in effort to respond to immediate mitigation needs but recognized the long-term need for a continuous and coordinated recovery. This is not going to happen overnight and our community, including Middlesex County, needs a strategic renewal and recovery plan that will benefit everyone.

LCF responded quickly, in collaboration with national funders and donors, to the tragedy that occurred in early June within the Muslim Community – a horrific example of islamophobia and racism. Racism cannot exist in our community, but unfortunately seems to be emerging as a casualty directly related to all of the issues exacerbated by this pandemic.

At the beginning of 2021, we launched a new strategic plan that was built during the first year of the pandemic in 2020. Strategic plans are built multi-year for a reason. You can



LONDON
COMMUNITY
FOUNDATION

ADDRESS

Covent Garden Market
130 King Street
London, Ontario N6A 1C5

PHONE 519.667.1600

FAX 519.667.1615

EMAIL info@lcf.on.ca

WEBSITE www.lcf.on.ca

connect the dots behind you, but looking forward can be challenging. However, there have been trends locally, nationally and indeed internationally, that we reflect upon.

Our strategic plan for 2021-2023 is reflective of the growing needs of our communities. It addresses the need for appropriate affordable housing, mental wellness, diversity that is reflective of our community, equity and anti-racial collaboration and advocacy at all levels.

LCF is proud to be a member of the London Community Recovery Framework and will work within this network and the broader community to embrace and endorse the common vision put forward.

Sincerely,

Martha Powell
President & CEO
London Community Foundation

c. Adam Thompson, Manager, Government and External Relations, City of London



LONDON DEVELOPMENT INSTITUTE

October 1, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Dear Mr. Mayor

Please accept this letter as a full endorsement of the London's Community Recovery Framework as developed by the London Community Recovery Network (LCRN).

LDI was a participant and contributor in the London Community Recovery Network. We believe the collaborative effort of the over 30 community organizations participating in the LCRN will ensure the success of the Framework. We applaud the Framework's scope and ambition in leading London back to the prosperous path it was pursuing prior to the pandemic.

Our industry supports the Framework's recognition and direction in housing affordability and availability as well as employment and labour market participation.

The Framework acknowledges the fundamental need for the supply and suitability of homes that can meet the needs and affordability requirements of London residents. The economic and social recovery of London cannot happen without a stable, reliable, and affordable housing market. We will work with the City and all levels of government in striving to create public policy and programs that will deliver quality and affordable housing options for London.



LONDON DEVELOPMENT INSTITUTE

A recovery is not possible without people having a sustainable job. Our industry was experiencing skilled and unskilled labour shortages prior to the pandemic. The last year and a half have made the situation even more difficult. We are committed to finding a job opportunity for everyone who wants one in our industry. LDI and our members will work with our partners, including those from the LCRN, to create as many employment opportunities as possible

We want to thank the Mayor and Council for the opportunity to participate in the LCRN. We are proud to be part of a City that not just talks about a problem but works to find solutions. We thank you for the opportunity to contribute to the economic and social recovery of our great City.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mike Wallace', written in a cursive style.

Mike Wallace

Executive Director

London Development Institute

c. Adam Thompson, Manager, Government and External Relations, City of London

October 4, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London

Re: London Community Recovery Framework

Mayor Holder,

Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

London Economic Development Corporation has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic. From access to transportation to places of work, childcare and affordable housing, to skills alignment, inclusion and diversity, recovery and renewal for our community will require focussed work in the years ahead.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, LEDC will work with the LCRN membership and the broader community on meaningful actions to align our recovery-focused strategies, program, and initiatives with the common vision and measures expressed within the London Community Recovery Framework.

Sincerely,



Kapil Lakhotia
President

October 4th 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave. P.O. Box 5035, London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

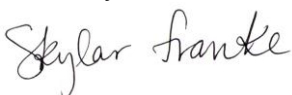
Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

The London Environmental Network has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

The pandemic has delayed many environmental projects and plans, including the City's Climate Emergency Action Plan. While many environmental groups are still operating, it has been at reduced capacity as many of the environmental projects require community participation. We are hoping that the recovery process prioritizes environmental action, as we have until 2030 to drastically reduce our emissions and change our way of life, and every year lost further exacerbates climate change. We look forward to helping make climate action an essential part of the recovery process.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, the London Environmental Network commits to undertaking meaningful actions to align our recovery-focused strategies, program, and initiatives with the common vision and measures expressed within the London Community Recovery Framework. Recovery and renewal for our community will require focussed work in the years ahead. The London Environmental Network will work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,



Skylar Franke
Executive Director, London Environmental Network
c. Adam Thompson, Manager, Government and External Relations, City of London

October 5, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

The London Home Builders' Association has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

Supporting the recovery from Covid-19 is of particular importance to the home building industry as we face the greatest demand ever in our industry's history while we lack the supply to meet it. This is an area we know the City can assist with and we look forward to working together to find solutions. With the City's newly implemented mandatory vaccine policy we look forward to municipal employees returning to City Hall so we can return to in person interactions with city staff.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, the London Home Builders' Association commits to undertaking meaningful actions to align our recovery-focused strategies, program, and initiatives with the common vision and measures expressed within the LCR Framework. The LHBA will work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,



Jared Zaifman
CEO – London Home Builders' Association

c. Adam Thompson, Manager, Government and External Relations, City of London

October 7, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave,
P.O. Box 5035, London, ON, N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

The London & Middlesex Local Immigration Partnership (LMLIP) has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

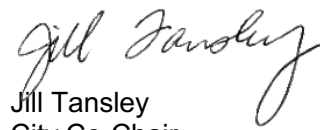
The LMLIP is a community initiative which supports the successful integration of immigrants to the London and Middlesex community. Immigrants are the principal source of population growth in our region. We know that immigrants and newcomers have suffered from the negative impact of the COVID-19 pandemic at a greater level than Canadian-born residents, including around employment. It is important that London and Middlesex be a welcoming community to continue to attract, integrate and retain immigrants and newcomers that recognizes and uses the full talents and skills that bring.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, LMLIP is pleased to continue to support the objectives of the LCRN and to work towards ensuring that our respective goals align with respect to our recovery-focused strategies, programs, and initiatives. Recovery and renewal for our community will require focused work in the years ahead. LMLIP will work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,



Dev Sainani
Community Co-chair



Jill Tansley
City Co-Chair

cc. Adam Thompson, Manager, Government and External Relations, City of London

Co-led by:



Funded by:



Immigration, Refugees
and Citizenship Canada

Financé par :

Immigration, Réfugiés
et Citoyenneté Canada

October 5th, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

The London Region Manufacturing Council has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, the London Region Manufacturing Council commits to undertaking meaningful actions to align our recovery-focused strategies, program, and initiatives with the common vision and measures expressed within the London Community Recovery Framework. Recovery and renewal for our community will require focussed work in the years ahead. The London Region Manufacturing Council will work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,

Jason Bates
GM, London Region Manufacturing Council

c. Adam Thompson, Manager, Government and External Relations, City of London

October 6, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave. P.O. Box 5035
London, ON N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter in support of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

The Middlesex-London Health Unit has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

The Middlesex-London Health Unit is committed to promoting and protecting the health of our community so that all people can reach their potential. The London Community Recovery Framework aligns with this mandate and vision. Since early 2020, while leading the COVID-19 pandemic response in the community, the Middlesex-London Health Unit has also been considering and engaging in planning related to pandemic recovery. Five priority areas for community recovery were [endorsed by the MLHU Board of Health](#) in November 2020, all of which are reflected in the London Community Recovery Framework.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, the Middlesex-London Health Unit commits to undertaking meaningful actions to align our recovery-focused strategies, program, and initiatives with the common vision and measures expressed within the London Community Recovery Framework. Recovery and renewal for our community will require focused work in the years ahead. The Middlesex-London Health Unit will work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Please note that a letter expressing full endorsement of the London Community Recovery Framework will be provided following the October 21st meeting of the Middlesex-London Health Unit Board of Health, pending Board of Health approval. The Health Unit is looking forward to seeing the next steps in this process, including the development of a workplan or workplans, so that the Board of Health can fully assess the implications for Health Unit work, and the degree to which the Health Unit can meet any related commitments.

Sincerely,



Emily Williams, BScN, RN, MBA
Chief Executive Officer (Interim)
Director, Healthy Organization



Chris Mackie, MD, MHSc, CCFP, FRCPC
Medical Officer of Health

c. Adam Thompson, Manager, Government and External Relations, City of London

October 6, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

The N'Amerind Friendship Centre has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, N'Amerind Friendship Centre commits to undertaking meaningful actions to align our recovery-focused strategies, program, and initiatives with the common vision and measures expressed within the London Community Recovery Framework. Recovery and renewal for our community will require focussed work in the years ahead. The N'Amerind Friendship Centre will work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,

Al Day
Executive Director,
N'Amerind Friendship Centre

c. Adam Thompson, Manager, Government and External Relations, City of London



September 29, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

We are pleased to provide this letter in support of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

The London Small Business Centre uniquely serves on the social and economic fronts of community development. The largest segment of our membership is people looking to improve their quality of life. Often these are minority and marginalized populations who feel pushed into self-employment. On the other end of our membership spectrum are employer businesses, many of whom are classified as “main street” businesses. Both these groups have been impacted significantly by Covid. We are pleased that the LCRN has brought over 30 social, economic, and institutional organizations from across London together, and recognizes that the social and economic challenges facing our community are interconnected and require collective and cooperative effort.

The London Community Recovery Framework (LCRF) serves as an expression of our community’s collective intent to emerge stronger and become more inclusive following the pandemic. It will require focused work in the years ahead, and a belief that the vision laid out in the LCRF is achievable. The London Small Business Centre is committed to the vision and will undertake meaningful actions to align our recovery-focused strategies, programs, and initiatives to meet the goals of the London Community Recovery Framework.

Sincerely,

A handwritten signature in black ink that reads "Steve Pellarin".

Steve Pellarin, Executive Director

c. Adam Thompson, Manager, Government and External Relations, City of London

Office of the President
St. Joseph's Health Care London
PO Box 5777, STN B
London, ON N6A 4V2
T: 519 646-6100 ext. 64200
F: 519 646-6054
www.sjhc.london.on.ca

October 5, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave. P.O. Box 5035
London, ON N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

St. Joseph's Health Care London has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, St. Joseph's commits to undertaking meaningful actions to align our recovery-focused strategies, program, and initiatives with the common vision and measures expressed within the London Community Recovery Framework. Recovery and renewal for our community will require focused work in the years ahead. St. Joseph's will work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,



Roy Butler, PhD
President and Chief Executive Officer

c. Adam Thompson, Manager, Government and External Relations, City of London

CARING FOR THE BODY, MIND & SPIRIT SINCE 1869

Renowned for compassionate care, St. Joseph's is one of the best academic health care organizations in Canada dedicated to helping people live to their fullest by minimizing the effects of injury, disease and disability through excellence in care, teaching and research.



sjhc.london.on.ca

October 4, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

TechAlliance of Southwestern Ontario and members of our Board of Directors, representing some of Ontario's most promising startups and fastest growing technology companies, have steadfastly contributed to The Mayor's Economic Impact & Recovery Taskforce, London Community Recovery Network and the LCRN Community Priority Action Tables. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic, and we believe that world-class innovators in London, ON are prepared to do the same.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, TechAlliance will fuel community participation with the launch of London's Innovation Challenge – activating solutions by innovators for London's pandemic challenges including business prosperity and reimagining systems for people.

Aligning with the London Community Recovery Framework, TechAlliance commits to ongoing engagement with the LCRN and the broader community to realize the common vision set out in the framework.

Sincerely,



Christina Fox
Chief Executive Officer
TechAlliance of Southwestern Ontario

c. Adam Thompson, Manager, Government and External Relations, City of London

October 7, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

Tourism London has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

The tourism industry was the hardest hit by the COVID-19 pandemic and will be one of the last to fully recover. Yet already we are starting to see the light at the end of this long, dark tunnel. Hotel occupancy rates are rising, capacity restrictions are easing allowing for the great events that London is known for to take place, and restaurateurs have been able to safely serve folks in our community and region because of implementations such as the vaccine passport. Tourism has been recognized as an economic driver for the City of London and will be a key industry for the city's fulsome recovery. It is because of recovery efforts like the LCRN that we will thrive on the other side of these trying times.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, Tourism London commits to undertaking meaningful actions to align our recovery-focused strategies, program and initiatives with the common vision and measures expressed within the London Community Recovery Framework. Recovery and renewal for our community will require focused work in the years ahead. Tourism London will work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,



Cheryl Finn
General Manager
Tourism London

c. Adam Thompson, Manager, Government and External Relations, City of London



Mayor Ed Holder, Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON N6A 4L9

1 October 2021

Re: London Community Recovery Framework

Dear Mayor Holder:

Please accept this letter as a full endorsement by United Way Elgin Middlesex of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

As we plan London's recovery from the COVID-19 pandemic, we must address deepening poverty and the systemic inequities, racism and discrimination that keep opportunity and success from equity-seeking people in our community. Many Londoners have lost their jobs. Those working essential jobs are at an increased risk of infection—with many of those same workers lacking access to paid sick leave. Food insecurity continues to rise, and the housing crisis is getting worse. Social isolation has increased the severity and intensity of gender-based violence. United Way Elgin Middlesex is working to ensure a fair and equitable recovery through funding for social services, advocacy and collaborating with community partners on recovery initiatives.

United Way Elgin Middlesex commits to undertaking meaningful actions to align our upcoming 2022-2025 strategic plan and other recovery-focused strategies and initiatives with the shared vision and measures expressed within the London Community Recovery Framework. Recovery and renewal for our community will require focussed collaborative work in the years ahead. United Way Elgin Middlesex commits to working with the LCRN membership and the broader community to realize the common vision of emerging from the COVID-19 pandemic as a stronger and more inclusive community.

United Way Elgin Middlesex has been pleased to participate as a member of the LCRN and work with more than 30 local organizations representing the social and economic sectors work in London. We look forward to our continued work together to implement the LCRN Framework and achieve recovery and renewal from the COVID-19 pandemic.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kelly Ziegner", written over a light blue horizontal line.

Kelly Ziegner, President & CEO
United Way Elgin Middlesex

cc: Adam Thompson, Manager, Government and External Relations, City of London
Eric Mallory, Chair, Board of Directors, United Way Elgin Middlesex

United Way Elgin Middlesex
unitedwayem.ca | uw@unitedwayem.ca
409 King Street
London ON N6B 1S5
Ph: 519 438 1721



October 4th 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave. P.O. Box 5035, London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

The Urban League of London has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

The pandemic has greatly impacted our communities across the city. At the beginning of the pandemic, the League assisted our members in setting up Neighbourhood Pods, which were groups of neighbours willing to pitch in and help out their neighbours in various ways (like going to the grocery store). These Pods were based on the concept of mutual aid networks, which are where individuals help one another in the spirit of altruism. Neighbours ventured outside more often and we heard from the community that natural areas like parks became a sought after resource. In many ways, the pandemic shone a light on existing issues, but also offered an opportunity for neighbours to get to know their community and neighbourhood.

We know that before the pandemic, resources were distributed unequally across our city. Access to affordable and quick transit, access to parks and trails for walking and green space for those in high-rise developments are all resources that we heard were needed from the community. We also know that those without a home, without neighbours, were the hardest hit during the pandemic, and applaud the efforts of local agencies and the City to address the housing and opioid crisis with new innovative solutions. We were happy to see washroom and water access prioritized in the roundtables. All residents of London should live within a community of neighbours and have access to the resources they need to thrive.

We are eager to continue to support the community and the city in the recovery process, encouraging the building of complete neighbourhoods. As well as supporting the implementation of the London Plan to develop inwards and upwards while still providing equitable access to community resources.



The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, the Urban League of London commits to undertaking meaningful actions to align our recovery-focused strategies, program, and initiatives with the common vision and measures expressed within the London Community Recovery Framework. Recovery and renewal for our community will require focussed work in the years ahead. The London Environmental Network will work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,

A handwritten signature in black ink that reads "Skylar Franke".

Skylar Franke
President, Urban League of London
c. Adam Thompson, Manager, Government and External Relations, City of London

October 6, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

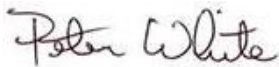
Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

Western University has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

Western university recently released its 2021 Strategic Plan with bold initiatives designed to foster a more prosperous community. Western is committed to serving the public good through investments in world leading research, infrastructure, and community building. The university has significant infrastructure projects underway that will positively impact economic growth within the city. And its investments in research and infrastructure will allow Western to continue to increase enrollment and attract more international students. Western has strategic growth targets underway that will provide ongoing economic impact in London. The university is pleased to continue this important work with the LCRN.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, Western commits to undertaking meaningful actions to align our recovery-focused strategies, program, and initiatives with the common vision and measures expressed within the London Community Recovery Framework. Recovery and renewal for our community will require focussed work in the years ahead. Western will work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,



Peter White
Executive Director, Government Relations & Strategic Partnerships
Western University
1151 Richmond St
London, ON N6A 3K7

c. Adam Thompson, Manager, Government and External Relations, City of London

6 October, 2021

Mayor Ed Holder
Chair, London Community Recovery Network
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: London Community Recovery Framework - Letter of Commitment

Mayor Holder,

Please accept this letter as a full endorsement of the London Community Recovery Framework developed by the London Community Recovery Network (LCRN).

Young London has been pleased to participate as a member of the LCRN. The LCRN brings together over 30 organizations representing social, economic, and institutional organizations from across London. We acknowledge that we must continue to work together to realize recovery and renewal from the COVID-19 pandemic.

As an organization, we strive to support young people to participate in all levels of leadership. Our involvement in the LCRN ensures young voices have a seat at the table throughout our shared work towards recovery. Many of the focus areas in the framework reflect the issues we hear young Londoners are passionate about and hope to see action on at neighbourhood, community, and city level. We are particularly excited to leverage our experience in supporting educational attainment, community engagement and belonging, and the anti-racism and anti-oppression focus areas of the framework.

The London Community Recovery Framework serves as an expression of our community's collective intent to emerge stronger and more inclusive from the pandemic. As such, we commit to undertaking meaningful actions to align our recovery-focused strategies, program, and initiatives with the common vision and measures expressed within the London Community Recovery Framework. Recovery and renewal for our community will require focused work in the years ahead. Young London will work with the LCRN membership and the broader community to realize the common vision set out in the London Community Recovery Framework.

Sincerely,

Jayne Archibald (they/she)
Executive Director, Young London
201 King St. London ON N6A 1C9
519.868.6369

c. Adam Thompson, Manager, Government and External Relations, City of London