London Community Recovery Network

LAYING THE FOUNDATION:

Ideas for Action to Power London's Community Recovery from COVID-19



London CANADA

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Outline

London Community Recovery Network Report

1. Message from Mayor Holder
2. Community Context
3. Our Approach
4. Network Ideas for Action
5. Future Focus
6. Partners of the London Community Recovery Network
7. Annex A – Summaries of Ideas Developed by the London Community Recovery Network

1. Message from Mayor Holder

When the COVID-19 pandemic first hit London, we initially responded by forming the Mayor's Economic and Social Impact and Recovery Task Forces. This was a first step in responding to the urgent needs of Londoners.

Building on this important relief work, City Council unanimously approved the creation of the London Community Recovery Network as a driver of London's recovery from COVID-19. The Network brought together leaders from 35 organizations and associations representing business, industry, non-profits, academia, and communities that have experienced disproportionate impacts from COVID-19. Together, network members have identified and advanced initiatives to power a strong and inclusive recovery, and to help build a resilient and equitable future for London.

This report summarizes the Network's initial 70 Ideas for Action. These initiatives were identified through engagement with members' contacts and communities and prioritized through substantial discussion and analysis. The result is a list of initiatives that can be implemented quickly to drive economic and social recovery from COVID-19, built on a diversity of talents, experiences, and perspectives from across London.

This is an important first milestone, but it is simply that - the first. As Network members continue to leverage data, work together, and increase their understanding of the impacts of COVID-19, the approach will transition to collective planning and execution of deep, impactful strategies to cement London's recovery and resiliency in the longer term.

The London Community Recovery Network is one component of a broader community effort to recovery from COVID-19. Members recognize and support parallel efforts underway from champions across all sectors of the economy and community, including business re-openings, homelessness, transportation and mobility, equity and inclusion, education and childcare, sustainability, and long-term economic and workforce development.

The collective efforts of the Network, and of those organizations and individuals working tirelessly to create a strong, resilient and equitable London, are the keys to our community recovery

I am both grateful for the commitment of our community leaders and proud of the work that has been completed by the London Community Recovery Network thus far.



Mayor Ed Holder

2. Community Context

COVID-19 has had significant impacts on the economic and social health of London and the wider region. The true depths of these impacts of COVID-19 are revealed in the individual stories of Londoners – our friends, our neighbours, our colleagues – but statistics are also illustrative of the challenges before us:

- At its worst, roughly 30,000 jobs in the London Census Metropolitan Area were lost during the onset of the pandemic; nearly one in four jobs of those jobs have not come back (source: Statistics Canada)
- 60% of accommodation and food service businesses could begin to fail in the coming months (source: Canadian Chamber of Commerce)
- Vacancy rates for London hotels and motels have dropped by nearly one-quarter in 2020, with revenue per room declining by nearly 50% (source: Ontario Restaurant Hotel and Motel Association)
- 1 in 5 non-profits in Ontario could be forced to shut down by end of 2020 (source: Ontario Non-profit Network)
- 32.4% of COVID-19 cases were among individuals identifying as visible minorities, which represent 17% of the overall population in Middlesex and London (source: Middlesex-London Health Unit)
- Office vacancy rates are expected to increase in the months ahead as office tenants re-evaluate their space needs as COVID shifts workplace expectations
- Housing availability and affordability – a community-wide challenge prior to COVID-19 – has grown more acute; availability for one-bedroom residential rentals remains under 1% across the city, with the availability for all types of rental units hovering around 1.8% (source: City of London)
- Transit ridership on weekday conventional and specialized routes was down over 60% in October 2020 relative to normal usage (source: London Transit Commission)

As London continues to grapple with the unprecedented challenges of COVID-19, we recognize that rebuilding and revitalizing London will necessitate an equally unprecedented response. The Ideas for Action laid out in this report represent the first step in laying the foundations for a strong, fast, and inclusive recovery for our community.

3. Our Approach

The London Community Recovery Network launched with a kick-off meeting chaired by Mayor Ed Holder on September 9, 2020. At that inaugural meeting, Network members discussed and built consensus around an initial set of community recovery priorities. Members discussed the challenges they were seeing because of COVID-19, and what they hoped to achieve through the Network process. The Network established six Priority Action Tables to help focus discussions and idea generation around major themes of community recovery identified at the kick-off meeting.



Key Milestones

Steps	Outcome	Timetable
Kick-Off Meeting of the London Community Recovery Network	Identified interim priorities to guide the first phase of the Network's activities	**September 9, 2020**
Develop Priority Action Tables	Network members consulted broadly to identify community members to populate Priority Action Tables	**September 2020**
Priority Action Table Meetings #1: Objective setting and preparations	Using the network identified priorities, developed a community-driven extended outreach process to identify recovery ideas	**October 21-23, 2020**
Extended Outreach	Implemented extended outreach process with stakeholders and networks in the community generate recovery ideas	**October 26 – November 13, 2020**
Priority Action Table Meetings #2: Reviewing Recovery Ideas	Reviewed and prioritized recovery ideas gathered by members and sent to the London Community Recovery Network	**Week of November 16, 2020**
London Community Recovery Network Meeting	Reviewed the recovery ideas from the tables in light of the Network's guiding principles and endorsed list of Ideas for Action	**November 26, 2020**
Report to City Council's Strategic Priorities and Policy Committee (SPPC)	Report prepared to identify Ideas for Action calling on the City of London to partner in implementation	**December 16, 2020**
Continued work to develop our longer-term community recovery plan	The Network's efforts to identify recovery ideas will continue into the new year Additional planning and action will also be undertaken to begin the development of a community recovery plan for London	**January 2021 onward**

The Priority Action Tables undertook extended outreach from October 26 – November 13, 2020 with their networks and communities to solicit ideas to power London's community recovery and lay the foundation for a strong long term recovery in London.

During the week of November 16, 2020, Priority Action Tables met again to review the recovery ideas identified through the extended outreach efforts. Table members reviewed ideas focusing on:

- **Immediacy –** How quickly can ideas be turned into action?
- **Feasibility –** How simple is the idea to implement and do resources exist to implement it?
- **Impact –** What is the level of impact of the idea on our community and to whom?

Each Priority Action Table brought rich understanding and expertise of the issues in the London as well as energy to begin the process of developing ideas for community recovery in London.

Throughout the process, the Network sought to focus on people who have been disproportionately affected by the COVID-19 pandemic. Groups identified as especially vulnerable in this time include, but are not limited to:

- Indigenous Peoples
- Women
- Racialized peoples – Black, Indigenous, People of Colour (BIPOC)
- People living with low income
- LGBTQ2S+
- Persons with disabilities
- Older adults

The Network roots its work in guiding principles. As future phases of the Network's activities unfold, these guiding principles will continue to serve as its foundation:

- **Collaboration and Coordination**
  A thriving economy and a supportive community are essential for London's wellbeing. These components are critical for businesses, organizations and all Londoners, including our most vulnerable communities. The Network's aim is to enhance ongoing efforts across the city through collaboration. As we undertake our work, we will strive to identify initiatives that bring organizations together to tackle community challenges.

- **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. Network members will work to recognize both short-term needs as well as longer-term opportunities throughout the course of our work.

- **Equity and Inclusion**
  Our community recovery efforts must recognize the disproportionate effects COVID-19 has had on vulnerable and marginalized communities. As Network members identify ideas or initiatives, we must recognize that all Londoners are active and deserving participants in London's community recovery.

- **Sustainability – Climate Change**
  The climate emergency has not disappeared due to COVID-19. As Network members identify ideas and initiatives, we must evaluate the desired outcomes in relation to their potential impact on London's combined efforts to respond to climate change.

4. Network Ideas for Action

The London Community Recovery Network and the community partners set out in our first phase of work to identify short term Ideas for Action that could lay the foundation for a strong, deep and inclusive recovery for our community. The Network considered short term in the context of ideas that could be implemented within three months or less to address the immediate needs of Londoners. These ideas that follow have been identified by organizations and individuals across London.

The community has identified 70 Ideas for Action that can be implemented by the City of London, other orders of government, and the community in the list that follows. Each idea has been assessed by the speed at which the idea can move forward, the availability of resources across the community to take meaningful action, and the impact the idea will have within and across London's diverse communities. For this phase of the Network's efforts, particular focus was placed on ideas that could be implemented in the short term. Ideas for Action have been grouped into community themes, in recognition of the synergies that exist between them.

The Network has committed to a series of guiding principles to inform and help navigate our process. The Network recognizes that community recovery will require focused effort to impact London's economic and social environment. Improving one aspect of recovery will bolster recovery of the other.

The Network recognizes that COVID-19 has had disproportionate effects on vulnerable and marginalized communities. Each idea has been assessed for its merits both on its ability to promote equity and inclusion as well as its ability to address climate change realities in our community. This work was undertaken in partnership with community volunteers and City of London staff. As governments and the community move to implementation of these ideas, additional work must be undertaken to further explore these aspects to drive a community recovery for all.

The Ideas for Action follow. Additional detail on each idea can be found in Annex A. This includes the descriptions submitted by the community as well as the results from the informal equity and inclusion and climate change/sustainability screens.

Ideas for Action Reference Table

Community Recovery Theme	Page Number
Explore, Support, and Buy Local	11
Short Term Ideas for the City of London	11
Ideas for the Community and the Longer-Term	13
Core Area & Infrastructure	15
Short Term Ideas for the City of London	15
Ideas for the Community and the Longer-Term	17
Business and Employment	19
Short Term Ideas for the City of London	19
Ideas for the Community and the Longer-Term	21
Housing, Health and Social Supports	24
Short Term Ideas for the City of London	24
Ideas for the Community and the Longer-Term	26
Supporting Arts, Culture, Tourism, and Hospitality Industries	27
Short Term Ideas for the City of London	27
Ideas for the Community and the Longer-Term	29



Explore, Support, and Buy Local – Short Term Ideas for the City of London

Support local businesses through outdoor shopping events and promotions – Short term

#	Short Title of Idea	Lead Partners	Timeframe
1.1	Christmas (Holiday) Market	Tourism London; Culture Office; Western Fair District	Short
1.2	Sidewalk Sales	City of London	Short

Links to Other Themes
Core Area & Infrastructure
Supporting Arts, Culture, Tourism and Hospitality Industries
Business and Employment

Investigate the use of space to promote local businesses

#	Short Title of Idea	Lead Partners	Timeframe
1.3	A Break in the Clouds	City of London; BIAs; Chamber of Commerce; Post-secondary	Short
1.4	Community/business use of municipal parking lots	City of London	Short

Links to Other Themes
Supporting Arts, Culture, Tourism and Hospitality Industries
Business and Employment

Promote local restaurants

#	Short Title of Idea	Lead Partners	Timeframe
1.5	Restaurant Patios	City of London	Short

Links to Other Themes
Core Area & Infrastructure
Supporting Arts, Culture, Tourism and Hospitality Industries
Business and Employment

Connect the community to local businesses

#	Short Title of Idea	Lead Partners	Timeframe
1.6	London Getaway Packages	Tourism London; BIAs	Short
1.7	Buying Local for the Holidays	Tourism London	Short
1.8	Instagram takeovers in support of local businesses	City of London; Chamber of Commerce; TechAlliance	Short

Links to Other Themes
Core Area & Infrastructure
Supporting Arts, Culture, Tourism and Hospitality Industries
Business and Employment

Explore, Support, and Buy Local – Ideas for the Community and the Longer-Term

Support local businesses through outdoor shopping events and promotions

#	Short Title of Idea	Lead Partners	Timeframe
1.9	London Winter Weekends	BIAs	Medium
1.10	Holiday Artisan Craft Show	TBD – Private Sector	Medium
1.11	Travel Downtown London	Downtown London; Artistic Spa	Medium

Links to Other Themes
Core Area & Infrastructure
Supporting Arts, Culture, Tourism and Hospitality Industries
Business and Employment
Housing, Health, and Social Supports

Investigate the use of space to promote local businesses

#	Short Title of Idea	Lead Partners	Timeframe
1.12	Why London restaurants need local food delivery alternatives	OEV BIA; City of London	Medium
1.13	Restaurant passport promotion	TBD – Food sector	Short
1.14	Indi-Eats – London's own food service delivery app	OEV BIA	Medium

Links to Other Themes
Core Area & Infrastructure
Supporting Arts, Culture, Tourism and Hospitality Industries
Business and Employment

Connect the community to local businesses

#	Short Title of Idea	Lead Partners	Timeframe
1.15	The London Trail	BIAs	Short
1.16	A Helping Hand for Hospitality	TBD – Private Sector	Short
1.17	Local London website	TBD – Private Sector	Medium

Links to Other Themes
Core Area & Infrastructure
Supporting Arts, Culture, Tourism and Hospitality Industries
Business and Employment



Core Area & Infrastructure – Short Term Ideas for the City of London

Focus on bringing people to the downtown and core areas

#	Short Title of Idea	Lead Partners	Timeframe
2.1	Focus on actions that get people moving around the core	City of London; Tourism London; Downtown London	Short

Links to Other Themes
Business and Employment
Housing, Health, and Social Supports

Innovate transportation

#	Short Title of Idea	Lead Partners	Timeframe
2.2	Bike and Scooter Share	City of London	Short
2.3	Downtown recovery – free transit access to the downtown	London Transit Commission	Short

Links to Other Themes
Business and Employment
Housing, Health, and Social Supports

Beautify and improve public spaces, core area buildings, and homes

#	Short Title of Idea	Lead Partners	Timeframe
2.4	Create a regional holiday destination downtown	Tourism London; BIAs	Short
2.5	Increase grant funding/Building Code for façade upgrade	City of London	Short

Links to Other Themes
Supporting Arts, Culture, Tourism and Hospitality Industries
Business and Employment
Housing, Health, and Social Supports
Explore, Support, and Buy Local

Develop and enhance strategies to engage the core

#	Short Title of Idea	Lead Partners	Timeframe
2.6	Appoint a downtown lead at City Hall	City of London	Short
2.7	Create a business concierge service	City of London	Short
2.8	Create a core area champion at senior level	City of London	Short
2.9	Create an integrated economic development blueprint	City of London	Short

Links to Other Themes
Business and Employment
Explore, Support, and Buy Local

Core Area & Infrastructure – Ideas for the Community and the Longer-Term

Beautify and improve public spaces, core area buildings, and homes

#	Short Title of Idea	Lead Partners	Timeframe
2.10	Local Improvement Charge for Retrofits	City of London; Federal government; Provincial government	Medium
2.11	Improving Curb Appeal/Beautification	City of London	Medium

Links to Other Themes
Supporting Arts, Culture, Tourism and Hospitality Industries
Core Area & Infrastructure
Business and Employment
Explore, Support, and Buy Local

Develop and enhance strategies to engage the core

#	Short Title of Idea	Lead Partners	Timeframe
2.12	Branding and storytelling for downtown and core area	City of London; Tourism London	Medium

Links to Other Themes
Supporting Arts, Culture, Tourism and Hospitality Industries
Core Area & Infrastructure
Explore, Support, and Buy Local



Business and Employment – Short Term Ideas for the City of London

Match employers with jobseekers

#	Short Title of Idea	Lead Partners	Timeframe
3.1	Employer One Survey	Workforce Planning Board	Short

Links to Other Themes
Explore, Support, and Buy Local

Provide training and opportunities for jobseekers

#	Short Title of Idea	Lead Partners	Timeframe
3.2	Self-employment exploration training for unemployed	City of London/Small Business Centre	Short

Links to Other Themes
Explore, Support, and Buy Local

Develop centralized strategies for procurement of goods and resources

#	Short Title of Idea	Lead Partners	Timeframe
3.3	Group buying to lower costs of PPE	TBD – Public/Private Sector	Short

Links to Other Themes
Explore, Support, and Buy Local
Core Area & Infrastructure

Make available access to funding, grants, and market data to support local businesses

#	Short Title of Idea	Lead Partners	Timeframe
3.4	Creating a government funding data bank	City of London; post-secondary	Short
3.5	Provide better market data to attract new businesses	City of London; LEDC; BIAs	Short

Links to Other Themes
Explore, Support, and Buy Local
Core Area & Infrastructure

Business and Employment – Ideas for the Community and the Longer-Term

Match employers with jobseekers

#	Short Title of Idea	Lead Partners	Timeframe
3.6	The Job Developers Network (JDN)	JDN Members	Medium

Links to Other Themes
Explore, Support, and Buy Local

Initiate childcare solutions

#	Short Title of Idea	Lead Partners	Timeframe
3.7	Childcare and summer day camps	LCCN	Medium
3.8	Recruitment of RECEs during COVID-19	LCCN	Short
3.9	Connecting businesses with licensed child care	LCCN	Short
3.10	Inter-ministerial resource team for licensed child care	LCCN	Short

Links to Other Themes
Housing, Health, and Social Supports

Provide training and opportunities for jobseekers

#	Short Title of Idea	Lead Partners	Timeframe
3.11	Short term skills development	Employment agencies	Short
3.12	Goodwill Industries – circular economy work platform	Goodwill	Short

Links to Other Themes
Explore, Support, and Buy Local
Core Area & Infrastructure, Housing, Health, and Social Supports

Develop centralized strategies for procurement of goods and resources

#	Short Title of Idea	Lead Partners	Timeframe
3.13	Central resources for small business procurement	City of London; Chamber of Commerce	Short
3.14	London food procurement policy for city contracts	City of London	Medium

Links to Other Themes
Explore, Support, and Buy Local
Core Area & Infrastructure, Housing, Health, and Social Supports

Make available access to funding, grants, and market data to support local businesses

#	Short Title of Idea	Lead Partners	Timeframe
3.15	Investment in ventures with innovative solutions	TechAlliance	Short
3.16	Social housing retrofits program	Federal government	Long

Links to Other Themes
Explore, Support, and Buy Local
Supporting Arts, Culture Tourism and Hospitality Industries

Laying the foundations of a green recovery

#	Short Title of Idea	Lead Partners	Timeframe
3.17	Green canopy investments in the core	City of London; BIAs	Medium

Links to Other Themes
Supporting Arts, Culture, Tourism and Hospitality Industries
Core Area & Infrastructure



Housing, Health, and Social Supports – Short Term Ideas for the City of London

Address food insecurity

#	Short Title of Idea	Lead Partners	Timeframe
4.1	Increase focus on addressing food insecurity	City of London; Food Policy Council; London Community Resource Council	Short

Links to Other Themes
Explore, Support, and Buy Local
Business and Employment

Provide relief through vital services

#	Short Title of Idea	Lead Partners	Timeframe
4.2	Emergency shelter programs	City of London; London Community Foundation; United Way	Short
4.3	Emergency food distribution	London Community Foundation; United Way	Short
4.4	Public toilets and sanitation	City of London	Short

Links to Other Themes
Business and Employment
Core Area & Infrastructure

Address housing and homelessness crisis

#	Short Title of Idea	Lead Partners	Timeframe
4.5	Urgent housing for vulnerable Londoners	City of London; TBD – development community	Short
4.6	Fast-tracking the creation of core area housing	City of London; TBD – community developers; Not-for-profit housing organizations	Short

Links to Other Themes
Business and Employment
Core Area & Infrastructure

Strengthen mental health supports and promote good mental health

#	Short Title of Idea	Lead Partners	Timeframe
4.7	Support for a National Child Care Framework	City of London; Federal government	Short

Links to Other Themes
Business and Employment

Housing, Health, and Social Supports – Ideas for the Community and the Longer-Term

Address food insecurity

#	Short Title of Idea	Lead Partners	Timeframe
4.8	Urban farms	City of London; Urban Roots London	Medium

Links to Other Themes
Business and Employment

Strengthen mental health supports and promote good mental health

#	Short Title of Idea	Lead Partners	Timeframe
4.9	Increased funding for mental health phone and virtual supports	Provincial government	Short

Links to Other Themes
Business and Employment



Supporting Arts, Culture, Tourism and Hospitality Industries – Short Term Ideas for the City of London

Create spaces and events for live music

#	Short Title of Idea	Lead Partners	Timeframe
5.1	Revive: Live Concert Series program	London Arts Council; London Music Office	Short
5.2	Outdoor concerts	TBD – private sector	Short

Links to Other Themes
Core Area & Infrastructure
Explore, Support, and Buy Local
Business and Employment

Host outdoor arts and culture events

#	Short Title of Idea	Lead Partners	Timeframe
5.3	Interactive distanced festivals and events	Exar Studios	Short
5.4	City of Lights: public art projection program	London Arts Council	Short

Links to Other Themes
Core Area & Infrastructure
Explore, Support, and Buy Local, Business and Employment

Promote mural art in core area and support through grants

#	Short Title of Idea	Lead Partners	Timeframe
5.5	London Mural and Art Walk	Tourism London; BIAs	Short
5.6	Mural façade grant	City of London	Short

Links to Other Themes
Explore, Support, and Buy Local
Core Area & Infrastructure

Begin developing strategies for tourism and place activations

#	Short Title of Idea	Lead Partners	Timeframe
5.7	Strategic approach to events, activations, placemaking	City of London; Tourism London; TBD – private festival organizers	Short

Links to Other Themes
Core Area & Infrastructure
Business and Employment

Connect art and culture virtually

#	Short Title of Idea	Lead Partners	Timeframe
5.8	Develop an app with augmented reality for scavenger hunts	TBD – Private Sector	Short

Links to Other Themes
Explore, Support, and Buy Local
Core Area & Infrastructure

Supporting Arts, Culture, Tourism and Hospitality Industries – Ideas for the Community and the Longer-Term

Create spaces and events for live music

#	Short Title of Idea	Lead Partners	Timeframe
5.9	Venue Music Fest	Budweiser Gardens; London Music Hall	Medium

Links to Other Themes
Explore, Support, and Buy Local
Core Area & Infrastructure
Business and Employment

Partner musical performances with other businesses

#	Short Title of Idea	Lead Partners	Timeframe
5.10	The London Musical Walk tour	BIAs; London Music Office	Short
5.11	Partnering concerts with restaurants and organizations	TBD – private sector; London Symphony	Short

Links to Other Themes
Explore, Support, and Buy Local
Core Area & Infrastructure
Business and Employment

Host outdoor arts and culture events

#	Short Title of Idea	Lead Partners	Timeframe
5.12	Bringing more arts and culture to London	London Arts Council	Long
5.13	Holiday Market Installations	Downtown London	Short

Links to Other Themes
Explore, Support, and Buy Local
Core Area & Infrastructure
Business and Employment

Begin developing strategies for tourism and place activations

#	Short Title of Idea	Lead Partners	Timeframe
5.14	Create a tourism destination plan for downtown London	City of London; Downtown London; Heritage Council; Tourism London	Medium

Links to Other Themes
Explore, Support, and Buy Local
Core Area & Infrastructure
Business and Employment

Connect art and culture virtually

#	Short Title of Idea	Lead Partners	Timeframe
5.15	Virtual tours and dollars program	BIAs	Medium

Links to Other Themes
Explore, Support, and Buy Local
Core Area & Infrastructure
Business and Employment

5. Future Focus

This report – and the ideas for immediate action within it – represent the first phase of the London Community Recovery Network. We know the road to recovery is long, and one we must travel together. In 2021, Network members will reconvene to drive London's recovery on two fronts; first, we will prioritize the development and execution of detailed, achievable implementation plans for the ideas in this report, because until they are implemented, they represent on a promise, not a change for those who need it most. Second, we will begin charting the course for London's longer-term recovery from the COVID-19 crisis. We will think and act strategically to establish the underpinnings of a long-term community recovery. Ultimately, or work will envision how London can thrive in the context of the "next normal," and chart a path to achieve it.

Our work will require significant effort from the community. Diverse perspectives from across London will be instrumental in realizing our vision of a strong, prosperous and inclusive London. The Network embarked on its work under the shared understanding that community recovery will take an entire community to achieve. This central idea will be at the heart of the next phase of our work.

6. Partners of the London Community Recovery Network

The London Community Recovery Network recognizes the contributions and dedication of so many Londoners who provided insights, advice and perspectives to develop this initial list of short term Ideas for Action. We thank Members of Council, London area MPs and MPPs, and the over 100 members of the Priority Action Tables for devoting time during these uncertain times.

Organization	Name and Title
Black London Network	Alexandra Kane, Founding Member
Centre for Research on Health Equity and Social Inclusion (Western)	Debbie Rudman, Professor
Centre for Research on Health Equity and Social Inclusion (Western)	James Shelley, Coordinator
Downtown London	Barbara Maly, Executive Director
Elgin Middlesex Oxford Workforce Development and Planning Board	Debra Mountenay, Executive Director
Employment Sector Council	Carol Stewart, Project Manager
Employment Sector Council	Jennifer Hollis, Co-Chair
Fanshawe College	Anne Marie DeCicco-Best, Executive Advisor Government Relations
London and District Construction Association	Mike Carter, Executive Director
London and District Heavy Construction Association	Larry Taylor, Member
London and District Labour Council	Patti Dalton, President
London and District Labour Council	Steve Holmes, Member
London Arts Council	Andrea Hibbert, Executive Director
London Chamber of Commerce	Gerry Macartney, CEO
London Chamber of Commerce	Vijai Lakshmikanthan, President

Organization	Name and Title
London Community Foundation	Lori Runciman, Director, Grants and Community Initiatives
London Development Institute	Mike Wallace, Executive Director
London Economic Development Corporation	Kapil Lakhotia, President and CEO
London Economic Development Corporation	Robert Collins, Director, Workforce Development
London Environmental Network	Skylar Franke, Executive Director
London Faith Groups	The Rev'd Canon Dr. Kevin George, Rector
London Food Bank	Glen Pearson, Co-Executive Director
London Health Sciences Centre	Dr. Paul Woods, President and CEO
London Health Sciences Centre	Jill Sangha, Director, Health Equity
London Home Builders' Association	Dave Stimac, President
London Homebuilders' Association	Lois Langdon, Executive Director
London Middlesex Local Immigration Partnership	Dr. Dev Sainani, CEO and Chair
London Poverty Research Centre (King's)	Sue Wilson, Chair
London Region Manufacturing Council	Jason Bates, General Manager
Middlesex London Health Unit	Dr. Christopher Mackie, Medical Officer of Health
Middlesex London Health Unit	Heather Lokko, Chief Nursing Officer
N'Amerind Friendship Centre	Al Day, Executive Director
N'Amerind Friendship Centre	Brian Hill, President
Pillar Nonprofit Network	Dharshi Lacey, Director, Diversity and Governance
Pillar Nonprofit Network	Nicole Spriet, Board Member
Small Business Centre	Mike Sherlock, President
Small Business Centre	Steve Pellarin, Executive Director
St. Joseph's Health Care London	Dr. Gillian Kernaghan, President and CEO

Organization	Name and Title
St. Joseph's Health Care London	Roy Butler, Vice President, Patient Care and Risk Management
TechAlliance	Christina Fox, Board Member
TechAlliance	Keith Murray, Chair
Tourism London	Bob Usher, President
Tourism London	Cheryl Finn, General Manager
United Way Elgin Middlesex	Kelly Ziegner, President and CEO
United Way Elgin Middlesex	Sara Middleton, Director, Community Impact
Urban League of London	Shawna Lewkowitz, President
Western University	Peter White, Executive Director, Government Relations Strategic Partnerships
Young London	Jayme Archibald, Executive Director

Annex A - Summaries of Ideas Developed by the London Community Recovery Network

Legend of color codes

Categories in the Equity and Inclusion Consideration

Green	Idea represents potential for clear positive equity and inclusion impacts within and across the community
Yellow	Idea requires additional development during design and implementation to present positive equity and inclusion impacts
Red	Idea presents risk or potential for negative equity and inclusion impacts
Grey	Not enough information to assess

Categories in the Climate Change/Sustainability Consideration

Green	Positive impacts on GHG emission reductions
Yellow	Neutral effects on GHG emission reductions
Red	Negative effects on GHG emission reductions
Blue	Unrated - idea cannot be rated
Grey	Not enough information to assess



Explore, Support, and Buy Local

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
1.1	Christmas (Holiday) Market	Local populations could be encouraged to both visit and spend at a local Christmas Market. This concept has been demonstrated in other Christmas markets in the region. It could feature local, regional and provincial craft and holiday artisans. With London becoming a larger centre in Southwestern Ontario - this could become an attraction for others in smaller communities that may/will travel to London.	Grey	Green
1.2	Sidewalk Sales	Update the Streets Bylaw and any bylaws governing public parking lots to pre-approve and streamline the process for private businesses to quickly set-up sidewalk sales on public land.	Green	Yellow
1.3	A Break in the Clouds	2020 has left many feeling hopeless, yet as the weather warmed it became evident that patios and outdoor dining were a silver lining in the bleak periods of this pandemic. Research from the Food Retail Environment Study for Health and Economic Resiliency (FRESHER), a collaboration led by the Human Environments Analysis Lab at Western University, found that establishments that had a patio or the capacity to set one up, were more likely to remain operational through the last several months (fresher.theheal.ca). Many municipalities, including London have taken supportive action by extending patio expiry dates, approving temporary expansions, and approving the use of non-traditional space such as parking lots and vacant lots. These measures had immediate impact on businesses that were attempting to pay the bills with delivery and takeout only. The City needs to work closely with businesses, BIAs, and community members to formulate an action plan on long-term patio spaces in the City. This could include exploring the use of underutilized municipal parking lots as patio spaces, establishing	Green	Yellow

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		financial supports and incentives to create and expand patios, altering bylaws and policies to better support year-round patios, implementing permanent boulevard dining on main streets, and supporting outdoor events showcasing local eateries and breweries in large outdoor spaces.		
1.4	Community/business use of municipal parking lots	Develop a process for individual businesses, community groups and/or business associations to use portions of municipal parking lots for smaller market events without larger special events process. This may particularly help businesses during construction closures in front of their shops when they cannot host sidewalk sales or have limited public access.	Green	Yellow
1.5	Restaurant Patios	Allowing for restaurants to expand patios, as we did this past summer, by implementing necessary changes to current bylaws- capacity bylaw and parking minimum bylaw. Private property and with consultation, city property as well.	Grey	Yellow
1.6	London Getaway Packages	Partner with local businesses to offer a local weekend getaway bundle and market it to both Londoners and those in surrounding communities. There could be some with a focus on couples or families. It could include two nights at a local hotel, two dinners at local restaurants, admission to amenities that are open like Hyland Cinema, Museum London, a pottery class, etc. A package for locals may focus on spas, indoor pools, etc. (depending on covid restrictions).	Yellow	Yellow
1.7	Buying local for the Holidays	As Londoners enter the beginning of the holiday season, I believe, by recognizing the devastating economic impacts stemming from the restrictions put in place to mitigate the spread of COVID-19, it would be meaningful if City Council and LCRN leadership put out a call to action for all Londoners to patronizes our local retailers and restaurants in lieu of online retailers or large corporate chains. Of course, Londoners have a longstanding history of supporting local business. However, in 2020, perhaps there is a drive to increase efforts to spend locally. Local retailers and restaurants have bearded the burden of COVID-19 related shutdowns. Perhaps it's time for Londoners to say thank you by spending their holiday-related dollars closer to home.	Grey	Green

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		The idea is that the City and community leadership endorse a call to Londoners to target at least 50% of the gifts given to friends and family over the coming months on products sourced locally in support of local businesses.		
1.8	Instagram takeovers in support of local businesses	The City + other influencing organizations around the city could develop a schedule of local businesses to promote via social media during certain times. With the idea being that if many organizations are highlighting the same local business and options available to support that local business during COVID (ie. online sales, curbside pickup etc) at the same time it will have a much broader reach than just the businesses marketing efforts alone.	Yellow	Yellow
1.9	London Winter Weekends	City wide winter event where visitors can attend at their leisure while wandering Downtown, Wortley Village and Old East Village	Grey	Green
1.10	Holiday Artisan Craft Show	Outdoor Holiday Craft Show. Social distanced with contract tracing and other protocols.	Green	Yellow
1.11	Travel Downtown London	Promote "outdoor" shopping downtown verses indoor mall shopping. Encouraging people to visit and support local businesses. Offer customers a deal on a particular day (or throughout a specific week to help social distancing), give it a name i.e. "Travel Downtown Special". After 5 visits within the day/specified time period, customer collects their 5 receipts and has their name put in a draw to win a spa day package at local vendors.	Green	Yellow
1.12	Why London restaurants need local food delivery alternatives	We are suggesting that the City teams up with restaurant owners in London and web developers to create a local alternative to third-party food delivery services. We believe that food delivery is something that is going to stick around for a while, so it makes sense to invest in it. Restaurant owners that are interested could pool their resources to hire or contract a number of delivery drivers. This concept has worked in other cities. For example, in Montreal, a web developer created an app called Radish to upend the third-	n/a	Yellow

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		party model that is currently dominated by food delivery giants. You can read more about this here: https://www.cbc.ca/radio/asithappens/as-it-happens-tuesday-edition-1.5566154/why-this-toronto-restaurateur-is-creating-an-alternative-to-delivery-apps-1.5566441		
1.13	Restaurant passport promotion	Participating restaurants stamp diners' "passport". Offer prizes for Diners that hit certain number of restaurants during a specified timeframe. Have different tiers: if we have 20 participating restaurants, then the tiers could be 5, 10 and 15 "stamps". Diners that hit top tier would be eligible for dinner for 2 at one of the participating restaurants.	n/a	Yellow
1.14	Indi-Eats – London's own food service delivery app	Cities like Montreal and Ottawa have created locally owned and operated food service delivery apps in order to provide local small businesses with an option that supports the local economy and diverts funds from multi-national corporations like Uber Eats and Skip the Dishes that charge up to 30% on each order. OEV BIA, has established a local committee with community partners to explore this concept. However none of these organizations can own it or manage it without seed funding to create the system and begin creating revenue to keep it self-sustaining.	Green	Green
1.15	The London Trail	Londoners would have a chance to purchase tickets to participating businesses on the "trail" map, and then redeem a ticket for the "trail" promotion. For example, I buy $50 worth of tickets and receive 8 tickets. I redeem 1 ticket at Commonwealth Coffee and receive a small coffee. The goal is to get Londoners into the small businesses, where they can support the merchant. Again, while I'm in Commonwealth Coffee getting my small coffee, I may choose to purchase a donut. It could be a win-win. The promotion could happen during strategic periods such as "winter fantasy," "new year, new you," and "be my valentine" as examples. It can be ongoing.	Yellow	Green

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
1.16	A Helping Hand for Hospitality	Challenge: Families will not have the same opportunity to travel this winter. Solution: London hotels host Weekend Staycations that act as a break for both kids and children. Offering: 1 or two night stays with programming for kids and adults. Examples: Movie nights, Brewery tours, Wine tastings, (Virtual or in-person), Fashion Shows, couple getaways, Etc. Pick up at home to limit driving and parking could be incorporated.	Green	Green
1.17	Local London website	Local "Amazon" type website where local business could sell their goods within London and area via an online sales platform so Londoners have a one-stop local resource instead of ordering from Amazon.	Yellow	Green

Core Area & Infrastructure

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
2.1	Focus on actions that get people moving around the core	Focus on actions that get people moving around the core: Walkability Accessibility - plan for a walkable, accessible downtown; address physical barriers, use technologies available to support accessibility needs. Refer to the Safe Sidewalks program. Wayfinding - improve signage to help drivers, pedestrians and cyclist navigate; map the journey from the car to ultimate destinations Develop a year-round patio program, communicate to business owners; Waive permit fees indefinitely; Encourage patio extensions beyond previous; Waive parking requirements; Financial support for buying assets (tables, heaters, etc.)	Yellow	Green
2.2	Bike and Scooter Share	The City has already begun the preliminary work on bike share and can accelerate their implementation efforts. In cities as diverse as New York and Houston, bike share ridership has increased rapidly during the pandemic. The City of London could accelerate the bike and scooter share by launching a 300 bicycle bike-share system and implementing an e-scooter share program. Investing in bike share can respond to the crisis in the short-term and provide long-term infrastructure that reduces driving, supplements London Transit, and offers a healthy and active way to get from A to B. Furthermore, a bike-share system requires ongoing maintenance of both the bicycles, payment infrastructure, and docking stations and/or signage. The capital funding to get	Grey	Green

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		bike or scooter share off the ground allows for an operational model that supports ongoing jobs while costs are mostly offset by revenues.		
2.3	Downtown recovery – free transit access to the downtown	Our downtown struggles to attract and engage a large number of Londoners. There is a sense that it is unsafe and also that it's inaccessible due to limited free parking. While every city struggles in its downtown with higher incidence of people experiencing homelessness and other challenges, London's downtown is relatively unoccupied outside of office hours. While events do very well in attracting people, on a daily basis, it's a struggle. I suggest London Transit provide free access to the downtown. Anyone heading into the downtown would not pay for their public transit - making the area more accessible for those who will not pay for parking.	Grey	Green
2.4	Create a regional holiday destination downtown	Create a regional holiday destination downtown by creating a cohesive winter theme for décor, comprehensive rehabilitation of holiday decorations and plan for new decorations - illumination, ground displays, and lighting (in addition to Victoria Park)	Green	Yellow
2.5	Increase grant funding/Building Code for façade upgrade	Increase the forgivable portion (grant) of the existing Downtown and Old East village Façade Improvement and Upgrade to Building Code incentive programs for a discrete period of time (ie. 2 years) to provide more direct funding to business who are upgrading buildings to address covid health protocols and social distancing. This could also assist with buildings that have been damaged during closures.	Green	Yellow
2.6	Appoint a downtown lead at City Hall	This would be a position similar to the Business Liaison role, but downtown specific – this person would also coordinate with the London Police Services on downtown safety issues.	Yellow	Yellow
2.7	Create a business concierge service	Create a Business Concierge service at City Hall to help facilitate business (both new businesses and existing) that includes a dedicated role to the Downtown and Core area. This position would:	Yellow	Yellow

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		Help businesses through City processes and applications Address day to day matters of business and bring forward city related business inquiries, concerns and issues (construction, permitting, etc) and facilitate and expedite solutions through B2B team Market/promote City programs available to businesses such as CIP grants, loans, and any other soft or hard incentives available to them (an eg. of a soft incentive is the fact that they have a B2B team and program to ensure businesses who come to London have the support they need to help them save time and succeed) Create regular two-way communications and supports between municipal staff and BIAs in the core area		
2.8	Create a core area champion at senior level	Create a Downtown and Core Area Senior Level Champion at City Hall focused on helping to create the vision and strategy of the downtown and core areas Lead the review, evaluation and integration of other city wide strategies (eg. Our Move Forward, Core Area Action Plan, City's Economic Development strategy, Live Work Learn Play report). Identify and modify as required municipal plans, policies by-laws, incentives, etc. to help achieve strategic goals of the downtown and core areas Senior level decision making and the ability to work across City departments to help achieve goals and track metrics of the plan	Yellow	Yellow
2.9	Create an integrated economic developme nt blueprint	Create an economic development blueprint that integrates downtown and core area into the strategy As part of the next Economic Development Strategy ensure it includes an overall Vision and Strategy for the downtown and core area as it relates to economic development, tourism, arts and culture and quality of life and the role the core area can play to support economic development Assessment of all the sectors, how they pertain to DT and core area - social, arts & culture, economic development, etc.	Yellow	Yellow

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		Look at previous strategies and action plans (e.g. Our Move Forward) to revisit transformational projects: clarify needs, identify gaps, action plan for what we need to do to move forward Have the Downtown and Core Area Champion at City Hall steward this work and work with partners like LEDC Create asset maps, etc. Develop an ecosystem to attract and grow businesses in the core. Identify roles and goals, metrics and tactics		
2.10	Local Improvement Charge for Retrofits	Our recommendation is that the City of London move forward with supporting a Local Improvement Charge (LIC) funding mechanism for home retrofits. Homeowners require retrofit funds which can come from a variety of levels of government. These finance mechanisms and the subsequent retrofits will keep Londoners money local through electrification (instead of paying for energy for heating from outside London). It would also make homes and Londoners more resilient to future energy issues. We recommend the City continue developing a LIC or PACE program with the support of Clean Air Partnership (CAP) that offers low interest retrofit loans to homeowners, tied to their property taxes, to incentivize the retrofits. Under the federal government, the carbon tax charge will rise to $50 per tonne of CO2 by 2022, (began at $20 in 2019 and increases by $10 per year until 2022), making natural gas less affordable. Electrification is essential to achieve net zero and keep money in London. Evidence shows that LIC financing works best when it is designed as part of a larger energy efficiency strategy that includes incentives, community-based retrofits and marketing, and strong partnerships with the construction, financial and building management industries. This is why we encourage the City of London to pair LIC's with a local Residential Retrofit Program	Grey	Green
2.11	Improving Curb Appeal/Beautification	Enhance underused areas of downtown: Turn unused alleyways into a beautiful covered area for restaurant patios. In dead corners or heavily concreted areas, plant more trees and encourage green space	Green	Green

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
2.12	Branding and storytelling for downtown and core area	Clarify our target audiences. Create the story we want to tell; diverse storytellers (merchants, champions, ambassadors) so people see themselves here (ref: Owen Sound campaign); persuade them why they should want to go downtown Create a publication, website, videos, etc. that all partners get behind and support. Digital marketing campaign for all partners to promote the messaging	Green	Yellow



Business and Employment

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
3.1	Employer One Survey	This is a regional survey of employers conducted by a consortium of organizations and municipalities covering the London Economic Region to determine the number of people and the skills employers will be looking to employ in 2021. This responds directly to one of the priorities under the Employment and Talent table.		Yellow
3.2	Self-employment	Enhancement of self-employment training options to increase capacity to serve London's marginalized populations. Specifically, to work with individuals who are unemployed as they	Yellow	Yellow

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
	exploration training for unemployed	transition, and explore self- employment as an option. The second component of the strategy would be to advocate to the province for E.I. supported initiatives, that allow people to collect EI while being trained to transition to self-employment, on par with other re-training initiatives.		
3.3	Group buying to lower costs of PPE	Smaller organizations such as non-profits and small businesses face higher costs for PPE because they do not benefit from the buying power of larger organizations. Group buying strategies may lower the costs for these smaller organizations.		
3.4	Creating a government funding data bank	There are many funding grants available from both the federal and provincial governments. Examples at Fanshawe include the Canada Ontario Job Grant and funding for 300 Co-op positions and apprenticeship positions. Many are fully funded but finding matches with companies or organizations to take the students is sometimes a challenge. Creating a data bank of everything that is available by each institution, and fully advertising it through organizations like LEDC, the Small Business Centres and employment agencies may provide much needed and appreciated information by industries and businesses that are trying to cope in post COVID recovery to thrive and grow.		Yellow
3.5	Provide better market data to attract new businesses	Provide better market data collection and assessment to support local decision making and attraction of new businesses: Do more counts of pedestrians, cyclists, cars, transit in the downtown - we need better data, all four seasons Residential population demographics Office population demographics Vacancy reporting Market analysis for this trade area	Yellow	
3.6	The Job Developers Network (JDN)	Employment Sector Council (ESC) and its Job Developers Network (JDN) represent our region's uniquely integrated employment services sector. Currently, our 28 JDN service provider organizations are operating under capacity, with room to provide more employers and job seekers with already-funded employment assistance. Increasing the use these existing resources and expertise by our region's job seekers who currently do not know about	Yellow	Yellow

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		this avenue of help, enhances labour force skills development and job readiness. Accelerating employer access to the JDN's underutilized services and available resources, particularly by small and medium sized companies which tend to have less capacity and time to navigate government service systems, means better matching of talent and employer needs. We recommend LCRN capitalize on our effective employment service model which is already in place and ready to drive social and economic recovery efforts. Alignment with LCRN: The Job Developers Network is a proven London region forum for employment service providers to share job opportunities and leverage talent, expertise, resources, government funding and programs with their colleagues from organizations across the network in order to increase the likelihood of a good match between employees and employers. The JDN provides single point, streamlined access to employers and job seeker services – working with one member provides access to the resources of the entire network. JDN organizations are government-funded to serve our region's unemployed & under-employed, including Black, Indigenous and People of Colour, persons with a disability, youth & students, women and girls, older workers, newcomers & immigrants, and the general public: sourcing jobs for our most vulnerable to our most highly skilled. By hiring through a network, employers can find the best candidates, regardless of from which organization they come. Proposal Part 1: A regional marketing campaign to promote JDN, its employment service provider system, and the availability of relevant employment and related services for employers and job seekers during and post-COVID-19, including: • Targeted outreach to increase awareness the array of [no-fee] JDN supports and services, including government funding to train new hires, workplace accommodations, job coaching, interviewing assistance, job fairs, sharing job postings and candidates, and more. Examples		

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		of already-funded but underutilized government programs offered by JDN members include: Second Career, Job Creation Partnerships, SkillsAdvance Ontario, Rapid Skills/Microcredential/Skills Catalyst programs. LCRN provides an opportunity to reach the 30% of job seekers attending regional job fairs who consistently report they did not know about the community employment organizations where they can get assistance. Similarly, while JDN members collectively serve thousands of area employers, there are many more which are unfamiliar with us, or may have [unwarranted and/or negative] perceptions of the quality of candidates and services we provide. • Inclusion and promotion of the JDN and its services in City workforce recovery efforts, including: supporting new and expanding employers with recruiting, hiring, training and retention; referring unemployed and under-employed residents to employment, hard and soft skills training and related services; COVID-19 service inventories or service system mapping of available assets. Proposal Part 2: While the JDN and its employment organizations are an integral component of London region workforce recovery, ESC requires sufficient resources to coordinate, manage, and strengthen the JDN, and to sustain this innovative, collaborative and unique-to-the-London area mechanism for connecting employers to job seekers. • Support ESC capacity to undertake current and additional work related to LCRN, including: JDN membership engagement and consultation, sharing jobs and candidates, monitoring and evaluation of collective recruiting, matching, and hiring outcomes for employers and job seekers. • Invest in JDN resilience and responsiveness to workforce recovery efforts, through COVID-19 to post-pandemic realities, including: staff/human resources to support ESC coordination and collaboration; professional development for job developers to maintain currency in the wide and dynamic array of COVID-10 supports available to employers and job seekers;		

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		marketing and outreach to employers and job seekers to increase awareness of and access to JDN services. • Strengthen ESC and JDN ability to support and participate on other LCRN and regional recovery efforts led by our partners, including: EmployerOne Survey (Elgin Middlesex Oxford Workforce Planning and Development Board); Community Benefit Agreements/Community Employment Benefits (Inclusive Economy London); Literacy and Basic Skills development (Literacy Link South Central), and anticipated City effort to improve public transit to industrial areas where significant employment is available.		
3.7	Childcare and summer day camps	Employers in many sectors have stressed the critical importance of childcare. Many of their employees will not be able to return to work without childcare, which will limit the overall economic and social recovery. If physical distancing requirements raise the cost of each childcare spot, the provincial government should ensure that these increased costs are not born by parents. As of July 13, 2020 over half of London's licensed child care centres will open with reduced capacity due to health and safety protocols put in place. The remaining licensed child care centres will be opening gradually over the coming months. During the summer, making as many day camp spots available as possible, as long as they can be delivered safely, is similarly important (already actioned: city summer day camps have opened on a limited basis).	Green	Yellow
3.8	Recruitment of RECEs during COVID-19	There is a lack of qualified Registered Early Childhood Educators (RECE), who choose a career in childcare, in London to support the availability of licensed child care in London. The pandemic restrictions and demands placed on child care operators and educators has only exacerbated this gap. LCCN has an existing "Unsung Heroes" campaign that promotes the value of the profession and the various routes on how to become an RECE. This idea seeks the assistance of the employment sector, post-secondary and high school to use the existing tools created through the "Unsung Heroes" promotional campaign to recruit and connect future ECEs to the profession. Decreasing the gap of qualified ECEs in London is important to maintain a viable child care system and support all sectors of society.	Green	Yellow

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
3.9	Connecting businesses with licensed child care	Licensed child care centres have been impacted by the COVID 19 pandemic through closures, additional regulations, increased staffing costs and a decrease in enrollment. The Licensed Child Care Network (LCCN) is seeking to connect HR professionals and businesses with the value of quality early childhood education for their employees. The media, has highlighted the pandemic disproportionally effecting women and those with lower income. Access to affordable child care provides opportunity for women (families with young children) to continue working regardless of financial situation.	Green	Yellow
3.10	Inter-ministerial resource team for licensed child care	The Licensed Child Care Network (LCCN) is requesting a member of the MLHU and a representative of the Licensing Branch of the EDU join LCCN meetings to communicate clearly the expectations of child care workers based on the provincial direction to follow provincial guidelines at the same time work with local health units. By having both in the room at the same time any discrepancies of what is required of Child care operators can be clarified and communicated broadly. This is ideally a consistent and ongoing communication mechanism. This idea is mutually beneficial for providers, children and families	Grey	Yellow
3.11	Short term skills development	There are a number of 8-12 week skill development programs in the administrative, food & agri-food, hospitality, construction, property maintenance, arborist, and logistics & Manufacturing sectors. These programs provide entry-level training and access to rapidly on-board people into sectors where there is demand. Active promotion of the collective opportunity. Employers are able to get access to pre-screened and trained employees along with supports.	Green	Yellow
3.12	Goodwill Industries – circular economy work platform	Working to enhance circularity, Goodwill has established a power industrial sewing platform with the original intent of preparing to launch a line of upcycled and re-manufactured goods under the product line Worth (connotes value in people, labour practices, and goods). Our sewing platform is positioned for success in its potential for, and proven track record of adaptability in its short existence with Goodwill. In March 2020, we pivoted our production and postponed the Worth launch date to develop, manufacture and market reusable face masks for general public and workplace use in order	Green	Green

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		to preserve single use PPE for frontline workers, and more importantly to reduce reliance on disposable PPE. We are currently seeking opportunities to further develop our circular economy work as a means of economic recovery and for the development of future prosperity in the aftermath of COVID-19. Through our circular economy work, we aim to bring a new and emerging skilled workforce to the London region and reclaim the textile industry that is largely taking place offshore. There is abundant opportunity to expand our current sewing platform to begin manufacturing products for the upcoming Worth line, developing tailoring services through thrift stores, expanding textile sorting and grading operations, and in by-product textile manufacturing to be used in the agriculture and automotive industries. Each of these projects creates economic opportunity and prosperity for the London region as we create jobs by reclaiming and innovating in an industry that is majorly taking place offshore. The Circular Economy Work Platform provides further economic benefit through empowering employees with the resources to invest in our community and buy locally. The sewing platform, as part of the circular economy work platform, is a long term and sustainable initiative that creates stable jobs for those who need them most. We seek to provide jobs to vulnerable and marginalized populations, provide them with skills training and development while they are on the job earning a wage and benefits. Meaningful employment at Goodwill prepares and empowers employees to successfully enter the competitive labour market with skills they develop in their time at Goodwill. Employees graduating from our programs fills labour gaps in our community, and opens positions for others to enter our program. Goodwill programs and services are self sustaining in nature due to well established social enterprise activities through Ontario.		
3.13	Central resources for small business procurement	Procurement - is there an opportunity for PPE to be "pooled" of for specialized PPE that is more difficult to find for some small businesses be shared between large and small businesses? Is there a mechanism that could help identify who has what and who needs what to facilitate the overall recovery of the business sector?	Green	Yellow

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		Supports - One webpage that is a central resource for available supports for business and residents - mental health support, housing, employment services etc. that is heavily advertised so people know where to go to find help with their recovery. Are there services that could be centralized - for example support or assistance for negotiations/mediations between landlords and businesses who are struggling to pay rent?		
3.14	London food procurement policy for city contracts	The City of London is blessed to be in a location that is surrounded by farmers and food producers. To take advantage of local food and to stimulate London's economy, the City of London should enact a local food procurement policy for the Corporation. Eventually the City can require or encourage their suppliers who provide food to also adopt a local food procurement policy, and the City could be the leader that starts this trend.	Green	Green
3.15	Investment in ventures with innovative solutions	To shift London's prosperity, we need to rely on innovators and disrupters to lead us through recovery. The innovators are prepared to take their place as leaders in today's contemporary economy and require a partner who intimately appreciates the challenges and opportunities that come with it. As a vetted and trusted ecosystem collaborator, TechAlliance is ideally situated in this space to provide seed funding for founders to action and help solve many of these systemic issues.	Green	Grey
3.16	Social housing retrofits program	Our recommendation is for the City of London to support community or social housing buildings to receive green retrofits by advocating to the federal government to spend money on those retrofits, or seek from FCM. Social housing is housing that is subsidized by the government and owned by either the government or a non-profit organization. Through incentives and subsidies, social housing is a more affordable living option, especially for low-income families and seniors. Social housing has great potential for green building retrofits and green job creation due to its unique ownership model. In London, there are 64 private non-profit and cooperative housing corporations managing social housing buildings. This yields nearly 7,600 units that are eligible for green retrofits ((https://www.london.ca/residents/Housing/Finding-Housing/Documents/2019-02-	Grey	Green

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		28%20Guide%20to%20Family%20Housing%20Booklet.pdf) - and this number is growing as more development projects are added each year (http://www.london.ca/residents/Housing/Finding-Housing/Pages/Affordable-Housing.aspx). By supporting a green retrofit program for social housing in London, the City of London could support emission reductions of up to 260 tonnes. Many municipally or non-profit owned social housing units were supposed to receive energy efficiency upgrades through funds generated via cap and trade. When the Conservative provincial government was elected, they decimated those programs and all the funding for those retrofits was taken away. Those projects are shovel ready and require some cash in order to get them started. The long term operational costs for those buildings will be reduced, which is a benefit to the municipality and the non-profits that manage them.		
3.17	Green canopy investments in the core	Create a tree canopy and green space plan for the core to provide more robust shade coverage and extend the “Forest City” into the core	Grey	Green



Housing, Health, and Social Supports

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
4.1	Increase focus on addressing food insecurity	A multi-pronged approach is needed to address food insecurity. Food security comprises four aspects: the availability of food; the physical and financial resources to access food; the ability to utilize food (the ability to safely prepare, cook and store food); and the stability of food supply. While there is work underway on food insecurity in London, efforts related to this area need to significantly increase in response to the realities of the pandemic to build community resilience. Implementation of systemic policies and best practices are also critical to address food insecurity. Organizations such as the Friends of Urban Agriculture (FUAL), the London Community Resource Centre (LCRC), and the Middlesex-London Food Policy Council must be better resourced so they can more effectively engage in collective planning and action to implement best practices related to food security, and provide decision-makers with the necessary information and recommendations to inform various policy decisions that can address food insecurity.	Grey	Green
4.2	Emergency shelter programs	Working with community partners and the City of London Homelessness Prevention team, identify additional emergency shelter programs to support Londoners sleeping rough such as an emergency barrier-free emergency shelter. Ramp up emergency shelter pilot programs such as hotel rooms that have demonstrated success; ensuring the programs are adequately resourced and staffed. Identify additional community partners and other solutions to ensure emergency shelter programs are adequately and appropriately staffed. Advocate to the provincial and federal government to increase funding for staffing salaries and other supports for emergency shelter frontline workers.	Green	Green

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		City of London to provide interim funding to the “Wish Project” for a Project Manager to coordinate the work of grass roots groups who are providing essential supports to individuals sleeping rough. This interim funding will provide a necessary bridge until Council can consider a more fulsome emergency winter response Accelerate approval timelines for City of London Winter Emergency Shelter response that include strategies such as adding daytime resting spaces, additional emergency shelter beds, and continuing the use of hotel rooms as an alternate option to shelters.		
4.3	Emergency food distribution	Support the London Food Bank in their transition to a new emergency food distribution model providing food, gift cards and funding to organizations not individuals and families. This model would increase the availability of healthy, culturally appropriate food closer to home and allow organizations to connect low-income Londoners with additional supports. City of London to serve as a data partner to help inform the depot locations for neighbourhood-based emergency food distribution.	Green	Yellow
4.4	Public toilets and sanitation	There is a need for permanent publicly accessible washroom facilities with 24 hour access, available 365 days a year. COVID-19 has amplified this need for those who are living rough, unable to access toilets or sinks to wash hands. In addition, use of public spaces and being active in public spaces has been endorsed by health officials as, and has become more common during the pandemic. Public toilets and sinks are a common good that promotes accessibility to outdoor public spaces, hygiene, wellbeing and active lifestyles across demographics. The proposal is for permanent public washroom facilities to be increased throughout the city, specifically in places where portable toilets have been used during Covid-19. These portable toilets have proven to be unsanitary and a safety hazard due to their impermanent nature, the lack of cleaning and stigma.	Green	Yellow

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		In addition, a policy/plan should be created on how to keep washrooms open during crises as they are an essential service, vital to people's wellbeing and health. City of London to immediately increase its supply of winter park washrooms as a part of its ongoing COVID response. Note, the City of Toronto has recently implemented this strategy. City of London to continue providing temporary comfort stations as required until a more permanent and appropriate solution is found.		
4.5	Urgent housing for vulnerable Londoners	There needs to be an urgent action on homelessness so perhaps city staff can create an urgent 1000 units with every means necessary within the next 3-6 months so we can house people. The western fair emergency hospital that was set up for COVID should not be taken down given all the money we've invested in it. We should use that to provide spaces for people who are homeless until alternative housing can be found. The stabilization space that London approved during the 2020 multi-year budget as part of the core area action plan should be identified as an available space to house and stabilize people and give a space for people to be in the day time within the short period before it gets cold outside.	Green	Green
4.6	Fast-tracking the creation of core area housing	The City of London and community developers could explore a wide-range of innovative tools and processes to fast-track the construction and/or renovation of mixed-use, mid-rise housing developments that span the affordability continuum. Measures could include: prioritizing the approvals and/or decisions related to the creation of new affordable units in the downtown and core area providing greater financial incentives for projects that will create new affordable units within a shared timeline to address urgent needs greater use of modular housing as a technology that can be constructed and opened much more quickly than traditional builds	Green	Green

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
4.7	Support for a National Child Care Framework	Child Care Framework identifies the importance of quality early childhood education that is accessible, quality, flexible and inclusive early learning. Ask Council to publicly endorse a national child care framework. Information will be provided to councillors that includes the leadership of Child Care operators within London, the challenges currently faced by operators, the stories of educators, families and businesses.	Grey	Yellow
4.8	Urban farms	Our recommendation is that the City of London moves forward with supporting the implementation of various action in the Urban Agriculture strategy by purchasing land or renting city owned land to urban farmers. Ontario's Landscape Horticulture and Open Spaces sub-sector was responsible for an estimated 58,730 direct jobs in 2018, with a gross output (revenues) of over $5.84 billion and a direct contribution to provincial GDP of $3.12 billion. As the largest sub-sector, landscape horticulture and open spaces includes natural assets not found in parks (e.g., fields, gardens) and supportive industries, including horticulture production, nurseries, and related products and services across the supply chain. Currently, interested farmers face challenges in expanding to new properties. Existing property is difficult to find in the city. The City could assist in two ways (1) assisting groups directly to support their capacity to expand to new locations and (2) allocate vacant city-owned lands for remediation and future urban agriculture projects.	Green	Green
4.9	Increased funding for mental health phone and virtual supports	Physical distancing is creating a great deal of stress on individuals and families that are following public health advice to stay home unless necessary to go out for essential trips. Reduced access to in-person mental health services is increasing the strain on already overloaded phone supports. Increased provincial funding for Bounceback and Kids Help Phone is welcome, but there is more to be done to meet the growing and urgent needs in this area.	Grey	Yellow

Supporting Arts, Culture, Tourism and Hospitality Industries

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
5.1	Revive: Live Concert Series program	London is known as The Music City. London has a dynamic and comprehensive music industrial-infrastructure, built by dedicated and passionate organizations, businesses and people, over many years. Yes it is true that COVID-19 has caused immense damage to London's music industry; however, London's music industrial-infrastructure is still largely intact, thus enabling it to, with support, respond accordingly to current challenges. The music sector in London has the potential to become a regional leader in economic development based on high standards of safety, and high standards of professional entertainment. In order to accomplish this, REVIVE will safely re-open several of London's key music venues. In doing so, this twelve week program (January 6 – March 27, 2021) will bridge music venues and artists to the other side of the pandemic through a 60 event live music series. As a strategy to rebuild London's entertainment economy, and position it as an industry leader, REVIVE will configure three tiers of seed funding to repatriate providers of live music, create jobs, and increase paid performance opportunities for professional artists. Specifically, the Developing tier will support live music in pubs, breweries & restaurants. The Emerging & Established tiers will support dedicated live music venues and will offer additional funds to secure larger drawing artists. Tickets will be sold, thus allowing venues to earn profit with additional revenue to be gained through event live streaming. To comprehensively meet Public Health protocols, an online training program has been developed by the London Music Office to educate participating venues on how to properly adhere to government health and safety regulations when presenting live music in the COVID-19 era. Venues will be encouraged to apply for a Safe Travels Stamp as recommended by Tourism Industry Association of Ontario to regain consumer trust.	Green	Yellow

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
5.2	Outdoor concerts	Utilize municipal parking lots downtown (Budweiser Gardens, Queens Ave) for socially distanced concerts to support local music venues and staff to continue some operations.	Grey	Yellow

5.3	Interactive distanced festivals and events	Our company has created an app that facilitates community adventures within 3D augmented reality - encouraging Londoners to experience local interactive digital experiences. We would love to launch a virtual holiday experience across the city,that would include food, hot chocolate and other vendors to draw engagement with local businesses and main streets while experiencing the digital artworks at a distance. This would allow for events to take place outdoors where risk is lower, while also making it possible to create multiple exhibits in several locations across the city to minimize density - while also diversifying the impact of such an activation to multiple BIAs. This concept of a virtual "london liscious" presents a way to engage multiple communities simultaneously for a holistic impact, while potentially forging new best practices lending to future successful activations that prioritize public health and safety. Digital art could be combined with mapped projections using light to turn buildings into living canvases, with live music and interactive light systems that are responsive in multiple ways to Londoners smart phones. We were in many of the discussions with Stratford Tourism Alliance and festival planners leading up to the conception to implementation of their upcoming lights festival. We know we can take it to a new level with this technology. A similar project could be created here that turns the outdoor environment into an interactive multisensory experience that safely draws engagement to local businesses while helping local Londoners fight the Covid blues. Tie-ins with hotel stays and other bundles, and (potentially) charging for tickets, could provide much needed revenue to events business industry members, while simultaneously managing density. There's another model with free attendance and a focus on sponsorship and advertising.	Grey	Yellow

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		Closing a street like Richmond or Dundas, and using barriers to close off the street, having security, Middlesex Health Unit consulting, and logistics for the minimization of spread could be implemented. Simpler versions of this have a registration period and designated times for vendors to set up booths and density is precisely managed. Contactless payment and ordering can serve to minimize spread, and we may even be able to establish a way to order from restaurants and have them bring it out to you. The accumulation of these best practices can make these sorts of activations safe, while also being more fun and convenient. This project could forge a path in terms of policy or process which could provide for future successful (and safe) activations in downtown London, which could attract small-scale virtual conferences where no alternative exists, especially in high density cities like Toronto. The key is always to manage density and minimize contact vectors, and I think we can do that while still creating something beautiful in London. This could be especially fun within themes like the holidays (hot chocolate and coffee) or Valentine's day (wine tasting) that can provide for ongoing novelty, as well as the ability to effectively market and build anticipation.		

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
5.4	City of Lights: public art projection program	This idea entails using projectors to display art and designs onto irregular surfaces and objects, making vibrant visual experiences. London has done this before, most recently for the World Figure Skating Championships held here in 2013. The London Arts Council recognizes that an initiative of this technological scale and complexity will require a significant amount of resources. Consequently, the LAC is seeking funds to aid in the execution of this initiative through requests to provincial and federal funders to leverage investments from Downtown London, RBC Place London and Tourism London. Each site will encompass a large scale moving image projected onto a pre-selected building's exterior wall in non-daylight settings. Each exterior wall will be selected based on its ability to attain maximum visual cognizance in terms of distance and in terms of sites of apprehension (i.e. can be seen from both close and far away, from vehicular (road) and from foot (sidewalk) traffic from the north-west, south-east, etc). These 5 projection sites will be considered as a cohesive public art asset that can be programmed, or curated on a year round basis. Therefore the City of Lights: Public Art Projection Program will function as an outdoor, publicly accessible art gallery, that will exhibit several thematically based visual art shows, or 'art walks' a year, as a means to attract and enable local and non-local people (tourists) to form positive and regular relations (cultivated loyalty) to downtown core area businesses and other amenities such as parks and bike paths.	Grey	Yellow
5.5	London Mural and Art Walk	Creating both a self-guided and formally guided (subject to interest) tour of Murals and visual art exhibits around the City (Core) of London. Similar to an idea that the City of Kitchener has done with their Central Art Walk. We could create a program that can be obtained at Tourism London offices, or City Hall...or available online for remote download. Whether it's paintings, decorative trees, tree carvings, etc... London's artistic community is alive and vibrant and can and should be shared with not only visitors, but Londoners, assuming the majority of Londoners are not aware of the art that exists and is so easily accessible.	Grey	Green

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
5.6	Mural façade grant	Create a grant for private property owners to cover blank walls that are visible from the street (upper floors, alley facing walls) with murals and other art. This will inject money into local artists, add colour to the public realm for winter warmth and add to a public art walk or tour to bring people downtown. Money to private businesses would need to go through a CIP.		Yellow
5.7	Strategic approach to events, activations, placemaking	Develop a more strategic approach to events, activations and placemaking. A cohesive, collaborative plan for funding small festivals and events that align with our objectives for attractions (e.g. holiday markets with individual retail buildings, events like the James St. crawl in Hamilton, and the Harvest Table, etc.) Create a streamlined approach (processes and policies) related to activations/events/festivals. Examples: Save the Small Venues, small cultural festivals outside of Victoria Park Coordinate events, activations and festivals - create committee with partner organizations Permit Music Office to run music-related events More funding out of Culture office, in addition to CAIP funding (London Arts Council) for the smaller events/ festivals	Green	Yellow
5.8	Develop an app with augmented reality for scavenger hunts	Develop an app with Augmented Reality to organize self-directed scavenger hunts.	Grey	Yellow

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
5.9	Venue Music Fest	A music fest in a number of small venues (6?). Each venue would have 2-3 artists play over the course of a week or weekend. The venues would be limited to capacity by Provincial Guidelines, but we would stream the performances (potentially at a $5 charge). The performers would be a mix of local and regional talent (some "headliner" types included). Patrons could buy a wristband that would get them access to the venues (depending on capacities). All venues would be required to strictly follow COVID protocols.	Green	Yellow
5.10	The London Musical Walk tour	Live Musical performances throughout the entire year (not only, but especially in the City's Core). Subject to weather, performers can be positioned outside businesses (coordinated efforts so musical artists are spaced out) and could also perform in store fronts/windows and visible from the streets as people venture out to shop and visit business in the core. This can also be done in smaller communities around the City, like Wortley Village, Byron and even shopping malls.	n/a	Yellow
5.11	Partnering concerts with restaurants and organizations	For the 2020-2021 season, London Symphonia has three smaller ensemble concerts at Aeolian Hall. These concerts are partnering with Growing Chefs, a local non-profit organization, and give those who have livestream tickets the option of purchasing a take-out meal. Each menu is themed to the concert program. This adds another dimension to the concert experience and supports another entity. We are looking at including delivery of meals for seniors and others with mobility issues. We hope the option of a livestream performance and partnering with restaurants and other organizations will continue after COVID-19 restrictions are lifted as many may need more time to feel comfortable coming to the concert venue. We have many senior patrons and we seek to provide them engaging community events from the safety of their own homes.	Green	Yellow
5.12	Bringing more arts and culture to London	An outdoor art gala at night, similar to Nuit Blanche in Toronto. Artists and business owners can put up art installations throughout the area and people are walk around at night to view the installations while having food vendors spread across the streets. This will give businesses significant advertising exposure and promote business & tourism in London.	n/a	Yellow

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
5.13	Holiday Market Installations	A network of outdoor installations with winter or holiday themes throughout the downtown and a map guiding people from one installation to another. Installations should be a range of art, entertainment, food and drink, activities and more to draw people to different areas of the downtown.	Green	Green
5.14	Create a tourism destination plan for downtown London	Hire storytellers to do storytelling and walks - topics include: heritage, local food, ghost tours, etc. (e.g. Guelph downtown tourism person). Develop and provide a mobile cart for the storytellers, offer Downtown tours, etc. (one could be stationed at VIA/GreyHound Terminals to greet travellers especially those with stay-overs looking for something to do). Downtown Visitor Concierge role (part of the Ambassador Program and/or DTL Superguide program - suggests activities, goes on walking/cycling tours with people - architectural tours, music tours, history talks, culinary tours Include a wayfinding plan for Downtown London	Yellow	Green

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
5.15	Virtual tours and dollars program	This proposal includes the following elements: Dollars Program The staff of the Hamilton Road BIA is proposing the creation of a “dollars” program to promote local spending along the main streets in the city of London. Currently, the Hyde Park BIA and the Downtown BIA have “dollars” program. Essentially, this program provides “dollars” or currently that act as a gift cards. Many other BIAs within Ontario have this program and it would simple to replicate. This type of program could apply to certain types of and/or locations of businesses that may be experiencing this challenging time on a more unprecedented level. For example, we could have a program specifically for eateries or cultural destinations. This type of program would ensure local spending. Virtual Tours A virtual tour could be created within the city of London to highlight the different tourist destinations in the city. Different sites already have virtual tours and this could be a central point of access for individuals to engage with. The visual would be a map that labels different destinations within the city. Visitors can virtually tours the different spots in London. These tours would link up to different restaurants that the visitor can order take out from, or link to a store that sells similar artwork, etc. For those individuals who may be interested in still touring in person, this virtual tour would make them more apt to do so.	n/a	Yellow