



London
Community
Recovery
Network



London
CANADA

CURRENT RECOVERY INITIATIVES AND SECTOR PRIORITIES



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Centre for Research on Health Equity and Social Inclusion

Current Recovery Initiatives:

- Settlement during a Pandemic: Exploring the experiences of government assisted refugees arriving during the COVID-19 lockdown in order to enhance policies and virtual resources for settlement. Partnered with LCCLC.
- Community Crisis and Community Development During and Following COVID-19: Understanding how low income neighbourhoods are doing during the pandemic and opportunities to enhance long-term community development. Partnered with Crouch NRC.
- Housing Reintegration during a Pandemic: Exploring the impacts of hotels as temporary accommodations for those discharged from incarceration to no fixed address. Partnered with John Howard Society London & District.
- Voices from the Margins of a Crisis: Knowledge synthesis and consolidation around identifying impacted groups due to COVID-19



Recovery Priorities:

- Housing
- Mental health
- Employment
- Vulnerable populations & health equity framing of intervention priorities

Elgin Middlesex London Workforce Planning and Development Board

Current Recovery Initiatives:



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- **FRESHER Project** – The Food Retail Environment Study for Health and Economic Resiliency (FRESHER) project is a rapid response to the widespread closures of, and modified operating conditions for, many retail food outlets in Ontario. The FRESHER project will examine the economic and social impact of the pandemic by addressing two overarching research questions: 'What businesses modified their operations, temporarily closed, or permanently closed in response to the pandemic?' and, 'How has the pandemic affected businesses and their employees?' This research is being conducted through 'The Heal Group' at Western University. <https://fresher.theheal.ca>
- **Employer Needs Assessment** - The aim of this project is to conduct an Employer Needs Assessment to determine what community support employers need to bring employees back and to support the hiring of new employees as the economy opens post-COVID-19 pandemic. 400 surveys will be collected from local employers with the results shared on October 8 by webinar. As of September 7, 100 surveys have been completed.
- **Local Jobs Hub** – 3,019 jobs posted for the London Economic Region (September 8, 10 a.m.), of these, 2,438 are full-time positions (80.8%). These tools (job board aggregator, job map and career tools) identify the number of jobs currently available in the London Economic Region to help job seekers and employers connect for employment. The aggregator collects postings for this area from 26 local, regional and national job boards.
- **Scenario Planning** – Through a scenario-based planning approach, this project will identify how the supply and demand of labour in Southwestern Ontario may shift in the next 12-24 months as a result of COVID-19, and will identify specific actions and initiatives that employment and training services, government, secondary and post-secondary education, and community leaders can start implementing in the near future in order to bridge skills gaps that emerge in each of these scenarios.
- **Ramp up Assistance for Employers** – helping employers connect to services that can assist them with hiring, providing labour market information and promoting employment opportunities through networks across the London Economic Region and the province.
- **London and Area Works** – series through CTV London that airs Mondays on the 6 p.m. news this fall. <https://london.ctvnews.ca/works>
- **London and Area Works Job Fair** – partner on this initiative, which is led by LEDC.
- **Monthly webinar series "Growing Your Workforce"** - This series features local, regional and provincial stories of successful initiatives in maintaining or expanding the workforce. The current focus is on recovery from the effects of COVID-19.
- **The Apprenticeship Advantage** – commercials on CTV London to promote the hiring of apprentices. This series runs to December 2020.

Recovery Priorities:

- Knowing what the outlook is for employers to be hiring/rehiring employees
- Streamlining the connection between employers and job seekers to facilitate hiring
- Providing supports to employers and job seekers who will take longer to recover
- Local Jobs Hub (daily maintenance, postings update every hour) to keep information about jobs easily available
- Scenario planning to better address future issues

Employment Sector Council

Current Recovery Initiatives:



- “What’s working?” – An ESC series of professional development conversations with employment sector staff to enhance staff expertise, capacity, and networks. COVID-19 recovery and resiliency issues are explored with respect to evolving practices, tools, strategies, and challenges related to remote work, client complexity, technology, changing social services and government funding programs, advocacy for clients, etc. More than 200 frontline staff have registered for these sessions to date.
- Job Developers Network: 100+ employment specialists from 28 community employment organizations working together to share intelligence, job postings, and resources to enhance services for employers, including recruiting, hiring, training, and retention related to COVID-19 and workforce recovery.
- London & Area Works Virtual Job Fairs (May and Sept, 2020): JDN is an important resource for these regional job fairs: recruiting employers and preparing job seekers in advance, as well as providing guidance, expertise, and encouragement to all attendees on the day of the fair. To reflect a new virtual fair model due to COVID-19 restrictions, JDN Job Fair Success Guides and resource webpage are updated for application to a virtual model, and videos and webinars developed to provide orientation to the virtual job fair platform.
- Older Workers & Employment webinar: developed and delivered in partnership with Age Friendly London, Over 55 London, Western University, and the Job Developers Network to promote research, results, and strategies for addressing ageism in employment and promoting older workers, especially as they are likely to be affected disproportionately by COVID-19 labour market responses.
- Resiliency supports and skills training for frontline employment professionals: ESC is seeking resources to move its portfolio of front line staff training workshops to online platforms. Our priorities are providing professional development opportunities to help frontline staff to get through current and anticipated challenges related to COVID-19, including, but not limited to a dynamic labour market, clients with greater barriers, new and/or remote types of work, complexity of government programs, etc. ESC workshops that support employment staff include:
 - Common Assessment Process (CAP) in building collaborative client information-gathering and action planning sessions. CAP certification is a required competency for City of London Ontario Works Purchase of Service partners.
 - Labour Market Information: A Common Approach training in using our community-developed standardized approach and best practices when using LMI to help job seekers plan. ESC trains employment and education professionals in using the most current and reliable regional LMI to help job seekers, students, employers and others to use LMI for their career, employment, or training goals.
 - JDN Onboarding introduces participants to the tools, resources, and strategies developed and used by the JDN and its members to collaborate, rather than compete, where possible.
- Information-Sharing: the ESC Update e-newsletter, which is a regular clearinghouse of employment, training, and related information about COVID-19 and recovery government programs, events, workshops, sector postings, news and more. Current subscriptions number 600+ (primary audience is employment sector professionals).
- As an active regional workforce partner, ESC promotes and participates in a number of COVID-19 recovery and related efforts led by our members across our region. All of our 40+ members (Membership list attached) are participating in recovery efforts, too many to do justice on here. Instead, we provide a sample of additional collaborative recovery efforts of ESC stakeholders:

- Ramp up Protocol: regional workforce development partnerships provide a collaborative, strategic response to employer expansion and retention needs.
- Local Jobs Hub (Workforce Planning and Development Board): joint presentation with ESC to frontline employment professionals on what this resource can offer to job seekers and employers in light of the COVID-19 job market.
- Several ESC members are participating on the LCRN, please see their submissions for additional employment, training, and workforce recovery efforts: Elgin Middlesex Oxford Workforce Development and Planning Board, Fanshawe College, London Economic Development Corporation, London Heath Sciences Centre, N'Amerind Friendship Centre, Small Business Centre, United Way Elgin Middlesex, and Western University.



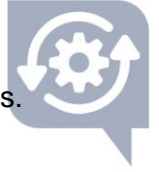
Recovery Priorities:

- Ensuring the adequacy of funding and awareness by job seekers and employers for accessing assistance via the network of community employment and training service organizations across the London Economic Region.
- Enhancing expertise, resiliency, morale, resources, and supports for frontline employment service professionals to address employers and job seekers needs, during this period of uncertainty, increasing client complexity and volume, and dynamic labour market.
- Collaborative efforts to ensure a continuum of client-centered employment and related supports, including access to specialized and wrap around services (e.g. housing, child care) delivery for vulnerable people, those job seekers experiencing technology or connectivity barriers to accessing services, and ensuring safe work places for those returning to the labour force.
- Adequate and meaningful supports for the employment sector to ensure effective transition services, and to mitigate service disruptions for employers and job seekers.
- Ensuring employment sector community organizations have access to adequate and meaningful supports necessary to support and sustain a safe reopening.

Faith Groups

Current Recovery Initiatives:

- The Faith Groups are currently planning to restart in person Sunday worship services.



Recovery Priorities:

- Housebound Seniors
- Mental illness
- BIOPC Rights
- Anti-Racism

Current Recovery Initiatives:



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- Fanshawe College will offer a mix of blended and online delivery for the fall 2020 term with students returning to class on September 21. More than 9,000 students (54%) will complete their courses fully online and another 8,700 students (46%) will complete a hybrid model. Residences will be open and operate at 50% occupancy this fall. With physical distancing measures likely to be in place for the foreseeable future, Fanshawe will continue to offer most Student Services virtually. This is true for all campuses in London, St. Thomas, Woodstock and Simcoe.
- Fanshawe administrative and non-faculty employees continue to work remotely from home where possible, with only essential or priority employees on campus following COVID protocols as determined with Ministry guidelines and the local Middlesex-London Health Unit.
- Construction continues on various projects within Fanshawe including, but not limited to:
 - Innovation Village – Phase One of Innovation Village is on track for completion by the end of November. When open, the space will include a library/reading and collections room, academic learning supports, peer tutoring and an Indigenous Spirit Assembly.
 - Welcome Centre - The Welcome Centre is relocating to E1003 and will be opened up to the corridor to create a new "Welcome Zone" to greet prospective students, parents and visitors to the College. Renovations to the Campus Security Services office are also being completed as part of these renovations as well as outstanding deferred maintenance work in the area.
 - Dental and Massage Therapy Lab - The new dental clinic and labs in A Building (former Saffron's, culinary kitchens and academic space) are on schedule to open at the beginning of January 2021 in time for the start of the winter semester. Existing dental labs will remain in operation as late as possible in the fall semester to minimize impacts on student assignments. The new space will include a 22-chair clinic that will provide dental care to the community; a dental radiography suite with the latest in digital radiography including an oral panoramic radiography machine; fully functional modern dental manikin simulators; and simulation labs where students can safely learn decontamination and sterilization processes modelled after a typical dental office.
 - Norton Wolf School of Aviation Technology - To support expanded academic programming, renovations to the Norton Wolf School of Aviation Technology have been underway since January 2020. Approximately 21,000 square feet of existing office and classroom space on the first, second and hangar floors will be renovated. Redevelopment of the second floor (former Air Canada Jazz office space) is progressing well. Interior renovations (including renovations in the hangar) will be completed in time for the start of the fall semester. The building envelope and other infrastructure upgrades will be completed by the end of this year.

Recovery Priorities:

- Canada – Ontario Infrastructure program to include college projects. Fanshawe supports the \$3.3B infrastructure program announced by Minister McKenna recently. Fanshawe is working with local representatives both provincially and federally as the College awaits the intake process to be opened and to see details on the application process. Fanshawe believes colleges are a significant driver of the economy and is advocating to ensure the College can apply and qualify for funding just as any other organization including municipalities.



- Phases 2 and 3 for Innovation Village continue, to be fully opened in September 2023 with approval recently given to expand the third phase to include a 3rd and 4th floor on the Student Union Building. Fanshawe is working with both the federal and provincial governments to seek funding to support the capital build. The program mentioned above would be a good fit.
- Colleges have not received any provincial or federal funding to assist with COVID related revenue losses or to assist in recovery costs related to modifications on campus put into place to bring back faculty and students. Efforts at both the provincial and federal levels have continued through CiCan, Polytechnics Canada and Colleges Ontario to assist colleges across the country and the province to seek out government funding and other support.
- On the international front, Fanshawe is down about 2000 international students. Some are starting their studies in their home countries and will come to Canada later when they can. This has a significant revenue impact on the College and any support from government on this issue would be welcomed.



London and District Labour Council

Current Recovery Initiatives:

- The London and District Labour Council is in the process of pressing governments and employers to return to a better normal, replacing lost jobs with better jobs. Health and Safety play a large role in the actions in today's Labour movement.
- The London and District Labour Council is seeking to make compensation for job loss complete for everyone so the economy doesn't stall from lack of funding.
- The London and District Labour Council is seeking fairness for all workers, not just those in Unions but all workers.



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Recovery Priorities:

- The London and District Labour Council believes that sick days must be allowed without penalty of any kind and that any days absent from work due to illness or exposure to COVID 19 should be compensated in full.
- Large financial institutions should have caps on the amount of interest they collect from individuals, excess profits that result in hardship for those with less ability to pay is not just. The London and District Labour Council has embarked on a program to pressure the larger Canadian banks to make capital available at a lower cost to stimulate the local economy.
- Government grants should come with employer responsibilities tied to the financial support.

London and District Heavy Construction Association

Current Recovery Initiatives:



- The 2020 Construction year in London and area has been very strong through the COVID pandemic.
- When the COVID pandemic became reality in Ontario back in March, there was a hold and some delays on some of the construction projects until the Minister of Labour, Monte McNaughton could implement guidelines for the safe keeping of our workers and citizens' health on all of the jobsites across Ontario.
- The LDHCA members have been very busy since then with all of the Municipal Infrastructure work and the private developer work with residential and commercial jobsites and the LDHCA will close out the 2020 construction year very strong.

Recovery Priorities:

- The LDHCA employs a lot of people in the London area and the #1 priority is that there is a need for more City of London Municipal tenders to come out asap for us to bid, or we could lose out on more government funding coming down the pipeline from the Federal and Provincial governments, because we have no "shovel ready jobs" to put out for tender.

Current Recovery Initiatives:



As the weeks have turned to months during this time of crisis, it is now fully understood that the arts sector (dance, film, music, theatre and visual) will be among the last to recover. A recovery timeline is still unknown, with consumer confidence a major impediment to a solid recovery. The arts sector in many cases already operates with limited reserves, and there is a deep concern about the sector's long-term recovery. The profound impact of COVID-19 on the arts sectors impacts the quality of life of Londoners. Artists will have substantially fewer places to work, exhibit and perform, and the economies supported through our work such as: tourism, hotels, restaurants and industry suppliers will be greatly impacted.

The direct economic impact of culture to London is \$540 million GDP per annum, and over 7,700 jobs in the sector.

Current work includes:

- Arts businesses, organizations and venues in the sector are using the Canada Emergency Wage Subsidy program to maintain a skeletal staff to operate venues and engage in recovery planning.
- London Arts Council (LAC) is serving on a province wide Arts Councils Association of Ontario as well as, other provincial and federal advocacy groups to support sector response initiatives
- LAC is working with Tourism London to develop a hyper local focused tourism response to aid London artists, arts organizations and businesses to showcase their products and services and event offerings.
- LAC is leveraging and allocating funding from multiple public and private sources to support the professional arts sector to create and produce in London.
- LAC and other arts sector leaders are actively engaged in arts advocacy through provincial and federal organizations calling on government to create specific strategies to support the sector. Specific examples include: Canadian Live Music Association <https://canadianlivemusic.ca/wp-content/uploads/2020/08/CLMA-2021-Pre-Budget-Brief-Arriving-ALive.pdf>; Canadian Association for the Performing Arts <https://capacoa.ca/en/2020/09/employment-in-arts-and-culture-august-2020/>; Business for the Arts <http://www.businessandarts.org/blog/town-hall-with-the-minister-of-canadian-heritage/>
- LAC conducted an in-depth survey of eight mid-large sized arts organizations to benchmark the impact of COVID-19 (as of May 31st). The next measure is taken from August 31st and will be completed over the next 2-3 weeks.
- LAC has created paid arts opportunities for professional artists to supplement their income.
- LAC is fast tracking projects to stimulate the local arts economy.
- Organizations and businesses that can move programming online have done so, some with greater success than others.
- Those who can open safely opened their venues, such as: galleries and studios are exploring this option by appointment or limited audience numbers.
- LAC recently hosted the Minister of Heritage, Sport, Tourism and Culture Industries - Lisa MacLeod for a tour of the London Clay Art Centre to share details and challenges of re-opening a large arts venue in the city.

Recovery Priorities:

- Continue to create opportunities for artists to keep working.

- Help arts organizations and businesses to stabilize and bridge to a time when they can be a meaningful part of the rebuild and recovery phase, even if remaining closed (or cancelling events) is the most appropriate course of action until reopening is feasible.
- Provide financial assistance for retrofitting capital investments in arts venues due to health and safety measures such as; plexi-glass barriers, special cleaning requirements and hiring personnel related to audience safety and stewarding measures.
- Support the London Arts Council to develop a marketing plan to build consumer confidence, promote what is open/available, and welcome audiences back when it is safe to do so.
- Ensure that the Community Arts Investment Program is stable for 2021 in order for the LAC to steward recovery and continue investment in the local arts economy.
- Support London's arts community by highlighting the work as part of the city's economic and recovery strategy.
- Assist the London Arts Council in further building Allyship with Artists who are Black, Indigenous and People of Colour; recently launched deliberate and highly visible work in this regard: <https://www.londonarts.ca/building-allyship>.



London Business Improvement Areas

Current Recovery Initiatives:



Downtown London

- Established a COVID-19 Task Force - Developed a COVID-19 Action Plan; biweekly meetings with a small group of board members to generate ideas and put into action COVID-19 related initiatives and priorities that will support the London Business Improvement Area members
- Developing and implementing a post-COVID Business Recruitment, Retention and Expansion Strategy to fill vacancies in the downtown (eg. Win this Space contests, Pop-ups with Fanshawe Leap Junction students and downtown landlords, one-on-one consulting and webinars for members on how to grow/pivot businesses, develop new revenue streams)
- New Marketing campaigns as businesses reopen - currently running Hit Our Bricks... Small is the New Mall; Shop Small media campaign leading into holiday season
- Activations and Place making
 - Worked with members on their requests to expand and create new patio areas at appropriate locations throughout downtown
 - Working with London Arts Live Program (London Arts Council) and others to coordinate safe, socially distanced performances and activities
 - Dundas Place weekend openings - with City of London and Dundas Place Manager, promoting car free weekends pilot (Friday, Saturday, Sunday) with extended patios, merchant participation and cultural programming interspersed to fill vacant spaces and activate the street
- Social & Public Safety - initiatives to identify priorities related to safety-related issues:
 - Established a weekly Public Safety Zoom call with LPS, Foot Patrol, City Bylaw, CIR and Operations staff to collectively review safety, vandalism, people sleeping rough, loitering, in crisis, and cleanliness issues from the previous week to debrief and find solutions moving forward
 - Safety survey to identify members' priorities related to safety
 - Undertaking a Perceptions of Public Safety audit with a Criminology professor from Humber College; businesses and customers will complete surveys
 - Followed up with over 80 vandalism, public safety and/or social crisis issues brought forward by our members over the last 6 months. Not all incidents are reported to the BIA and it is expected that the actual number of incidents is significantly higher. We have seen a rise in the number of member calls and reports and suspect incidents are on the rise as businesses have reopened.
- Advocacy - working with local, provincial and national partners (e.g. City of London, LEDC, Small Business Centre, Tech Alliance, London BIAs, Ontario BIA Association, Canadian Federation of Independent Businesses, Canadian Urban Institute, FRESHER, etc.) on general consultation and specific actions to identify opportunities, issues and solutions to address the needs of our members
- Realigned our 2020 budget to reallocate \$500,000 (and up to \$790,000) to develop new programs and initiatives. Create a new suite of grant programs to address the needs of our members during COVID business closures and throughout the phases of businesses reopening - Restart Grant (PPE), Marketing Grant (ads and promotions, digital transformation), Mural Grant (murals on boarded up buildings) and Marketing Phase 2 Grant (for merchants' on-site activations)

Initiatives with other London BIAs

- Digital Main Street initiative - promoting the three programs (Shop Here, Digital Transformation Grant, Future Proof) with our members, collaboration with DMS digital squad representatives to identify and connect businesses that are in need of ecommerce sites, improved social media presence, digital audits, SEO and other digital services.
- One-on-one consultations with individual business owners to assess needs and connect them with support services, funding, and other solutions.



Recovery Priorities:

- **Create a safe, welcoming and vibrant environment in the downtown**
 - Resource and implement the Core Area Action Plan would be a start, but more resources may be required for post COVID recovery
 - Address increasing public safety concerns and social issues in the downtown through:
 - Improved coordination of social and enforcement resources and services with shared accountability
 - Increased police presence
 - Coordinated social services and mental health services (local social services mapping – Who does what? Who to call for what?)
 - Invest and develop a continuum and variety of housing options in London for at risk and homeless individuals
 - Ongoing business supports, communications and check-ins
 - Business de-escalation training
- **Attract more foot traffic - support the return of a healthy consumer base**
 - Rebuild consumer confidence - address health and safety concerns to get consumers back in stores and restaurants so people can shop, dine and visit downtown with confidence
 - Buy local campaigns; market differentiation and value proposition of downtown shops vs shopping in other districts, remind people why local business districts matter
 - Work with employers to encourage office workers to return to our business districts (both work and leisure time)
- **Financial supports to members**
 - Property Taxes - work with the province to rebalance commercial taxes for a more equitable distribution (this is a downtown issue).
 - Continue to support the wage subsidy - instrumental in bringing people back to work, expanding business services and hours of operation
 - Advocate to shift rent relief to tenants as many landlords are not applying for the government subsidy. Tenants are being evicted.
 - Identify and develop new grants (not loans) to support business recovery

- **Create conditions and support programs with which businesses can rebuild and move forward**

- Ongoing support for business transformation and expansion through a variety of programs and services (e.g. Small Business Centre, LEDC, Tech Alliance, Digital Main Street Program, business to business mentoring, learning opportunities, etc.)
- Back-to-business support - continue to triage business needs and facilitate expedited service delivery across City of London service areas, including navigational support at the municipal level (e.g. a business connector);
- Focus on business retention, attraction and fill building vacancies
- Pilot a District Captains program to enhance communication about issues and solutions, and leverage leadership with members in targeted areas.



- **Create a business and investment attraction strategy to revitalize the downtown and fill gaps and address vacancy (anticipated business closures)**

- DTL request to create a Downtown strategic champion position at City Hall to identify planning and economic policy reforms to support downtown London's revitalization, recovery and investment readiness
- Develop business recruitment and investment attraction plans by:
 - Working collaboratively with local economic development, development, real estate and match making with landlords and targeted tenants
 - Creating inventory of vacant and available properties
 - Aligning/creating incentives/policies to support attraction, adaptive reuse of buildings
 - Implementing a targeted sector marketing/promotion and business development plan
 - Incentivize landlords to welcome pop-ups, free rent periods, shorter lease terms, flexible leasing options, subdividing large spaces for new tenants

The September 3, 2020 International Downtown Association briefing to its members identified the following key themes to help guide us moving forward:

- Recovery should be viewed on a two to three-year time horizon.
- Many districts have a renewed emphasis on clean and safe services, returning in many ways to the foundation for a resilient district.
- Over 90% of surveyed members identified small business support services as the most critical and highly valued programming being done today, with plans to expand into the future.
- The creative adaptation of shared public space for commercial use is necessary to stem the economic effects of the pandemic and social impacts of isolation.
- Linked to the point above, how best can we accommodate severe weather to continue using the public realm, be it extreme heat or the coming winter?
- Districts are being challenged to advocate for the return of office workers even though community health is still a risk (think about college campuses right now).

London Chamber of Commerce

Current Recovery Initiatives:



- **Launched Recovery Activation Program (RAP)** in London in conjunction with World Trade Centre and Toronto Board of Trade. Funded through Fed Dev the RAP program aims to assist small and medium businesses with their digital transformation and to help them thrive through and beyond COVID-19. The FREE program is designed to deliver recovery services to 1,000 businesses in Ontario. Services offered are valued at over \$5,000 each and again are free to participants. Over 30 London businesses are taking part in the program to date.
- **Launched “Canada United” program** in conjunction with the Ontario Chamber and RBC along with over 100 major corporations across Canada aimed at encouraging Canadians to buy and shop local, including retailers and food and beverage. Massive campaign across Canada culminating in Shop-Canada weekend August 28th - 30th
- **Launched Emerging Stronger program** where Chamber members offer member to member discounts/promos/offers at significant savings with the aim of identifying that they are back in business and emerging stronger than ever. This campaign is backed by a series of Emerging Stronger “Web-Pros” where subject expert members will be offering their expertise on recovery in a variety of key subject matters. Working with the London Free Press to feature Emerging Stronger stories from the Business Sector where Chamber and LEDC provide leads and LFP sends writers in to cover the success stories.
- **Launching “Leadership in the New Reality”** series of web-based seminars in conjunction with the Ivey Academy. Faculty lecturers will provide leadership expertise while Chamber provides platform and audience.
- **Re-Launching Business Achievement Awards Sept. 23rd**. This hybrid event (50 in attendance with 1200 watching via live streaming) will celebrate the success of outstanding achievers and will be live-streamed to over 1200 ticket holders from March’s postponed event. Aim is to raise awareness of the excellence we already have in London’s business community and by doing so motivate others to raise their game. This event also has wider implications and has been known to assist with FDI and other provincial/national investments.
- **Jointly Launched London Business COVID-19 Portal with LEDC and Small Business Centre** the aim of which was to provide daily updates on all of the government services being offered in support of businesses and individuals. Used by thousands during the worst days of COVID-19 as a one-stop portal to access programs and answer questions.

Recovery Priorities:

- **Avoid at all costs a return to emergency conditions** associated with a second wave of COVID-19 outbreaks. Must maintain constant vigil and not relax safety protocols until long after a vaccine can be developed and administered.
- **Governments must maintain a status quo mentality on any new forms of taxation** that might be used to mitigate growing deficits at all levels of government. It will serve no purpose to reverse all of the recovery initiatives/subsidies by resorting to higher tax impositions that will undermine our recovery momentum.

- **Governments at all levels must adopt a “Get-it-done” mentality that fast-tracks** things such as permits, licenses and development related regulations that at the best of times slows down progress. Now especially, we need an accelerated game plan that enables faster implementation and growth while at the same time respecting public safety and health concerns.



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- Given the reality that as many as 30% of all small businesses in Canada may not survive beyond December of 2020, it is incumbent on us now more than ever to **support/accelerate our economic development programming** on both the retention and attraction side. New enterprises and expanding businesses are the only way the hundreds of thousands of soon-to-be unemployed will be able to find meaningful work and continue to contribute to our economy and our society.
- All levels of government **must continue to support/fund priority infrastructure**. It has often been said that infrastructure (roads, bridges, sewers, information technologies, and public transportation) is the highway on which commerce travels. Any notion of defunding infrastructure will only negate any recovery advances we have made or will make in the future.

London Community Foundation

Current Recovery Initiatives:



- ***LCF COVID-19 Response Fund***

Led by the London Community Foundation (LCF) in partnership with the Lawson Foundation and Westminster College Foundation, the LCF COVID-19 Response Fund is a collaborative effort to support our community through the response, recovery and rebuild phases of the COVID-19 pandemic. This collaborative partnership is working closely with United Way Elgin Middlesex, the City of London and other local funders to deliver a coordinated response that will provide a full-spectrum safety net for our community's most vulnerable. Together, we are keeping our community strong. An Advisory Council composed of partner organizations is determining how to best allocate these funds. Leveraging the Council's expertise and community knowledge ensures we are proactively addressing our community's needs.

- ***Emergency Community Support Fund (ECSF)***

The LCF is proud to have partnered with Community Foundations of Canada and the Government of Canada to deliver the Government of Canada's Emergency Community Support Fund (ECSF) in London and Middlesex County. Launched on May 19, 2020, we've invested an additional \$898,030 through the ECSF towards local charities and qualified donees supporting populations experiencing heightened vulnerability during this crisis. United Way Elgin Middlesex and Canadian Red Cross were also intermediaries of the ECSF.

Recovery Priorities:

- Mental Health and Social Isolation for all ages
- Education gaps experienced by children and youth in marginalized home situations
- Housing stability
- Sustainability of charities and non-profits – especially those dependent on fundraising
- Arts sector

London Development Institute

Current Recovery Initiatives:



London Development Institute (LDI) is a membership-based organization representing the leading land developers in the London area. LDI's main purpose is to lead on issues affecting our industry at London City Hall and the Government of Ontario. LDI acts as single voice on policy development and implementation. Much of LDI's advocacy activity is with London City staff and members of Council.

As an essential service (construction) we have been able to lead on recovery initiatives over the last 5 months. We are back at full production except for disruptions in our supply chain which includes skilled trades, supplies availability and approval authorities timing.

Recovery Priorities:

- Continuously improved timing of approvals from approval authorities including the City of London to allow development planning and construction to continue.
- Continuous restoration of our supply chain to improve material availability and cost.
- Transition from the stay at home requirement back to the workplace to improve workflow and final product delivery timelines.

London Economic Development Corporation

Current Recovery Initiatives:



- Launched the London Business COVID-19 Portal with the Chamber and Small Business Centre to provide daily updates on available government supports being offered to businesses. This one-stop portal was used by thousands to access programs and answer questions [London Business Covid-19 page](#).
- Prepared a list of local companies providing PPE and other related supplies, which is being updated regularly: <https://www.ledc.com/news/list-local-ppe-suppliers>
- Created a guide to getting businesses online: <https://www.ledc.com/news/your-guide-getting-your-business-online>
- Created a directory of contacts at banks and lending institutions to assist companies seeking capital: <https://www.ledc.com/news/cash-flow-matters-managing-through-covid-19>
- Hosted several webinars on digital transformation, accessing capital and other recovery related topics. A full list of all on demand and upcoming webinars are on the [London Business Covid-19 page](#).
- Examples of information dissemination include:
 - [Applying to the Regional Relief & Recovery Fund](#) - LEDC & FedDev Ontario
 - [reserving Your Workforce](#) - LEDC, LeClair & Associates
 - [eCommerce Platforms & Content Marketing](#) - r-Traction & London Small Business Centre
 - [Bankers Chat: Cash Flow Matters](#) - London Small Business Centre & LEDC
- Created a video to show businesses stepping up during covid and building confidence in the community: <https://www.youtube.com/watch?v=Lx9zVXqRjiw>
- Hosted a virtual job fair and another planned in September: <https://www.eventbrite.ca/e/london-and-area-works-job-fair-may-12-virtual-september-22-face-to-face-tickets-102198039086>
- Daily communications to manufacturers sharing questions and answers, allowing for sharing of best practices in real time, sharing resources such as warehousing and logistics and sourcing PPE and other needed supplies.
- Our two job portals continue to be used extensively by both employers who were in a pinch trying to ramp up as well as by job seekers:
 - London Tech Jobs <https://londontechjobs.ca/>
 - London Manufacturing Jobs <https://londonmfgjobs.com/>
- Continued to attract new jobs and investments with companies such as Anvo Pharma, Aspire Food Group and Quest Brands.

Recovery Priorities:

- Support SMEs in retail, hospitality, accommodation, tourism, arts and entertainment industries that have been hard hit during the pandemic. Businesses that have seen a significant drop in revenues and cannot make the switch to online stores are at risk of closure.
- Downtown recovery, animation and rejuvenation post-covid would be critical. As more companies adopt remote-work, it will result in less foot traffic downtown. The current safety and vandalism concerns have already been flagged as issues that are preventing people from visiting downtown. The community needs to find ways to attract/retain retailers and foot traffic downtown.
- Attract skilled talent that may be working remotely post-covid as well as those seeking self-employment and entrepreneurship.
- Governments should adopt a nimble mindset that fast-tracks permits, licenses and development related regulations. Post-covid, we need strategies that enable quick implementation and accelerate growth, while being respectful of health and safety.



- Develop niche areas that differentiate London and act as beacons that attract capital, investments and jobs. Support entrepreneurship and start-up initiatives as a significant percentage of the labour force will find self-employment as an alternative to traditional jobs.



London Environmental Network

Current Recovery Initiatives:



- The London Environmental Network is currently compiling a framework of proposals that would help guide London into selecting projects that create jobs and improve the environment, such as cycling infrastructure, accelerating solar and net-zero developments, investing in green infrastructure and separating combined sewers. Our members have been providing ideas and feedback on this document and we hope to have it ready in October.
- The London Environmental Network has led a virtual "Green & Just Townhall" event for the community to learn about current projects or ideas from local levels of government on a green recovery. We have also been advocating at the federal level locally, in support of a national campaign by [Green Economy Canada](#) on a Green Recovery which would benefit local SME's.
- The London Environmental Network is also in support for the City completing the CEET (Climate Emergency Evaluation Tool) so it can be used to examine any recovery plans. And we support the Inclusive Framework designed by the London Poverty Research Council & other groups.

Recovery Priorities:

- Ensure that any recovery plan examines the environmental and climate impacts
- Ensure that investments in recovery infrastructure do not contribute to climate change. Leverage federal, provincial and private funds to achieve these investments.
- Prioritization of green recovery plans, and accelerate proposals for development that are LEED, net-zero or passive standards
- Focus on reallocating funding from climate contributors (ex. road widening) and reallocating to climate smart projects
- Select a multitude of projects that get London closer to the net-zero by 2050 target (ex. cycling infrastructure, improved transit, green infrastructure)

London Food Bank

Current Recovery Initiatives:



- **Service Expansion** – Ramped up the London Food Bank services to numerous agencies requiring food supplies in these last few months. It is an effort that has been assisted by governmental supports directed to food banks through Feed Ontario and Food Banks Canada. The Feed Ontario component was instigated by the provincial government, where they reallocated what would have been provincial expenditures in school meal programs and instead applied to thousands of skids of pre-packaged food hampers, with supplies for one person for seven days. London's total amount came to some 450 skids and these are still in the process of being depleted.
- **Homeless Lunch Program** – As part of the original Mayor's COVID Basic Needs committee, the food bank committed to providing lunches to the most marginalized of the homeless population. This was done in partnership with RBC Place, whose chefs prepared the lunches, Youth Opportunity Unlimited, whose clients helped prepare the meals, and Cargill, who supplied \$60,000 for the first stage of the effort. The lunches were picked up at RBC Place by a wide network of volunteers and then distributed to agencies dealing with the homeless and homeless individuals themselves. The effort ran from April until the end of August, and will be starting up again on September 8th, only this time transitioning to hot lunches as the weather cools. These lunches averaged about 300 a day and were covered by the food bank at a cost of some \$165,000. The plan is to keep supplying these lunches, with full costs covered by the food bank, until the New Year as part of this community's COVID response. It will be reassessed in the New Year.
- **Greenhouse project** – The plans to construct a large greenhouse at the rear of the food bank were already in place prior to the pandemic, but as cities across the country began placing an emphasis on local food procurement and need to acquire it year-round, the food bank, with the assistance of former City Chief Planner John Fleming, reimagined the project and have set it up as something of a template that can be used by others across the city. This took extra time and has been a major undertaking but the model is now in place should the City's urban agriculture policy wish to enact such projects for both businesses and neighbourhoods.
- **Landfill diversion** – The City of London and the London Food Bank were already partners in the effort to get fresh food diverted from the landfill and directed towards marginalized families and feeding agencies. Key partners in this effort have been grocery stores, who contacted the food bank directly and had us pick the surplus goods while the quality was still good and bring them to the food bank for disbursement. We have ramped up this partnership during the pandemic, and so far in 2020 have seen some 320 tonnes diverted from the landfill. The food bank sees this as an important component to the local COVID-recovery effort.
- **Hub and spoke model** – The London Food Bank is presently in dialogue with the City of London to establish an initiative that will see the food bank serve as a hub, providing food to neighbourhood resource centres, as a means of getting food closer to those who require it. It will involve a major revamping of our present model, which has individuals and agencies come to the food bank for their supplies. This new model will have us shifting to more of a delivery model. This has been under consideration for this past year and has the advantage of enhancing food security and disbursing food through the City's resource centres in a timely and fresh fashion, allowing for proper data and effective oversight.
- There are numerous changes taking place at the food bank directly, such as renovations to handle the client flow during COVID, as well as a pick-up and reservation system to avoid human contact. These renovations are presently underway.

London Health Sciences Centre

Current Recovery Initiatives:



- The acute care health sector was significantly impacted by the COVID-19 pandemic. Acute care's primary focus was to prepare and respond to the growing incidence of COVID-19. Acute care focused on building capacity and preparing services for our community. Acute care was also called upon to provide leadership across the region and to provide expert support to other sectors including long term care, retirement homes and other congregate living spaces.
- One important impact of the COVID-19 response was the dramatic decrease in non-COVID-19 acute care services especially regarding non-critical scheduled health services such as surgeries and diagnostic imaging. This impact has been dramatic, and models used in various jurisdictions suggest that it may take extended time to 'catch up' and provide these services. Acute care's focus therefore in the past two months has been the gradual planned expansion of services. This is being done within a series of requirements and restrictions imposed by Ontario Health and the Ministry of Health. LHSC's focus as the largest acute care tertiary hospital west of Hamilton has been to ensure that its specialized services expand rapidly within this framework. LHSC also provides its expertise to other agencies across the region to coordinate and plan an evidence-based approach to resumption of services.
- As part of that work, acute care and indeed all areas of health care are exploring and implementing a wide variety of virtual care models. This work has enabled physicians and health disciplines to connect with patients and conduct clinic visits, non-procedural care, and remote home monitoring of patient care after acute care services. This entire sector will be an area of significant growth and innovation as the health sector will rely heavily on new models of care that will use health information technology as a platform to connect patients with providers.
- Acute care health care continues to work with agencies such as public health, primary care, long term care, Ontario Health, emergency management and a wide range of sectors to plan for the potential of second or third waves of COVID-19. This is especially important given the reintroduction of more routine social behavioral and economic activity in our communities. This will include the response of acute care to growth or outbreaks of COVID-19 in the community, prevention measures and cross sectoral collaboration. This includes working efforts to improve infection prevention and control in a variety of health care and congregate settings, organized large scale emergency response and preparation within the reality of the usual influenza season.
- Acute care health agencies are also assessing, monitoring, and responding to the large financial impact that COVID-19 has introduced. This has included the rapid escalation in costs for normal care, extra costs for COVID-19 related containment as well as dramatic reductions in revenue (either direct care or ancillary revenues). Acute care hospitals are working with the Ontario Hospital Association and government to ensure liquidity of hospital corporations and to represent the need for increased funding for routine health care operations.

- London has the good fortune to have two academic hospitals that have an active research agenda in partnership with Western University. Other communities also have large hospitals but fewer have research mandates as they are not academic affiliated hospitals. London has a strong and vibrant health research sector anchored by Lawson Health Research Institute, the joint venture of St Joseph's Health Care London and London Health Sciences Centre and the Schulich School of Medicine and Dentistry and other faculties at Western University. Medical research, both bench basis science and clinical areas have been dramatically impacted with the halting of virtually all clinical and hospital-based research. Federal transition funding has provided a modest assistance to the field. Hospital based research is opening again, however the financial challenges remain. Funding models for hospital-based research have been precarious for years and COVID-19 threatens the ongoing sustainability of many hospital-based research institutes. Significant restructuring and changes may be needed to sustain the research community. Hospital based research is a major economic, cultural and societal benefit to the London community and continued support of this unique differentiator for London is critical.



London Homebuilders Association

Current Recovery Initiatives:



As our industry was deemed 'essential' by the province, we haven't had as much of a stop / start as some sectors but definitely have had impact from the city's remote work, issues with plans approval and pushback from inspectors against compliance with required site protocols. We have had to adopt new ways to comply with increased health & safety protocols and to be innovative in scheduling of workers on sites yet still trying to keep to homeowners' contractual closing dates.

- **Building Permit Approvals** - Discussions with the Building Department to identify efficiencies and make permit approvals more consistent and within mandated timeframes – better more consistent training of new staff; additional manager level to review and avert inaccuracies in deficiency notices from city staff even being sent to the industry.
- **Building Inspections** - Timeliness and consistency amongst inspectors; also issues for identification of deficient versus not ready work.
- **Material shortages** - Discussion with the Building Department for greater understanding of the magnitude of impact from material and equipment shortages and to devise ways for code compliance that also support homeowners need for occupancy.
- **Other initiatives through the Ontario and Canadian Home Builder Associations** – Updating the HST threshold on new homes; home renovation tax credit; streamlined planning process; accountability of Conservation Authorities, etc.

Recovery Priorities:

- **Building Permit Approvals** – timeliness, consistency and surety.
- **Building Inspections** – timeliness, consistency and surety.
- **Municipal agreement to consider acceptance of Surety Bonds** as a financial tool to secure municipal agreements
- **Thefts on Construction Sites** - Support from Police Services to aid in the prevention of thefts on construction sites; increased frequency and severity during COVID; huge financial and time losses due to thefts of materials and equipment from sites and related delays and damages to homes.

London & Middlesex Local Immigration Partnership

Current Recovery Initiatives and Priorities:



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The London & Middlesex Local Immigration Partnership (LMLIP) is a collaborative community initiative designed to strengthen the role of our community in serving and integrating immigrants. LMLIP is funded by Immigration, Refugees and Citizenship Canada and supported by the Ontario Ministry of Citizenship and Immigration and the Association of Municipalities of Ontario. LMLIP is co-led by the City of London.

Since its inception in 2009, LMLIP has brought together many sectors, volunteers and immigrant communities to develop and implement locally driven strategic plans for the successful integration of immigrants in London and Middlesex. The work of the LMLIP is guided by a Central Council and five Sub-councils representing issues on education, employment, health & wellbeing, inclusion & civic engagement, and settlement.

With immigrants as the focal point, LMLIP works to achieve the five overarching outcomes of the five Sub-councils. These outcomes are: Welcoming Community, Communication and Access to Information, Coordination and Collaboration, Supports and Services for Immigrants and Reduction of Systemic Barriers.

LMLIP has engaged over 500 individuals and volunteers from ethno-cultural groups, service providers, government and others with an interest in immigrant integration issues. LMLIP is a leader of projects, catalyst for new relationships and contributor to existing community efforts.

To date, LMLIP has facilitated the development of over 20 innovative products and services (with more underway) built on creative partnerships across sectors.

A sampling of some of the initiatives in which the LMLIP is involved, include substantial work on anti-racism working towards creating a community that is based on a new system.

Specifically,

- The LMLIP shares information through LMLIP roundup including jobs
- The LMLIP has created an anti-racism statement
- The LMLIP is working with other LIPs to create and launch survey of racism and discrimination locally; such information at the local level is not available and would be useful for the City and community as well
- On the economic recovery front, the LMLIP is working with other LIPs in region (through Southwest Ontario LIPs) to hold a webinar for employers on attracting newcomer talent
- Ongoing activities include the I Am London campaign and the Welcoming Communities initiatives.

London Poverty Research Centre

Current Recovery Initiatives:



Inclusive Economy London & Region is a coalition of organizations that want to see the regional economy succeed without leaving anyone behind.

A recently completed **report** (available upon request) offers recommendations for integrating (i) local economic development (ii) poverty reduction (iii) and green initiatives into clear and manageable strategies. These strategies draw inspiration from other jurisdictions which are successfully rejuvenating their local economy in ways that create jobs and hope for marginalized and disadvantaged people.

The five recommendations are designed to engage the City of London and relevant institutions within the region in the design and delivery of an inclusive economy strategy that complements current economic recovery efforts:

- Localize the supply chains of London's anchor institutions
- Create a municipal community benefits framework
- Support broad-based and community-owned businesses
- Investigate the impact of a living wage standard
- Integrate inclusive economy tools in green infrastructure projects

Inclusive Economy London and Region is directed by a leadership group made up of the following people and organizations: Michelle Quintyn - Goodwill Industries; Michael Courey - London Poverty Research Centre; Andre Vashist - Pillar Nonprofit Network; Michelle Baldwin - Pillar Nonprofit Network; Sue Wilson - Sisters of St. Joseph; Trish Hennessy – Upstream; Sarah Middleton - United Way Elgin Middlesex; Terry Off; Bob Siskind.

Report Commissioned by London for All Outlining Local Indicators of Wellbeing for London Ontario (full report available upon request)

The London Poverty Research Centre at King's was commissioned by the **London For All** initiative to create a set of meaningful measurements at the local level which would help Londoners to be aware of the level of social, economic and environmental well-being. These indicators were translated from 244 global indicators in the Sustainable Development Goals (SDGs) created by the United Nations.

A final report presents a set of local indicators for London Ontario and provides a shared language among different sectors and fields to enable collaboration and a deeper understanding of complex societal problems. The pandemic has shown that the complex challenges which London faces today are all interconnected, be it homelessness, climate change, precarious employment or the opioid crisis. To address those challenges in an effective way, it is necessary to align the work and actions of a wide range group of local actors. This alignment is aided by shared definitions, common language and measurement for progress.

Community Hub Initiative: London Cares and Sisters of St. Joseph (St. Joseph Hospitality Centre), along with a third soon to be announced group, are partnering to create a hub in order to build a community and provide support. They will operate from core values of dignity, inclusion, community, social justice and persistent hope. These groups share the understanding that individuals supported often have experienced multiple traumas so this collaborative work will be anchored in a trauma-informed approach. They are committed to creating something new together that will help alleviate homelessness, poverty and isolation.



Non-Profit Housing Groups in London recently have begun a conversation on how they might collaborate to address some housing needs in London.

Recovery Priorities:



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- Improve the quality of jobs and level of wages in London using Initiatives such as localizing anchor institution supply chains, creating a municipal community benefits framework, and municipal support for broad-based and community-owned businesses (see Inclusive Economy London & Region report)
- Invest in long-term goals which promote significant energy and cost savings such as a long-term energy-retrofit agenda for buildings, along with a skills-development program to support this agenda and contribute to good quality jobs.
- Increase access to social protections including, but not limited to, increased access to mental health supports, expanded rent supports for individuals/families, the creation of truly affordable housing, and increased supportive housing options for people who might benefit from this model.
- Ensure that investments in recovery infrastructure for transportation/mobility provide low-income Londoners with viable options for getting to workplaces, schools, food sources, green spaces, businesses, health services, shelters, and other essential destinations.
- Measure progress toward social, economic and environmental well-being by adopting the localized SDG indicators on a city-wide basis. Share municipal data to support population of the SDG data base and encourage agencies in city to contribute to population of data base.

London Regional Manufacturers Association

Current Recovery Initiatives:



- Extensive sharing of info and experiences between local manufacturers pertaining to COVID.
- Sharing of COVID policies and procedures.
- Connecting local PPE Suppliers and Manufacturers to plants looking for PPE's to keep employees safe.
- Providing local manufacturers with the info they need to take advantage of all government related COVID supports.
- Providing forums that enable local manufacturers to access all the relevant information they need to navigate COVID.

Recovery Priorities:

- Safety of Employees/Staffing
- Cash Flow/Business Continuity/Business Recovery
- Understanding Government COVID Funding Options
- Understanding MOL COVID guidelines and regulations
- Overall Economic Recovery

Pillar Nonprofit Network

Current Recovery Initiatives:



- The "Homeless Lunches" program: Pillar made the key connection to kick start this [London Food Bank/RBC Place initiative](#) to prepare and deliver meals to area agencies to distribute to their clientele, supporting Londoners made vulnerable by COVID-19 and existing system inequities. Subsequently, Pillar helped to assemble and enable a team of bike volunteers to deliver the meals in an efficient and green way. Glen Pearson tells the story of 10,000 meals in 2 months, sometimes 300 a day, on Rogers TV [here](#). Key takeaways: "London's vulnerable are more vulnerable than we thought" & cross-sectoral collaborations are powerful.
- Not specifically our work, but we know of and have learnt small supports to other significant food-centered responses from members organizations:
 - Crouch/Glen Cairn neighbourhood resource centres; and,
 - LIFE*SPIN/On the Move Organics/Lola Bees Community Food Box program
- [The Design Challenges](#) meant "to inspire and amplify response and rebuilding efforts by sharing stories from across the region and providing resources to one innovation" per each of two challenges.
- [The Spring 2020 Libro Social Enterprise Cohort](#): "During program orientation, Pillar team members observed that a core theme shared between the social enterprises was a focus on [United Nations Sustainable Development Goal 3](#) - Good Health and Well-Being, and this is just the start. These growing organizations address a web of challenges that exist in the world today." Many involved themselves in 'response'
- [The London-Middlesex Restaurant Relief Fund](#), a collaboration of business, nonprofit, and government formed by Pillar to help a local enterprise inject money into the recovery of independently-operated businesses at arm's length.
- A way forward in the [improvement to rather than abandonment of London's Advisory Committees](#) or, in this moment, at least a better way of convening more civic engagement in our recovery
- Though not a COVID-19 recovery effort in its inception, the WOSN program might be referenced for its model of ["a network of support"](#) that's built on co-creation and anti-colonialism.
- The advocacy and public education work embedded in the Pillar/CHRESI series, [Voices from the Margins of a Crisis](#)

Recovery Priorities:

- COVID-19 has revealed and exacerbated the issues in our community for women, racialized communities and those most vulnerable. We need to centre new voices in the recovery. Any recovery plan needs to address the root and systemic issues.
- Collaborating for systems transformation using a cross sector approach with nonprofit, business and government to address our most persistent challenges (homelessness, poverty, addictions, mental health, food insecurity, violence against women etc.). Ensuring that the various sub sectors of nonprofit including arts, environment, health, heritage & culture, faith, education, research, social services, sports, volunteerism & philanthropy etc. are part of this recovery building.
- Move from an incremental, transactional and disparate approach to an interconnected, transformational and accelerated approach? *A big, bold and unifying vision for London*. Reports that can inform:
 - Inclusive Economy London - how are we building jobs and an economy for all - see the five recommendations
 - Report from London Environmental Network and Green Economy London (to be released soon)



Small Business Centre



Current Recovery Initiatives:

- Information Dissemination: March 18th launched Covid-19 Resource Portal, later redirected to London Business Covid-19 Resources page, in partnership with LEDC/Chamber.
- Information Dissemination: Increased frequency of communication with email subscriber list of 5,000+ businesses and individuals.
- Numerous technology upgrades, including digital soft phones for real time and immediate response to small business inquiries. Were able to address more than 500 individual inquiries and conduct 125 virtual consultations in the first 4 weeks of lockdown, a notable increase in previous months' capacity.
- www.smallbusinesssupportsqad.com, Launched in late April, facilitates free consultations with financial, legal, ecommerce, digital marketing, HR and other experts. Offered through a pool of recruited volunteers.
- Increase availability of online webinars and consultations. Published the "weekly webinar roster". A curated list of 15-20 free seminars offered in London and abroad.
- Successfully transitioned 90% of all programs and services to online.
- September 8th, in-person consultations resumed.
- On September 15th will be launching a Main Street grant (\$4,000), training and mentoring program. As seats are limited, we are working closely with BIA's to identify appropriate candidates.
- Working closely with a network of municipal small business enterprise centres to share resources and access to webinars
- Advocating to MLTSD for EI supported self-employment initiatives.

Recovery Priorities:

Health and Safety of Community

- Maintain vigilance of Covid-19 preventative protocols in places of business.
- Support for initiatives that promote social distancing and accessibility, e.g. Infrastructure and stimulus spending, and expedited zoning and building permits that have either an accessibility or social distancing aspect to them (sidewalks, larger patios, etc.);
- Repurpose of municipal assets and large spaces, for commerce.

Support Local Business

- Focus on sectors impacted most and those that remain at highest risk; main street retail, personal services; culture; accommodation and food; tourism, recreation.
- Increased efforts in downtown recovery, recognizing negative impact on pedestrian/office traffic that is not expected to return anytime soon.
- Support "shop local initiatives".
- Financial relief / tax freezes/ licensing leniency and incentives

Workforce Development

- With 10% of the population unemployed and a far greater number that can be classified as under-employed, self-employment needs to be supported as an alternative to traditional work.
- Support for newcomers, immigrants, and other underrepresented groups, specifically



for entrepreneurship, including advocacy to provincial and federal governments for new programs



FutureProof – Digital Integration

- Increase online service delivery across all sectors
- Integration of “Smart City” strategies

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Maximize Impact of NPO’s whose mandates are aligned with recovery initiatives; (Including the London Small Business Centre)

- At a time when most NPO’s have had to curtail services, an inventory of assets and capacity in the City needs to be undertaken.
- Where fiscal space is available, the City should increase grants and “shore up” essential services and Covid recovery initiatives offered by NPO’s.

St. Joseph's Health Care

Current Recovery Initiatives:



In March, St. Joseph's joined other hospitals in stopping any "elective" scheduled hospital activities, had staff work from home and rapidly opened approximately 85 beds to assist LHSC in reducing their occupancy to be ready for COVID. In addition, we assisted in staffing the assessment centres and redeployed staff for pandemic response internally and some staff to support LTC. Where possible care was moved to virtual care to provide necessary support for patients. In addition, research at Lawson Research Institute across our multiple sites was suspended for the most part and undergraduate students' placements were cancelled.

- Regional lead for hospital pandemic response and reintroduction of services
- Reintroduction of services gradually incorporating new IPAC standards
- Sustaining and enhancing positive aspects of pandemic such as virtual care
- Reintroduction of students from Western and Fanshawe for their clinical placements
- Advocacy for research funding federally and provincially and restarting research
- Ensuring testing and assessment capacity in place for the fall for the community
- Planning for wave 2 in each health care sector (table top exercises in planning)
- Re-engaging in key strategic initiatives put on hold such as the Ontario Health Team,
- Digitization of the health records in 11 hospital sites (next phase). Indigenous pathway to Wellness with Atlohsa, Mobility and Activity Centre at Parkwood Institute.

Recovery Priorities:

- Hospital and health care capacity with new IPAC standards incorporating innovative models of care
- Preparation for wave 2, health care capacity, vulnerable populations
- Sustainability of hospital based research and education
- Health Human Resources shortages especially PSW and community based professional staff

Current Recovery Initiatives:



- **TechAlliance Venture Growth & Corporate Innovation:** TechAlliance advisors continue to provide valuable community resources, connections and guidance to innovators, entrepreneurs and industry leaders virtually. This has become increasingly valuable especially as entrepreneurs consider how their businesses can repurpose their technologies, pivot to serve community needs, and thrive through disruption.
- **TechAlliance's Fireside Chats Summer Series:** A collection of candid conversations with local business and technology leaders on current issues facing the innovation economy. Entrepreneurs were encouraged to submit questions to be answered by local industry experts. Each session was recorded and made publicly available, covering topics with continued relevancy including maintaining resilience, planning for the unpredictable, managing cash flow, improving operations, leading through dynamic circumstances, and tackling transformation.
- **TechAlliance Experiences:** In response to COVID-19, TechAlliance made a rapid shift to virtual experiences featuring timely and educational webcasts on topics spanning remote readiness, marketing and communications, government funding, financial relief programs, eCommerce solutions, the Ontario Together Fund, the Work-Sharing program, cash flow strategies, HR considerations, emotional intelligence & wellness and more. Each of these webcasts are available to be viewed on TechAlliance's YouTube channel.
- **TechAlliance Peer-2-Peer Groups:** Once exclusive member-only experiences, TechAlliance's virtual Peer-2-Peer groups have been opened to the community. Regional industry professionals lead role-specific groups and provide relevant guidance and tools to accelerate professional development across industries, while making meaningful connections within the innovation economy. Throughout the pandemic and beyond, it is our interest to galvanize a vibrant and prosperous tech sector.
- **The (Rebuild) Roster by TechAlliance:** With support from business and technology leaders, TechAlliance has created a new tool to place tech talent in view of world-class companies. Using a simple form, job seekers can showcase their skills and send a continuous signal to employers that they are open to being contacted about opportunities in the region. Company leaders are encouraged to use the roster as a resource to source qualified talent, and human resource professionals can leverage it as a tool to help candidates and existing talent transition into new opportunities. In addition to filling our own interview pipeline with candidates from the roster with our recent Business Advisor job opening we have also received positive preliminary feedback from employers who have sourced displaced talent for their open roles.
- **TechAlliance Job Board:** A curated directory of opportunities to work with technology companies, updated daily and amplified through channels including a weekly newsletter and social media, yielding almost 100 job listings in August 2020. Careful selection of these opportunities ensures accurate and informed promotion tailored to technical job seekers.
- **Recovery & Rebuilding the Region Design Challenge:** In partnership with regional organizations, TechAlliance launched Recovery & Rebuilding the Region Design Challenges to accelerate and scale select "Made in Southwestern Ontario" solutions with two \$20,000 financial investments and a suite of personalized business advisory, financial coaching and community impact services.

- **Future Proof Main Street, delivered by TechAlliance:** A federal and provincial investment to expand Digital Main Street will enable online success for thousands of main street businesses and create hundreds of student jobs in Southwestern Ontario. TechAlliance will deliver Digital Main Street Future Proof for businesses seeking advanced digital transformation services, accelerated online sales, amplified global market reach and sophisticated digital B2C experiences, closing skills gaps for entrepreneurs to thrive in the future of commerce.
- **Amplification for regional response and recovery initiatives:** Understanding that times of crisis make way for innovative thinking and action, TechAlliance deployed a thorough content marketing effort inclusive of the “Our Community Responds” landing page, social media promotion and broad amplification to stakeholders and media. This collection of original and shared content includes storytelling that features entrepreneurs who refocused their experiences and resources to serve community needs, designed technology solutions to connect vulnerable populations to essential supports, and enabled digital transformation for high-risk, antiquated processes.



Recovery Priorities:

- **Talent attraction and retention:** Amid COVID-19, skilled technical talent across industries has suffered employment instability, while businesses are looking for qualified hires to advance their recovery. Recognizing this pivotal time in our region’s labour market, it is more important than ever to ensure positive and meaningful transitions for qualified talent – often fostered here – to maximize our community’s investment in emerging and leading talent, stop the brain drain and spur job creation.
- **Access to funding for startups and fast-growing companies:** Through direct client engagement and advocacy efforts among stakeholders, TechAlliance creates greater access to funds that are applicable to innovative, fast-growing and high-potential Southwestern Ontario companies.
- **Increase Southwestern Ontario IP education and development:** Aligned with a Canada-wide IP strategy, TechAlliance Venture Growth & Corporate Innovation advisors can provide guided access to expertise, resources and funding towards development and protection of Ontario-made intellectual property. In addition, through educational programming, we are committed to coaching entrepreneurs on the strategic value of IP as paramount to Ontario’s economic recovery, encouraging a collective refocus on generating and commercializing intangible assets, especially since the global race for their control is not abating.
- **Diversity, equity and inclusion in the technology sector:** TechAlliance remains committed to creating an equitable, accessible, and stronger innovation economy for us all. Diverse perspectives fuel innovation and opportunities designed to empower communities with the proficiencies that the Future of Work demands will bolster Southwestern Ontario’s globally-competitive innovation economy. When we become intentional about addressing the significant barriers to entry that remain for women-identifying and BIPOC individuals, we emerge new pathways to access some of the most financially-beneficial jobs in the modern market and build intergenerational wealth, while simultaneously addressing skills gaps within the Canadian technology landscape and expanding our lens to meet new, existing or unarticulated needs.

- **Additional priorities:**

- **Regionally focused procurement practices:** Focused support on homegrown partnerships and local procurement of opportunities at all levels of public and private enterprise across the regional innovation economy by emphasizing government procurement processes drives economic growth and enhances supply chain resiliency to support recovery. Making this a priority means these businesses will become more equipped to offer unique 'made-in Southwestern Ontario' solutions to the international community.
- **Preparing for the new business landscape:** As Southwestern Ontario businesses reopen their doors and welcome teams, clients and customers back into their physical spaces, keeping on top of Health & Safety protocols, managing fear and improving communication will lead to a safe and successful return and re-immersion. TechAlliance is prepared to deliver programming, facilitate connections to expertise, co-design initiatives and enable entrepreneurs as they solution for a new era of business in the region.



Tourism London

Current Recovery Initiatives:



Events

- Country Music Association Ontario:
 - New format was announced; website and event listing updated
 - Drive in show but with live performances
- CCMA's (2021)
 - Working to put together the host committee
 - London will be announced as host city during the awards show on September 27
 - Working with the Mayor's team to get a video put together for this in partnership with CCMA's
- Visitor Guide (will be distributed nation-wide)
- Potential Upcoming Events
- There is talk of a concert series – potentially 9 concerts over 3 weekends at the Western Fair
- Great Taste of Ontario – Working on confirming which restaurants applied for the FeastOn certification so that we can include them in our Passport

Videos

- Launched the golf video
- Up next in the queue: Beverages Video – showcasing London as a hotspot for breweries and distilleries; also comes with individual videos for each location. We will be working to distribute those videos out to each partner when we're ready to launch – it will be good marketing material for each of them to have as well.
- No Better Time Video – highlighting no better time to live, learn and play in the forest city than right now. This was used for AMO Conference. We will be using it at an upcoming conference and we will be putting together some more marketing pieces to launch this one in later September East Park – we shot a video for their waterpark that won't launch until spring of 2021 but will be a great marketing asset to them leading into next season. They're very happy with the content.

Murals

- We're moving forward with Dundas Place, Downtown London and Andrew Gunn Consulting on a three mural project in Market Lane. The theme will be "The Forest City Playground" and the piece that we'll be paying for will have to have a tourism draw to it – similar to Nashville wings, Austin swing, etc. We want somewhere where people flock to in order to have their photo taken. An interactive element is key.
- Three female artists have been identified. The property is privately owned, so the owners wanted a say in who the artists would be. A very diverse background for all three women which will be great.
- Tourism London will be putting together a blog/site for this mural so that we can advertise it as a tourism destination
- We'll also be incorporating a bird into each of the three murals. This bird, when scanned by your phone in the Engage app, will come to life and you'll see birds flying overhead in Market Lane

Explore LdnOnt Blog

- Final blog launches soon

Other Projects Ongoing

- Bake Sale Showdown
- RRRF Spend
- Engage App – beta testing happened this past weekend. App to launch late-September
- Forest City Passport Program with Corus – official launch, Sept 8
- DundasPass – Our Downtown Welcome Centre is listed in the program.
- Working with SWOTC on the SPARK program for innovation in Tourism
- Working with Tourism Information Association of Ontario on the #SAFETRAVELSTAMP:
- Will be participating and representing London in Tourism Day at Queen's Park



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NOTE: #SAFETRAVELSTAMP

The WTTC in cooperation with the provincial government has created a self-certified Safe Travel Stamp based on worldwide industry protocols the WTTC has put together for every aspect of the hospitality and tourism sector.

The specially designed stamp will allow travelers to recognize governments and companies around the world which have adopted health and hygiene global standardized protocols – so consumers can experience 'Safe Travels'.

Eligible companies such as hotels, restaurants, airlines, cruise lines, tour operators, attractions, short term rentals, car rentals, outdoor shopping, transportation and airports, will be able to use the stamp once the health and hygiene protocols, outlined by WTTC, have been implemented. We will be engaging local London companies to participate in this initiative.

Recovery Priorities:

Short Term

- Assist tourism businesses in building out and/or enhancing their digital presence. Build competence and capability to allow our businesses/sector to re-emerge with first-class digital marketing platforms
- Assisting tourism businesses in creating great content. In combination with the point above, help businesses build great digital assets
- Promote 'hyper local' tourism (become a tourist in your own community) with material that has 'legs' to carry us to Regional, Provincial and National tourism when the time is right.

Long-Term

- Funding for the development and enhancement of great tourism products. These could be both new experiences and existing ones.
- Reopen the welcome centres/travel information centres.
- Capital spending stimulus
- Credits and incentives for tourism businesses to continue or start capital enhancements.
- Let's encourage businesses to continue to renovate, build capacity and improve operations!

United Way Elgin Middlesex

Current Recovery Initiatives:



- In the early days of the pandemic, United Way Elgin Middlesex launched a COVID relief fund to address urgent needs identified by our funded agency partners. To date, we have distributed more than \$650,000 to address urgent basic needs, reduce social isolation and help agencies shift their service delivery models.
- In May, The Government of Canada launched the \$350 million Emergency Community Support Fund to help charities and non-profit organizations adapt and increase frontline services for vulnerable populations during COVID-19. Locally, United Way Elgin Middlesex and London Community Foundation, worked together to maximize more than \$3.2M in local Emergency Community Support Fund investments. Granting decisions were coordinated to avoid duplication and meet our region's most pressing needs during the coronavirus outbreak.
- Through our United Way Centraide Canada network, we are engaged in advocacy activities with the federal and provincial government on issues related to a national nonprofit sector recovery fund, insurance concerns facing Ontario charities, and improving income supports.

Recovery Priorities:

- Encouraging philanthropy: As our region's largest non-governmental funder of social services in our region, we are concerned about the financial impact the pandemic will have on our own organization and our ability to continue to fund social service agencies at pre-pandemic levels. At the same time, we are hearing of an explosion of need. Encouraging individual and corporate philanthropy for those in a position to give will be critical for our community's recovery.
- Systems change: The pandemic provided our community with a unique opportunity to upend systems and program delivery models and swiftly adapt to a rapidly changing environment. Going forward, we need to leverage this innovation that the crisis created.
- Direct supports: As income supports like CERB wind down and the uncertainty of the pandemic continues, our community must respond to ensure that people have income and employment supports, affordable housing options and rent relief, and access to timely, culturally appropriate mental health supports. We must work collaboratively to prioritize issues and invest in programs with the highest impact and social return on investment.

Current Recovery Initiatives:



- Western Back to Campus Plan - overall strategy to offer as robust of an on campus program for our students. On average, up to 80% of students will continue with On Campus learning activities in conjunction with our enhanced on-line learning initiative
- Western International Students - working through both levels of government to provide international students a strategic pathway to return to London as soon as possible, working through dedicated timelines with the federal and provincial governments
- Take Care Western - <https://takecare.westernu.ca/> - a program designed to support all Western stakeholders including students, staff, faculty, and the broader community in keeping a safe and supportive campus environment
- Research initiatives - keeping the momentum building on our world leading research - ImPaKt Lab and its world leading research on Covid-19, launch of our Institute for Earth and Space Exploration, and the Bell Western launch of Canada's first 5G Campus and Wireless development Centre
- Western Advanced Manufacturing - working to support advanced manufacturing partners in South Western Ontario in developing and enhancing products in areas such as lightweight materials, 3D printing, surface technologies and many other exciting areas with our leading labs

Recovery Priorities:

- Work with all stakeholders to ensure we have a progressive, safe campus environment
- Continue to build research and development activities to ensure Western maintains its global competitiveness in both our existing expertise and in future opportunities
- Continue to develop leading on-line and digital learning outcomes and objectives to support the current needs and realities of our students
- Work with all levels of government to promote and develop innovation strategies to take advantage of growing opportunities in sustainability, health, infrastructure resiliency, climate change, advanced manufacturing, and internet of things technologies
- Broaden platforms for international student studies, lifelong learning and micro-credentialing to support new workforce demands and requirements