



emerging
leaders

Proposal to the City of London

Prepared by: Sean Quigley, Executive Director

Approved by: Emerging Leaders Board of Directors

January 12, 2015

EXECUTIVE SUMMARY

The Issue

Emerging Leaders has reached a point where we are now requesting core funding from City Council for the next four years. Over the previous months Emerging Leaders has sought charitable status which would have allowed us to access funding that would have diversified our funding portfolio and ensured organizational sustainability. Unfortunately, Emerging Leaders is not eligible for charitable status at this time. The success rate for new CRA charitable status requests is only 1 in 5. In order to have any chance of success with CRA we would have to end the majority of our programming and events as they currently stand, significantly shifting our mandate as an organization. We ask Council therefore to consider the following funding proposal.

Why should Council consider this request?

Although the timing is regrettable we find ourselves in a sustainability gap. Emerging Leaders has raised a number of key city issues amongst the Emerging Leaders demographic over the last three years and has continuously worked on behalf of the community on a number of the City's strategic plans. These include the City of London Budget, Build a Budget, the London Plan, Smart Moves, the Cultural Prosperity Plan, the Fanshawe College Downtown Campus Proposal, and the 2014 Municipal Election. We have also worked on important community issues from economic development to culture to student engagement. In all of these efforts Emerging Leaders has continually increased its reach and created a greater awareness on all of the above community issues. If we add to this our efforts with Work in London, Top 20 Under 40, London Pre-X, London X, the Shared Space for Social Innovation, and the upcoming Solutions Lab, we strongly believe Emerging Leaders brings great value to our city. In order to continue this kind of work, Emerging Leaders requires a stable financial base to operate from.

What have we accomplished in the last 3 years?

In the last three years Emerging Leaders has:

- Held 51 events with 3,491 Londoners attending
 - Increased our membership to 561 in 2014
 - Hosted the Governor General of Canada the Right Honourable David Johnston, Mayor Nenshi of Calgary, Grant Oliphant - CEO of the Heinz Foundation, Liberal Leader Justin Trudeau, Former Clerk of the Privy Council Alex Himelfarb, CEO of the Hamilton Chamber of Commerce - Keanin Loomis, and have met with leaders and ministers of each level of government to advance London and the demographic we represent.
 - London X – Out of the discussions at our London X event the London Community Foundation began their River Project in which they propose to redesign our riverfront through an international design competition. We also raised the need for municipal fibre as a means of economic development, crafted actionable recommendations for companies to retain talent in London, and created an engagement effort on the London Plan, Smart Moves, talent attraction and retention, and a number of other areas of focus which we then shared with the City's administration and Council.
-

EMERGING LEADERS

- Was a founding partner on the Shared Space for Social Innovation
- Work in London – We hosted two successful events and shared two surveys underlining the difficulties the EL demographic has in finding work in London and where they are most successful in securing employment.
- Increased our social media reach to 3,451 impressions a day
- Secured funding for the London Youth Advisory Council
- Worked with Chief of Police Brad Duncan, University Students' Council, and LYAC to resolve the issue around retention of student information on Project Learn.
- Launched London Calling - a two year effort to engage students at Western to connect with the opportunities London has outside of campus. The City of London has since launched My London in collaboration with EL.
- Placed 43 Emerging Leaders members on to Boards of Directors through our OnBoard! Program.
- Consulted with Western and Fanshawe College on the Business Accelerator Program - now launched.
- Successfully created an engagement campaign with the 2014 Municipal Election and completed a survey with more than 300 young Londoners in person.
- Partnered with London Business Magazine to create Top 20 Under 40- a celebration of London's leadership and talent in our business sector.
- Launched Leadership London - a collaborative leadership program that allows participants to spend time in each of the major sectors in London analyzing a problem in that sector and then offering an actionable solution. 26 people have attended this program.
- Launched Starting Grounds - A program where members have an opportunity to meet with leaders from a large cross section of sectors in London for 30 minutes for coffee. In this meeting our members are able to network and ask leaders any question they want relating to their career path.
- Employed 15 young people through the Provincial Youth Employment Program giving them valuable experience. Employed another 4 through the Job Creation Program. 7 now have full-time work.
- Our newsletter has a subscription of 1241.
- Was a founding partner of a new provincial organization: The Young Professional Network of Ontario.
- Assisted YNOT Windsor (an EL like group) in creating goals and planning.
- Assisted the Young Professionals of Sarnia in setting goals and planning.
- Presented to the Ontario Economic Developers Conference on the challenges facing the 20 to 44 year old demographic and what municipalities can do to attract talent.

Who are our Community Partners?

Emerging Leaders has the following Community Partners:

- Pillar Non-Profit Network, London Arts Council, London Heritage Council, African Canadian Federation of London and Area (ACFOLA), LEDC, London Small Business Centre, TechAlliance, Western University Students' Council, Fanshawe Student Council, Pride London, Western Student Success Centre, Turkoman Association, LYAC, Unlondon, CMHA, and Downtown London.
-

THE ASK

Budget Request

Emerging Leaders requests the following funding from City Council.

Description	
Staffing	\$50,000
Programming	\$15,000
Overhead (rent, office expenses,)	\$5000
Total	\$70,000/Year for 4 years.

An Investment in City Building

The above request represents what Emerging Leaders believes it needs to sustain itself over the next 3 to 4 years in order to continue the work we have begun. While our city is beginning to emerge from a decade of job loss, we believe that the work we have begun is far from complete. In late 2014 economist Mike Moffatt pointed out that London is under performing compared to other municipalities regionally and nationally. If we are to succeed in this globally competitive market we need the talent to drive growth and innovation. Emerging Leaders believes, as does this Council, that we need to create a city that attracts talent. Our work not only aligns with Council's strategic directions, but also aligns with all of the major plans the City of London now has before it. We engage the demographic that will inherit these plans and as a consequence we believe our work is valuable to the future of our community.

Through London X, Starting Grounds, Work in London, Onboard!, and Leadership London we have continually found ways to create connections between talent and community. Through the lenses of Economic Development, Culture, and Community Development, Emerging Leaders continues to build a strong public narrative on the need to adapt our city so that we can not only be competitive in talent attraction but become leaders in how to build a 21st century community that remains prosperous and sustainable.

We have, since January 5th 2015 secured an additional \$30,000 in investment into our work but in order to have the means to be sustainable we need Council's help. An example of the power of this kind of investment is Pillar. Once Council decided to provide core funding, Pillar was able to leverage that investment into a \$1.2 million

budget and now has taken ownership of a building in our core. Emerging Leaders believes we can accomplish the same kind of leverage and enhance our value to London with Council's investment.

From the Governor General, to a world leader in virtual reality technology, to innovative Canadian Mayors, we also bring outside ideas from nationally and internationally recognized leaders to share with our city. The results have already paid dividends and will continue this year at London X when we bring two nationally recognized Mayors and the CEO of one of America's largest foundation to London. Our focus this year for X is timely in our community. London X will focus on Culture. If last year we were able to help drive the agenda for Municipal Fibre and for the re-design of our riverfront, what might we accomplish this year for the livability and culture of London?

We also bring great value to the engagement that the City of London performs in the community. The London Plan, Smart Moves, Cultural Prosperity Plan, Municipal Election engagement, Build a Budget, and the Downtown Master Plan are all engagement efforts Emerging Leaders has lent considerable effort to. In front of Council are still significant engagement initiatives for the London Plan, rapid transit, downtown revitalization, and the Cultural Prosperity Plan. As the London Plan explicitly stated about the EL demographic "Recognizing the emergence of this segment, how will we build a city that provides this large population with the amenities they are looking for, allowing us to attract and retain them in London?" We want to continue to add our strength to these important efforts.

We bring savings, value and flexibility to this ask

If Council was to retain consultants at the average rate of \$75/hour, then how much would it cost to complete the kind of comprehensive engagement work Emerging Leaders does on the above strategic city initiatives? We propose it would be considerably more than the proposed ask before Council.

While we recognize and appreciate the pressure Council faces with this particular budget we ask for your understanding that our request at this time is a matter of circumstance rather than choice. As such we are prepared to be flexible on the ask before Council in an effort to work towards our common goals.

Toward Sustainability - Business Opportunities

Emerging Leaders is in the midst of the following initiatives in order to move toward long-term sustainability for our organization. The following are business cases we will develop and seek funding/income for over the next two years.

1. Newcomers - Connection

We know from media and through the City's own data that retaining newcomers to our city has been a difficult ask. As a matter of fact we have only retained (net) less than 1000 newcomers from an influx of 15,000 a little more than 4 years ago. The immigration portal has been a great initiative in attracting professionals from other countries to London but connecting them to the city and retaining them is another matter. In order for talent to remain they must feel they belong. We are proposing to create a program that connects new immigrants to the

city, its institutions, and sectors. EL is uniquely positioned to launch this program and it would add to the work we have already begun.

Our Leadership London Program would become the template for this work. The Leadership London program trains participants in a collaborative leadership methodology - Teams of Leaders - and then takes the participants to each of London's major sectors. While touring each of these sectors participants meet sector leaders, hear about the work they are doing, and receive a sector specific challenge they must solve.

In reworking this program to create opportunities for retention of highly skilled new comers we propose the following:

- Through the immigration portal Emerging Leaders will create two cohorts per year and train them in networking and in Canadian work practices.
- We would train this cohort in the Team of Leaders methodology and add value and Canadian experience to their time in London.
- Each Participant will be connected with a Canadian mentor within their own sector of employment
- Each cohort will tour every sector in London through EL's and our partners' connections.
- Each cohort will be given training on how and where to network in London. According to Emerging Leaders' research, Work in London, 70% of those who found work in London did so through networking.

2. Doctoral and Postdoctoral Students in London

We are aware that there are some 400 Doctoral and Postdoctoral students in London. What many do not know is that across North America only 1% of them will be able to obtain an academic position. In London this pool of talent could prove of tremendous benefit to our local economy. But the question becomes how do we retain this important and highly skilled group in our city?

Over the next two years Emerging Leaders will develop a business case to help retain this talent within London. We will work with our partner network locally, provincially, and nationally to find ways to stream this talent into our industries or into creating new businesses. We have already had preliminary discussions with Western's Department of Graduate and Postdoctoral Studies on this front.

4. Culture Demographics

London has recently faced some difficult decisions regarding our city's culture and how we sustain it. From the proposed Performing Arts Centre to the difficult issue with Orchestra London we are faced with some challenging decisions. Part of the issue that every culture organization in the country faces is around programming and an aging audience. Emerging Leaders has focused London X around the issues of Culture within the London context and will develop some policy recommendations around culture and the demographic we represent. But the issues with aging audiences within the culture sector provide EL with a unique opportunity.

With our partners The London Arts and London Heritage Councils, Emerging Leaders is already planning work around the Cultural Prosperity Plan and the EL demographic. Using this work and our developed expertise in engagement and research Emerging Leaders has begun to develop a business case on how to attract and engage the 20 to 44 year old demographic to traditional cultural organizations. This service would not only serve London but we could, over time, expand this to serving a provincial and national audience.

5. Municipal Engagement - Provincial

Emerging Leaders has developed expertise in engaging the demographic we represent with municipal issues. This expertise can be leveraged into a fee for service with other municipalities in our region and province that are facing retention and attraction issues. We are currently exploring the build out of this fee for service model and will explore this over the next 8 months.

6. Sector Employment Connection

We are often asked by business leaders if we are aware of any individuals with skills for certain positions. This happens across a number of sectors on an ongoing basis. While we do not have expertise in recruitment for employment our business network does keep asking for talent connections. Emerging Leaders will explore over the next 6 months if there is the potential of creating a social enterprise around providing recruitment and placement services for the 20 to 44 year old demographic in London. We are keenly aware of the issue the digital and advanced manufacturing sectors are now facing with talent shortages. We believe that there is a potential for Emerging Leaders to create a highly specialized service for specific sectors within London. This social enterprise would not compete with traditional employment agencies but would rather work with industry in trying to place difficult to find career positions.

Conclusion - Small Organization with Big Impact

We are keenly aware that the request we are making to Council comes at an inopportune time. That being said we believe that for a very small organization we provide a great deal of impact for our community. As we have outlined above we have attracted national and international leaders to London, have raised the engagement level on a host of municipal and community issues, continually engage with a variety of sectors, and work very hard to help London develop into an attractive place for the demographic we represent to build a life. We are aware that there is more we could do and we are keen to do this, but we are in a position that requires support. If Council believes our work is valuable to London then we hope you will support this request. We respect the time you have taken in considering this proposal and understand the difficulties you face in these kinds of decisions. We know that there are opportunities for Emerging Leaders to further grow and mature and strengthen our sustainability but we need the City of London's help to get there.

On behalf of our Board and Members we want to thank you for your consideration of our request,

Sean Quigley

Executive Director

Emerging Leaders



January 12, 2015

Sean Quigley
Executive Director
Emerging Leaders London

Dear Sean,

Downtown London is delighted to share our support for Emerging Leaders London Community Network and the vital work you do to engage, network, inspire and transform the emerging leader demographic in London Ontario. In fact, it's evident to us that your organization's reach goes well beyond this demographic.

Emerging Leaders has been at the forefront of many significant undertakings in our community in the public, education, culture, for-profit and non-profit sectors. You have acted as a unifying voice for young leaders in our city, and you are recognized throughout the region as having built a successful program in London.

Your organization serves as an important community connector, not just for your student and young professional members, but also achieving cross-sector collaboration in many innovative endeavours. Without this organization, our community would be much less connected and we would no longer hear the diverse voices of innovators, entrepreneurs and important contributors to London's future. We have no doubt that the loss of Emerging Leaders would halt the development of engaged, inspiring, well-rounded future leaders in London Ontario. Without any organizing force to nurture this demographic, young leaders may have fewer reasons to stay in London Ontario.

We recognize the vital role that Emerging Leaders plays in our community and offer our absolute support for your funding request to the City of London.

Sincerely,

A handwritten signature in blue ink, appearing to read "Janette MacDonald", is written over a large, light blue circular scribble.

Janette MacDonald
CEO and General Manager



**Canadian Mental
Health Association**
Middlesex
Mental health for all

**Association canadienne
pour la santé mentale**
Middlesex
La santé mentale pour tous

January 12, 2015

Dear Mayor and Council, City of London

On behalf of the Canadian Mental Health Association (CMHA) Middlesex, I am honoured to provide a letter of support for Emerging Leaders; an exceptional organization that works to retain and engage young adult leaders in the workforce in our community.

CMHA Middlesex has had a longstanding relationship with Emerging Leaders and have joined in many initiatives that have been aimed at connecting and retaining leaders in the non-profit sector and beyond. We have engaged many of our staff through leadership training opportunities and networking with other professionals which have helped increase the leadership capacity within our organization.

Emerging Leaders has been a champion for various mental health initiatives including workplace mental health and have supported many local awareness events, including Mental Health Week. At CMHA Middlesex we have also benefitted from the resource and connections Emerging Leaders provided through the development of our social enterprise, Impact Junk Solutions. There is no doubt that the organization is a cornerstone for many non-profits and businesses in our community.

Over the past few years we have seen the effects of high unemployment and poverty in our community through increased demand for social services and mental health supports. Emerging Leaders plays an important role in helping our economy recover through the retention of leaders, maintaining a talented workforce and building opportunities to keep young professionals in our community.

Emerging Leaders is highly valued by many in our community, especially non-profits such as ours. In order to continue to attract and retain young talent, we need Emerging Leaders to continue its good work. I fully support their request for operational funding to the City of London.

Sincerely,

Don Seymour, CEO
Canadian Mental Health Association - Middlesex

Queens Ave. Site (Administrative Offices)
534 Queens Ave., London, ON N6B 1Y6
Tel: 519-668-0624 Toll Free: 1-855-668-0624 Fax: 519-668-3641
info@cmhamiddlesex.ca www.cmhamiddlesex.ca
Twitter: @cmhamiddlesex Facebook: www.facebook.com/cmhamiddlesex
For bequests, our legal name is Canadian Mental Health Association, Middlesex



David Billson, President
rtraction Canada, Inc.
358 Horton St. E
London, ON N6B 1L7

Jan 12, 2015

Dear London City Council,

Emerging leaders was born out of the idea that London needed to do a better job in retaining its youth as a strategy for growth, in particular for the technology sector. As a member of that sector, I can certainly attest to the importance of the emerging leader's demographic to the future prosperity of our company.

We currently have two positions open in London that we are having trouble finding qualified candidates; we know we are not alone in this struggle. Retaining our young talent must be part of a comprehensive strategy to assist our technology companies to thrive in the London region.

Emerging Leaders has done an excellent job of gathering our community together and to bring the young leaders' voices to the table with regards to policy and development of our community. I believe that Emerging Leaders will have an important role to play in the implementation of the London Plan and the Cultural Prosperity Plan; without Emerging Leaders, our community will struggle to ensure the voices of EL's 560+ members are heard.

Emerging Leaders has had the approach of looking for solutions based on in depth research, community consultation, and collaboration. They are an important cornerstone of the prosperity of our community.

I remain deeply concerned about our community's ability to attract and retain talent as it is inhibiting the growth of my company as well as that of several of my peers in the tech community. I believe that Emerging Leaders is a vital part of a mix of community organizations that is positioned to tackle this challenge head on.

I would welcome any questions or comments and have provided my cell phone below.

Sincerely,

David Billson

 UnLondon Digital Media Association

519-636-0783 titus@unlondon.ca 999 Collip Circle, Western Research Park, London, ON

January 13, 2015

City of London Ontario
300 Dufferin Ave
London, Ontario
N6B 1Z2

London City Council

The UnLondon Digital Media Association fully supports Emerging Leaders request for sustainability funding that will enable them to continue producing and supporting the valuable work they do for the 20 to 44 year old demographic in London.

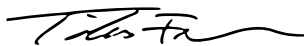
As an organization, UnLondon has been built to provide support, encouragement, incubation and acceleration for creative and technological projects across art, maker and tech. In order to accomplish that, we must work with a wide variety of organizations, of which we are very pleased to include Emerging Leaders.

The value of Emerging Leaders to the City of London and to its citizenry cannot be overstated. From hosting a wide variety of round-tables, working groups and conferences, to advocating for, and supporting the projects and passions of young leaders, to forging ambassadors of London to other communities - Emerging Leaders is a valuable resource to all Londoners.

UnLondon believes that Emerging Leaders is well-deserving of an ongoing funding commitment from the City of London.

UnLondon looks forward to seeing more Emerging Leaders projects become a reality.

Sincerely yours,



Titus Ferguson
Executive Director

UnLondon Digital Media Association



LONDON YOUTH ADVISORY COUNCIL

X-246 DUNDAS STREET
LONDON, ONTARIO

INFO@LYAC.CA
226.271.1189

WWW.LYAC.CA

To whom this may concern,

I'm writing this letter in support of Emerging Leaders as a leader in the London Community. Emerging Leaders has been an enormous support for our organization and myself personally in my role as Executive Director of the London Youth Advisory Council. It is with the mentorship and stewardship of Emerging Leaders that we received our first funding that then allowed us to expand our capacity.

Personally, it was through Emerging that I attended my first event in London 4 years ago: the Mayors Economic Round Table on Technology hosted by Emerging Leaders and TechAlliance. Since then, through many interactions with Emerging Leaders, I have become more deeply involved in the community, and it was with the help and advice of several of the original founders of Emerging Leaders that I came to create the London Youth Advisory Council.

I have a unique perspective in working in the London Non-Profit sector while simultaneously being a student; and I have found that often the young students in my classes find Emerging Leaders being one of their first gateways to getting involved in the London community. This is needed if we are to hope to retain our talented youth in this city and Emerging Leaders is a great vehicle for this mission.

I think what Emerging Leaders does is they work on the process towards solutions. The process of collaboration is often less flashy and tends to be overlooked, but it is the hard work of bringing people together that this organization does, and it is this work that deserves to continue existing in the London community as we go through this period of great change in our community.

This doesn't even speak to the record of their enormous output over the last several years. Numerous events and numerous opportunities for Londoners to engage with each other and engage with experts left in their wake. The energy they bring to London is palpable and I truly hope they can continue work in the community for decades to come.

Thank you for your time,

Matt Ross
Executive Director,
London Youth Advisory Council,