

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PLANNING AND PRIORITIES COMMITTEE MEETING ON JULY 14, 2020</b>
<b>FROM:</b>	<b>LYNNE LIVINGSTONE, CITY MANAGER</b>
<b>SUBJECT:</b>	<b>LONDON COMMUNITY RECOVERY NETWORK</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the City Manager, the following actions be taken regarding the London Community Recovery Network:

- a) The London Community Recovery Network (LCRN) **BE ENDORSED** as a model to coordinate London’s community recovery from COVID-19;
- b) Civic Administration **BE DIRECTED** to work with the Mayor to constitute the LCRN as soon as possible to begin London’s community recovery efforts; and,
- c) The report on the London Community Recovery Network **BE RECEIVED**.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- Covid-19 Financial Impacts – Update – June 23, 2020, SPPC
- Second Report from the Mayor’s Economic and Social Impact and Recovery Task Forces – May 8<sup>th</sup>, 2020
- Covid-19 Financial Impacts and Additional Measures for Community Relief – April 28, 2020, SPPC
- Homeless Prevention COVID-19 Response and Funding Overview, Community and Protective Services Committee, April 28, 2020, Consent Item # 2.3
- Property Tax Deferral Options – April 14, 2020, CSC
- First Report from the Mayor’s Economic and Social Impact and Recovery Task Forces – April 9, 2020

<b>BACKGROUND</b>
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Over the past few months, the COVID-19 pandemic has radically altered how Londoners work, learn and participate in the community. COVID-19 has challenged London’s economy like never before, with long-lasting impacts likely to continue. A coordinated community effort that calls on actions from all governments, businesses, and service providers is required to support London’s community recovery from COVID-19.

On June 29, 2020, Council directed Civic Administration to report back with:

“to develop and report back as soon as is possible with a proposed model to bring together community partners in the development of a community recovery plan in response to the COVID-19 crisis, included therein the ability for such a model to capture short term community needs as well as a longer-term strategy for London’s economic and social recovery.”

The London Community Recovery Network (LCRN) will align our community’s collective efforts to support community recovery. LCRN will identify opportunities for action in the short term while providing an ongoing forum to develop a long-term community recovery plan. The LCRN will incorporate a whole-of-community model to power London’s recovery.

The City has pursued a phased approach in response to the COVID-19 crisis.

**Relief/Respond** – At the onset of the COVID-19 crisis, the Mayor struck the Mayor’s Economic and Social Impact and Recovery Task Forces. These groups have met regularly since March 20, 2020. This work has generated dozens of actions/incentives for the City of London, the Province of Ontario and the Government of Canada to consider in providing financial and/or regulatory relief to individuals and businesses. The Mayor’s Task Forces aligned with, and contributed to, many of the initial relief measures that were endorsed by Council in April 2020 to provide reprieve for London individuals and businesses. The City of London’s total efforts have yielded valuable understandings around the real impacts COVID-19 has had on Londoners, businesses and service delivery organizations.

**Reopen/Restart (Current State):** The City has been advancing response and recovery planning for a return of City Services generally guided by the Province of Ontario’s *Framework for Re-Opening our Province*. Strategic initiatives to support London’s most vulnerable have been implemented, including the use of funding from federal, provincial and municipal governments to create isolation spaces and other supports for vulnerable Londoners. The City has launched the *Back to Business Initiative* to provide focused supports to businesses in areas of municipal jurisdiction as they work through the phases of the Ontario’s reopening.

**Recovery/Rejuvenation:** Community recovery will require effective partnerships. The LCRN will be established to coordinate, facilitate and collaborate with businesses, service delivery organizations, and institutions to develop shared approaches to building a strong, resilient and competitive London in our “next normal” environment. Equity and inclusion will form foundational elements of London’s community recovery.

The collective efforts undertaken throughout the relief and restart periods have built a more robust understanding of the effects COVID-19 has had on our community. A new focus on recovery and rejuvenation for London is the next step, even as the work to support businesses and London’s most vulnerable continue through the Back to Business Initiative and the work of Service Areas.

<b>UPDATE</b>
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The Mayor’s Economic and Social Impact and Recovery Task Forces were important opportunities to engage directly with businesses and service delivery organizations in London. As the community moves to re-opening under the provincial reopening framework and begins to consider medium and longer-term needs, a robust, nimble, and sustainable model will be required to support community efforts. As such, it is proposed that the London Community Recovery Network (LCRN) be established to guide community Recovery/Rejuvenation efforts. The objectives of this are as follows:

- As community needs turn to recovery, the LCRN will serve as a forum to identify actions required from and by the community in the short term and, over the longer term, serve as a conduit for developing a shared community recovery plan for London’s; and,
- The City of London will provide support to the LCRN through coordination and collaboration in the LCRN’s work of defining recovery solutions through a whole-of-community effort.

**The LCRN Proposed Model:**

**1. London Community Recovery Network Governance Structure**

- *The Cross-sectoral Leadership Forum* – Led by the Mayor, the cross-sectoral leadership forum will bring together a focused and nimble group of representatives from business, not-for-profit and institution partners from across London. The Leadership Forum will guide the overall focus of London’s whole-of-community recovery efforts.

- *Sector/Issue/Theme Discussion Tables* – To tackle specific issues or address the needs of specific sectors, the Leadership Forum may establish sector or issue tables. These tables would be populated by individual businesses and community partners with expertise and/or interest in the issue(s). These tables could also be filled with subject matter experts in the community, business leaders and other leaders with expertise or interest, including members of Council. Sector or issue tables will provide opportunities to explore linkages between the recovery efforts at all levels of government. The Leadership Forum can also make use of existing tables already at work and help coordinate alignment between the City and community’s existing relationships (e.g. London Jobs Now, Community Diversity and Inclusion Strategy (CDIS), Child and Youth Network, Age-Friendly London, Local Immigration Partnership (LMLIP) etc).
- *Community Recovery Working Group* – To sustain the work of LCRN, staff from across the City of London will be organized to provide backbone support. This will include:
  - Support to the LCRN Chair and table Leads to facilitate planning and coordination of the agenda, meetings and work;
  - Support relationship building between LCRN partners;
  - Coordinate the development of work plans for Leadership Forum and sector/issue tables;
  - Research into best practices being deployed in other municipalities and sectors to support the work of the LCRN;
  - Lead the evaluation, tracking and monitoring of short term ideas generated for City action through the creation of a framework to be developed in collaboration with the LCRN; and,
  - Support the development of a longer-term community recovery plan for London

## **2. The LCRN in Action:**

The work of the LCRN can occur in two phases focused on exploring ideas for action in the short term, and the collective development of a community recovery plan in the longer term.

### *2.1 The Short Term: Ideas for Action on Community Recovery (6-8 months)*

- The short term focus of the LCRN will build on the dialogue started through the Mayor’s Economic and Social Task Forces to both generate tangible recovery ideas and implementation options and explore action on recovery ideas previously shared through the Task Forces.
- The Forum will ensure continuity between businesses and service delivery organizations that have been involved in the Mayor’s Task Force work to date as well as offer an expanded opportunity for new voices at the table.
- To coordinate recovery-related activities across all Service Areas, Civic Administration will provide primary support drawing on expertise from all Service Areas. Ideas identified for potential implementation through the City of London will be assessed and acted on as appropriate through existing operations processes.
- Civic Administration will implement processes to ensure the City can track, monitor, and report on the full range of recovery ideas for action generated by LCRN activities, including regular reports back to Council.

### *2.2 The Longer Term: A Plan for London’s Community Recovery*

- Community recovery will require focus on the long-term. We will work collaboratively through the LCRN to develop a shared understanding of, and a framework for, community recovery for London.

- The LCRN will serve as a facilitator for convening thought leaders, experts from abroad, and experience in other communities to help shape a collective vision for the future of our city.
- The LCRN, and the relationships built through the work, can help to establish pathways to seizing new opportunities to work together for the City of London and the community.

### **3. Reporting on Progress**

The LCRN will work to best position London for a strong recovery from COVID-19. Tracking impact will be critical. To achieve this objective, the LCRN will report back regularly on the status and outcomes of its work:

- To the community – through regular community updates that connect priority areas of focus identified by the LCRN; and,
- To Council – through regular updates that will demonstrate progress, impact, and linkages to the 2019-2023 City of London Strategic Plan and Multi-Year Budget.

<b>CONCLUSION</b>
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The London Community Recovery Network will serve as an essential community forum for governments, businesses, service delivery organizations and institutions to work together to recover and revitalize our community in the wake of COVID-19. The LCRN will enable a coordinated, whole-of-community effort to support London for immediate recovery and a strong future.

To act quickly to respond to the urgent request of Council to develop this mechanism to power community recovery, input and expertise was provided from every Service Area along with numerous external community partners and organizations.

<b>PREPARED AND SUBMITTED BY:</b>	<b>RECOMMENDED BY:</b>
<b>ADAM THOMPSON MANAGER, GOVERNMENT AND EXTERNAL RELATIONS</b>	<b>LYNNE LIVINGSTONE CITY MANAGER</b>

cc. Senior Leadership Team