

Report to Strategic Priorities and Policy Committee

To: Chair and Members Strategic Priorities and Policy Committee

From: Lynne Livingstone, City Manager

Subject: London Community Recovery Network – Current Status and Next Steps

Date: April 6, 2021

Recommendation

That, on the recommendation of the City Manager, the following actions be taken regarding the London Community Recovery Network (LCRN):

- a) The approach to develop a community recovery framework through the continued efforts of the London Community Recovery Network **BE ENDORSED**;
- b) Civic Administration **INVITE** community partners to bring forward business cases relating to Ideas for Action identified in the January 12, 2021 meeting of City Council that seek funding from the City of London to the May 18, 2021 Strategic Priorities and Policy Committee for decision; and,
- c) The report titled London Community Recovery Network – Current Status and Next Steps **BE RECEIVED**.

Executive Summary

The London Community Recovery Network (LCRN) first met on September 9, 2020. At that time, the LCRN identified two phases for recovery work:

- Short-term (Phase 1): identify community recovery ideas that can be implemented immediately to support London's recovery from COVID-19; and,
- Longer-term (Phase 2): work collaboratively to develop a community recovery plan for a strong, resilient London.

Through its work, the LCRN identified the following priorities for the short-term efforts:

- Streamlining Collaborative Efforts among Businesses, Organizations and Governments
- Employment and Talent
- A Destination Community
- Supporting London's Most Vulnerable Communities
- Community Readiness and Resilience
- Strengthening London's Downtown and Core Areas

In December 2020, the LCRN identified 70 Ideas for Action, that required support from the City as well as the broader community. The 70 Ideas for Action are broken down as follows:

- 12 Ideas were identified as already underway by Civic Administration
- 25 Ideas were presented to City Council for the City to lead. Of these, 20 Ideas are now in implementation
- 24 Ideas were identified for community leadership
- 7 were identified as medium to long-term in scope and were referred to the LCRN idea bank for future consideration
- 2 Ideas were identified for immediate shared advocacy by members. The City of London has communicated these Ideas to other orders of government.

The City of London and community leads are now implementing 32 of these ideas. Please refer to **Appendix A** for a summary of the status of the Ideas for Action identified by the LCRN.

Through ongoing contact with organizations that have stepped up to lead the 24 short-term community Ideas for Action identified by the LCRN, Civic Administration is aware that some ideas may require municipal investment to advance them. Civic Administration is inviting community leads seeking municipal investments to prepare business cases and to submit those business cases for consideration at the May 18, 2021 Strategic Priorities and Policy Committee meeting; ideas requiring municipal investment that do not have business cases at this meeting will be moved to the LCRN idea bank as an opportunity for future community recovery initiatives.

A proposed approach to guide the longer-term phase of the London Community Recovery Network's efforts has been developed. The approach has been designed to develop a three-year Community Recovery Framework that identifies a shared vision for recovery as well as shared measures the community can use to evaluate London's collective progress toward achieving this vision. The approach will also recognize the important recovery efforts that are already underway in the community.

Linkage to the Corporate Strategic Plan

Council's 2019-2023 Strategic Plan includes the Strategic Area of Focus 'Growing our Economy' and 'Leading in Public Service'. These areas included the expected results as per below:

Strengthening our Community:

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

Building a Sustainable City

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

Growing our Economy:

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

Creating a Safe City for Women and Girls

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

Leading in Public Service

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

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- London Community Recovery Network – Ideas for Action by Municipal Council, February 9, 2021, CWC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 9, 2021, CPSC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 8, 2021, PEC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 8, 2021, CSC

- Covid-19 Financial Impacts – Update – June 23, 2020, SPPC
- Second Report from the Mayor’s Economic and Social Impact and Recovery Task Forces – May 8, 2020
- Covid-19 Financial Impacts and Additional Measures for Community Relief, April 28, 2020, SPPC
- Homeless Prevention COVID-19 Response and Funding Overview, April 28, 2020, CPSC, Consent Item # 2.3
- Property Tax Deferral Options – April 14, 2020, CSC
- First Report from the Mayor’s Economic and Social Impact and Recovery Task Forces, April 9, 2020

2.0 Discussion and Considerations

2.1 London’s Response to COVID-19

Relief/Respond:

Following the declaration of the COVID-19 pandemic, all orders of government responded with relief measures for individuals, families, and businesses. Early in the COVID-19 pandemic, the Mayor’s Economic and Social Impact and Recovery Task Forces was established. These groups met regularly throughout the Spring and Summer of 2020. The Task Force discussions generated dozens of actions and ideas for the City of London, the Province of Ontario, and the Government of Canada to consider in designing and rolling out relief measures to Canadians. 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 efforts have yielded valuable understandings around the real impacts COVID-19 has had on Londoners, businesses, and service delivery organizations. The work of the Mayor’s Task Force paved the way for the creation of the London Community Recovery Network.

Reopen/Restart:

The City of London and members of the LCRN have remained nimble and responsive as re-opening efforts continue. 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 launched the Back to Business Initiative to provide focused supports to businesses in areas of municipal authority as they work through the phases of the Ontario’s re-opening. In addition to these early measures, the LCRN undertook its first phase of work, generating 70 Ideas for Action to build a foundation for recovery in London. Phase 1 efforts are detailed further in the sections following, as well as in **Appendix A.**

Recovery/Rejuvenation:

Medium and longer-term community recovery requires effective partnerships guided by a common vision. The LCRN provides a vehicle for the broader community to participate in and achieve these objectives. Additionally, the LCRN has established guiding principles that will continue to inform recovery efforts, including strong commitments to equity, inclusion, and sustainability.

The collective efforts undertaken throughout the Relief/Respond and Reopen/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 continues through the LCRN Ideas for Action and the Back to Business Initiative.

2.2 London Community Recovery Network – Phase 1

From September to December 2020, LCRN members generated 70 Ideas for Action that collectively, have the potential to impact our community recovery in the short term. The City was asked to provide leadership on 37 of these ideas. Twelve of the City-led Ideas for Action are already underway or implemented. These included initiatives to provide food, shelter, and basic services to at-risk communities, as well as more streamlined responses for businesses. A further 20 City-led Ideas for Action were approved by City Council and received significant municipal investment totalling \$1.88 million.

Twenty-four Ideas for Action were identified to be implemented through the leadership of community organizations in the coming months. At the time of submission, these community-led ideas did not require financial support from the City of London. Civic Administration is working with community partners to support the development of implementation plans for these Ideas for Action. All ideas that can be implemented in the short term will be brought to the Strategic Priorities and Policy Committee meeting on May 18, 2021. Community leads that are seeking funding from the City of London will include business cases. Any of the 24 community-led Ideas for Action that cannot be addressed in the short term will be moved to the LCRN idea bank as a potential resource for future community recovery initiatives.

Civic Administration will continue to monitor, track, and, where appropriate, support all 70 short-term Phase 1 initiatives as they unfold. Refer to **Appendix A** for additional information on the status of Ideas for Action.

2.3 Phase 2 – Approach for the Community Recovery Framework

Businesses, organizations, and all Londoners have spent the last year responding to the evolving challenges posed by the COVID-19 pandemic. The LCRN member organizations have been fully engaged in an unprecedented way during this time. However, London organizations, businesses and institutions have remained committed to individual and collective efforts to support community recovery. There is an opportunity to support and enhance this momentum.

Phase 2 of LCRN's efforts require a focused and impactful approach. The recommended approach will leverage the existing work underway in the community, balancing the impacts of COVID-19 with the collective goal to drive a strong, deep, and inclusive recovery together. The approach will help to identify a shared understanding of and vision for community recovery.

The approach for Phase 2 will bring LCRN members back together to:

- Identify a **common vision** for London's community recovery – a vision that includes economic and social aspects of recovery and their interdependencies.
- Identify and **shared measures** to standardize the evaluation of London's progress toward community recovery and the common vision.
- **Commit** to using these shared measures to inform individual and collective efforts and initiatives to enable community recovery in London.
- Work collaboratively to **report regularly** on London's community recovery efforts to Londoners.

Through this approach, LCRN members will focus efforts on identifying a collective destination for recovery, drawing on the guiding principles that were established during its first phase of work. LCRN members will be asked to convene formally in May and June – with online engagement over the summer – to provide guidance and input towards the common vision and shared measures of recovery. LCRN members will then meet in September to formally endorse the framework and commit to using the framework to inform individual recovery initiatives in alignment with the common vision and shared measures. Members will also be asked to partner with the City of London to monitor, evaluate, and report on progress toward recovery as a community. The City of London will continue to support LCRN through the City support team, drawing on the expertise and experience of dozens of municipal staff representing from across the organization.

Deliverables

The deliverables for Phase 2 include:

- A 3-year Community Recovery Framework (including a common vision and shared measures for London's community recovery);
- Commitment to build the Framework into individual recovery efforts of LCRN organizations where opportunities exist; and,
- A process to report on our progress as a community over the 3-year timeframe.

Why this approach?

A review of the first phase of the LCRN's work illustrated that London organizations, businesses, and institutions are fully engaged in designing and implementing individual and collective recovery-related initiatives. LCRN members want to participate in initiatives that benefit the community, but at the same time they need to remain focused on the needs of their sectors, their members, and their individual organizations.

The Phase 2 approach recognizes and values the considerable efforts members extended through Phase 1 as well as the many initiatives already underway. This approach also recognizes that members need to make decisions for the benefit of their own organizations as well as the community. The approach therefore focuses LCRN's collective efforts on defining a common destination for community recovery, rather than prescribing specific initiatives and work plans. The approach provides:

- A nimble process that recognizes and measures individual and collective success;
- A process that is respectful of the individual and unique demands that local organizations may face in the coming weeks, months, and years through recovery after COVID-19; and,
- Flexibility for organizations to develop their own plans that contribute to common community goals.

Next Steps

The LCRN's Community Recovery Framework will be presented to the Strategic Priorities and Policy Committee in the Fall of 2021, it being noted that emerging issues related to COVID-19 could impact timelines. LCRN members will collaborate to develop a Community Recovery Framework vision as well as a focused number of shared measures used to track progress toward that vision. LCRN members will engage their sectors/communities to gather input and the City of London staff support team will undertake engagement efforts to assemble knowledge from the community.

Civic Administration will also develop a reporting process on London's progress toward community recovery in partnership with LCRN members. Regular reporting on progress is intended to support and enhance collective efforts across the community. Members of Council, for example, have an essential leadership role with numerous organizations in the community. Ensuring alignment of these efforts with the common vision and shared measures identified by LCRN will directly contribute to the community's collective recovery efforts.

London Community Recovery Network Status of LCRN Ideas for Action

as of March 25, 2021

Introduction:

The London Community Recovery Network identified 70 Ideas for Action to help build the foundation of community recovery from the COVID-19 pandemic. What follows is an update on the status of these.

How to Read the Status Update Document:

Idea for Action Categories:

1. **Ideas Underway by the City of London** – Twelve ideas were identified as already underway by Civic Administration and were received by City Council on January 12, 2021. Civic administration will be providing updates on these items moving forward as appropriate.
2. **Ideas for Action by City of London** - Civic Administration developed implementation plans on 25 ideas where City leadership was requested. City Council provided direction on these ideas at its February 24, 2021 meeting. Civic Administration will implement the ideas that were approved.
3. **Ideas for Action by the Community** - The LCRN identified 24 ideas where the broader community would provide leadership. The LCRN staff support team has been in discussions with LCRN members to explore and support the generation of implementation plans on these ideas.
4. **Medium- to Long-Term Ideas** – The LCRN identified 7 medium and longer-term ideas. These ideas will remain within the LCRN Idea Bank and will be explored within the longer-term context of the COVID-19 recovery.
5. **Ideas for Action – Other Governments/Advocacy** – The LCRN identified 2 items for immediate advocacy by members to provincial and federal governments. The City of London acted on these two items following the receipt of the LCRN items by City Council on January 12, 2021.

Legend of Status Categories:

In Discussions	LCRN members and/or staff support are expanding the ideas, with additional details
In Progress	LCRN members and/or staff support are developing plans for implementation
Completed	Idea for Action has been actioned and/or delivered
Idea Bank	Idea for Action will be brought forward for future LCRN discussions. No immediate action

LCRN Ideas for Action Summary At-a-Glance:

Category	# in Category	Status
Underway by City of London	12	1 – Completed 11 – In Progress
Action by City of London	25	2 – Completed 18 – In Progress 2 – In discussion 3 – Idea bank
Action by the Community	24	2 – Completed 4 – In Progress 17 – In Discussions 1 – Idea Bank
Medium to Long Term	7	7 – Idea Bank
Other Governments/Advocacy	2	2 – Completed

A full summary of each LCRN idea can be found within the LCRN Report: *Laying the Foundation: Ideas for Action to Power London’s Community Recovery from COVID-19*, available at: <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=76443>.

LCRN Ideas for Action Status Update

Ideas Underway by City of London

LCRN Idea Title	City or Community Organization Lead	Council Direction	Status
Sidewalk Sales	City of London	Received	In Progress
Community/business use of municipal parking lots	City of London	Received	In Progress
Restaurant Patios	City of London	Received	In Progress
London Getaway Packages	City of London	Received	In Progress
Bike and Scooter Share	City of London	Received	In Progress
Employer One Survey	City of London	Received	Completed
Emergency Shelter Programs	City of London	Received	In Progress
Emergency Food Distribution	City of London/community delivery	Received	In Progress
Urgent Housing for Vulnerable Londoners	City of London	Received	In Progress
Fast-tracking the creation of core area housing in London using innovation.	City of London	Received	In Progress
REVIVE: Live Concert Series program	City of London	Received	In Progress
Develop a more strategic approach to events, activations and placemaking.	City of London	Received	In Progress

Ideas for Action by City of London

LCRN Idea Title	City or Community Organization Lead	Council Direction	Status
Christmas (Holiday) Market	City of London	approved	In Progress
A Break in the Clouds: The Long-Term Outlook on Patios and Their Effectiveness in Connecting Residents with Their Community	City of London	approved	In Progress
Buying Local	City of London	approved	In Progress
Instagram takeovers in support of local business	City of London	approved	In Progress
Focus on actions that get people moving around the core:	City of London	approved	In Progress
Downtown Recovery - free transit access to the downtown	City of London	referred to staff	In Discussions
Create a regional holiday destination downtown	City of London	not approved	Idea Bank
Increase Grant funding/Building code for façade upgrades	City of London	approved	In Progress
Appoint a downtown lead at City Hall	City of London	approved	In Progress
Create a Business Concierge service	City of London	approved	In Progress
Create a Core Area champion at Senior Level	City of London	approved	In Progress
Create an integrated economic development blueprint	City of London	approved	In Progress
Self-Employment Exploration Training for Unemployed	City of London	approved	In Progress
Group buying to lower costs of PPE	City of London	approved	In Progress
Creating a Government funding Data Bank	City of London	approved	In Progress
Provide better market data to attract new business	City of London	referred to staff	In Discussions
Increase Focus on Addressing Food Insecurity	City of London	approved	In Progress
Public toilets and sanitation	City of London	approved	In Progress
Support for a National Child Care Framework	City of London	approved	In Progress
Outdoor Concerts	City of London	approved	Completed
Interactive Distanced Festivals and Events	City of London	approved	In Progress
City of Lights: Public Art Projection Program, a large-scale tourist attraction and stimulus for the core area.	City of London	not approved	Idea Bank
London Mural and Art Walk	City of London	approved	In Progress

LCRN Idea Title	City or Community Organization Lead	Council Direction	Status
Mural Façade Grant	City of London	not approved	Idea Bank
Develop an app with Augmented Reality to organize self-directed scavenger hunts	City of London	approved	In Progress

Ideas for Action by the Community

LCRN Idea Title	City or Community Organization Lead	Council Direction	Status
London Winter Weekends	BIAs in partnership with the City	N/A	In Discussions
Holiday Artisan Craft Show	Private Sector (The Factory)	N/A	Completed
Travel Downtown London	Downtown London/Tourism London and other partners	N/A	In Discussions
Why London Restaurants Need Local Food Delivery Alternatives	Potentially OEV BIA and partners	N/A	In Discussions
Restaurant Passport Promotion	Tourism London/BIA's/Food Sector	N/A	In Discussions
Indi Eats - London's own Food Service Delivery App	OEV BIA and partners	N/A	In Discussions
The London Trail	BIAs/Tourism London	N/A	Idea Bank
A Helping hand for Hospitality	Tourism	N/A	In Progress
Local London website	Downtown London	N/A	Completed
The Job Developers Network (JDN): Matching Employers and Job Seekers to Advance London & Area Economic & Social Recovery	JDN Members	N/A	In Discussions

LCRN Idea Title	City or Community Organization Lead	Council Direction	Status
Childcare and summer day camps	Licensed Child Care Network (LCCN)	N/A	In Discussions
Recruitment of RECEs during COVID 19	LCCN	N/A	In Discussions
Connecting Businesses with Licensed Child Care	LCCN	N/A	In Discussions
Inter-Ministerial Resource Team for Licensed Child Care	LCCN	N/A	In Discussions
Short term skills development	Employment Agencies	N/A	In Progress
Goodwill Industries- Circular Economy Work Platform; Power Industrial Sewing and Textile Recycling	Goodwill Industries	N/A	In Discussions
Central resources for small business procurement and resources	Chamber of Commerce	N/A	In Progress
Investment in Ventures with Innovative Solutions	TechAlliance	N/A	In Discussions
Venue Music Fest	Budweiser Gardens (support from London Music Office)	N/A	In Discussions
The London Musical Walk Tour	London Arts Council	N/A	In Progress
Partnering concerts with restaurants and other organizations.	London Arts Council	N/A	In Discussions
Bringing More Arts & Culture to London	London Arts Council	N/A	In Discussions
Holiday Market Installations	Downtown London	N/A	In Discussions
Virtual Tours and Dollars Program	BIAs	N/A	In Discussions

Medium to Long Term Ideas

LCRN Idea Title	City or Community Organization Lead	Council Direction	Status
Local Improvement Charge for Retrofits	TBD	N/A	Idea Bank
Improving Curb Appeal/Beautification	TBD	N/A	Idea Bank
Branding and storytelling for downtown and core area	TBD	N/A	Idea Bank
London Food Procurement Policy for City Contracts	TBD	N/A	Idea Bank
Green canopy investments in the core	TBD	N/A	Idea Bank
Urban Farms	TBD	N/A	Idea Bank
Create a Tourism Destination Plan for Downtown London	TBD	N/A	Idea Bank

Ideas for Action - Other Government /Advocacy

LCRN Idea Title	City or Community Organization Lead	Council Direction	Status
Social Housing Retrofits Program	Federal	N/A	Completed
Increased funding for mental health phone and virtual supports	Provincial	N/A	Completed

March - April



Current State

- Summarize London's current recovery environment
- Create data strategy

April - May



Vision/Common Agenda

- Using LCRN framework, populate strategy
- Consult members, experts, community
- Draft Strategy

July - August



Shared Measures Refinement and Engagement

- Develop model for **implementation**
- Develop monitoring and reporting process
- Wind down LCRN approach

March

April

29

May

6

June

10

July

August

September

9

April 29



Speaker Panel

- Key questions for recovery
- Thought-provoking conversation with Network members

May 6



Meeting #1

- In person or online
- Facilitated discussion of desired state
- Discussion of community **recovery vision/common agenda**
- Confirming principles for Phase 2

June 10



Meeting #2

- Network endorses desired state
- Network confirms community vision/common agenda
- Facilitated discussion of key **shared recovery measures**

September 9



Meeting #3

- Network **endorses Community Recovery Framework**
- Council Report (September 28 / October 9)
- Celebrate successes