

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Adam Thompson, Manager, Government and External Relations

Subject: London Community Recovery Network – Community Led Ideas – Business Cases

Date: May 18, 2021

Recommendation

That, on the recommendation of the Manager, Government and External Relations, and with the concurrence of the City Manager, the following actions be taken with respect to the London Community Recover Network, Community-Led Ideas:

- a) the report dated May 18, 2021, entitled “London Community Recovery Network – Community Led Ideas – Business Cases” BE RECEIVED; and,
- b) in consideration of the Business Cases included in the above-noted Report, the Civic Administration BE ADVISED which cases (or portions thereof) are approved for funding;

it being noted that any approved Business Cases will be funded from the Economic Development Reserve Fund, in accordance with the previous direction of the Municipal Council.

Executive Summary

Civic Administration has worked with organizations interested in leading community Ideas for Action to explore whether municipal financial support would be required. Through community dialogue, 12 ideas have been consolidated into five business cases for Council consideration. Where there is Council approval to do so, municipal funding would be provided to support the business case.

This report includes five LCRN community-led business cases for discussion, direction and/or funding approval:

1. Business Case #1: City Wide ‘Support Local’ Promotional Campaign (Financial Request: \$760,000)
2. Business Case #2: Circular Economy Work and Training Platforms (Financial Request \$249,000)
3. Business Case #3: The Good Foods Project (Financial Request \$9,800)
4. Business Case #4: Investment in Ventures with Innovative Solutions (Financial Request \$180,000)
5. Business Case #5: Pandemic Recovery Resources and Training to Enhance Employment for Londoners (Financial Request \$135,000)

Noting that Municipal Council authorized \$10 million to be contributed to the Economic Development Reserve Fund to support social and economic recovery measures, and \$1.88 million was previously approved for LCRN ideas led by the City of London.

Linkage to the Corporate Strategic Plan

Council's 2019-2023 Strategic Plan includes six Strategic Areas of Focus. As a community wide initiative, economic and social recovery speak to numerous expected results within the Strategic Plan, including:

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

Anti-Racism and Anti-Oppression

- The City of London has affirmed its commitment to eliminating systemic racism and oppression in the community

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- London Community Recovery Network – Current Status and Next Steps, April 6, 2021, SPPC
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=79457>
- London Community Recovery Network – Ideas for Action by Municipal Council, February 9, 2021, CWC
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=77158>
- London Community Recovery Network – Ideas for Action by Municipal Council, February 9, 2021, CPSC
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=77197>
- London Community Recovery Network – Ideas for Action by Municipal Council, February 8, 2021, PEC
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=77141>
- London Community Recovery Network – Ideas for Action by Municipal

Council, February 8, 2021, CSC

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=77034>

- Covid-19 Financial Impacts – Update – June 23, 2020, SPPC
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=73213>
- Second Report from the Mayor’s Economic and Social Impact and Recovery Task Forces – May 8, 2020
<https://london.ca/sites/default/files/2020-08/Second%20Report%20from%20the%20Mayor%E2%80%99s%20Economic%20and%20Social%20Impact%20and%20Recovery%20Task%20Forces.pdf>
- Covid-19 Financial Impacts and Additional Measures for Community Relief, April 28, 2020, SPPC
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=72691>
- Homeless Prevention COVID-19 Response and Funding Overview, April 28, 2020, CPSC, Consent Item # 2.3
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=72682>
- Property Tax Deferral Options – April 14, 2020, CSC
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=72459>
- First Report from the Mayor’s Economic and Social Impact and Recovery Task Forces, April 9, 2020
<https://london.ca/sites/default/files/2020-08/First%20Report%20from%20the%20Mayor%E2%80%99s%20Economic%20and%20Social%20Impact%20and%20Recovery%20Task%20Forces.pdf>

2.0 Discussion and Considerations

In December 2020, the London Community Recovery Network (LCRN) identified 70 Ideas for Action that could aid in laying the foundation of London’s social and economic recovery from the COVID-19 pandemic. Of the 70 ideas, 24 were immediate recovery ideas to be implemented by community organizations.

On April 13th, 2021, Council resolved that:

“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;”

Ideas for Action seeking municipal investment that do not have business cases ready for May 18, 2021 will be moved to the LCRN idea bank as an opportunity for future community recovery initiatives.

2.1 London Community Recovery Network – Phase 1

From September to December 2020, LCRN members prioritized 70 Ideas for Action that collectively, have the potential to impact our community recovery in the short term. The community was asked to provide leadership on 24 of those ideas. Civic Administration has also been working with community partners to support the development of implementation plans for the Ideas for Action. Of the 24 community-led Ideas for Action, six have now been completed, and one is in progress and does not require municipal investment.

Of the remaining 17 community-led Ideas for Action, five ideas that could not be addressed in the short term have been moved to the LCRN idea bank as a potential resource for future community recovery initiatives. The 12 remaining Ideas for Action

have been incorporated into five business cases for implementation by community organizations.

In addition to the 24 LCRN Ideas for Action, many community organizations have been working tirelessly to provide recovery support across London, several of which support LCRN Ideas for Action directly or indirectly. Included in **Appendix A** is a sampling of initiatives that are underway across the community, which also includes the seven community Ideas for Action that have been completed or are in progress.

Please consult **Appendix B** of this report for current status of the 24 community-led Ideas for Action as well as the LCRN report: [Laying the Foundation](#) for full descriptions of each idea from the community.

Civic Administration will continue to monitor, track, and, where appropriate, support the Ideas for Action highlighted by the London Community Recovery Network as they unfold.

2.2 Community-Led Ideas for Action that have a City financial ask and a supporting Business Case

Attached to this report are five community Business Cases for the consideration of Council. The chart below provides a high-level summary of those Business Cases, and the funding that is being sought to implement them.

Business Case #	Business Case Title	Community Lead	Municipal Funding Sought
Business Case #1	City Wide “Support Local” Promotional Campaign	Tourism London	\$760,000
Business Case #2	Circular Economy Work and Training Platforms	Goodwill Industries	\$249,000
Business Case #3	The Good Foods Project	Reimagine Institute for Community Sustainability	\$9,800
Business Case #4	Investment in Ventures with Innovative Solutions	TechAlliance	\$180,000
Business Case #5	Pandemic Recovery Resources and Training to Enhance Employment for Londoners	Employment Sector Council	\$135,000

Business Case # 1: City Wide ‘Support Local’ Promotional Campaign

In collaboration with the Argyle BIA, Downtown London, Hamilton Road BIA, Hyde Park BIA, Old East Village BIA and others, a city wide ‘Support Local’ Promotional Campaign would be established and led by Tourism London and its partners. This is a coordinated, city-wide promotional partnership effort intended to create a sense of community, and to drive recovery in the city while stimulating local tourism and economic growth. The partnership program would focus on promoting local tourism and small businesses through several initiatives and would build upon the already successful and proven Stay a Little Longer and Support Local promotional campaign. The requested City funding would help implement the following initiatives for the ‘Support Local’ Promotional Campaign to have the greatest impact on the London community: Expansion of Tourism London’s Stay a Little Longer 2.0 Campaign; Interactive Website with Digital Map and

Digital Passport; Holiday Gift Guide; VISA Dollars Pilot Program; Marketing and Promotional Plan; and, a Centralized Project Coordinator.

This Business Case supports the following LCRN Ideas for Action: 13 in total

Short-term Ideas (seven LCRN ideas identified to be community-led):

- 1.9 London Weekends (formerly 'London Winter Weekends')
- 1.11 Travel London (formerly 'Travel Downtown London')
- 1.13 Small Business Promotion (formerly 'Restaurant Passport Promotion')
- 1.15 The London Trail
- 1.16 A Helping Hand for Hospitality
- 5.13 Seasonal/Holiday Market Installations (formerly 'Holiday Market Installations')
- 5.15 Virtual Tours and Visa Program (formerly 'Virtual Tours and Dollars Program')

Additional Ideas (six City-led LCRN ideas):

The Community Ideas for Action noted above support and align with six City-led LCRN ideas noted below. Four of these ideas have already been approved and/or received by Municipal Council on February 23, 2021. These ideas had no additional financial impact on the City budget:

- 1.6 London Getaway Packages (received)
- 1.7 Buy Local (approved)
- 5.3 Interactive Distanced Festivals and Events (approved)
- 5.8 Develop an App with Augmented Reality to Organize Self-Directed Scavenger Hunts (approved)

Two further City-led LCRN ideas were identified as medium term in the: [Laying the Foundation](#) report and will also be addressed with this proposed business case.

- 2.12 Branding and Storytelling for London (formerly 'Branding and Storytelling for Downtown and Core Area')
- 5.14 A Tourism Destination Plan for London (formerly 'Create a Tourism Destination Plan for Downtown London')

Financial contribution requested of the City: \$760,000

Refer to 'LCRN Community Business Case # 1: City Wide Support Local Promotional Campaign' for the business case submission.

Business Case #2: Circular Economy Work and Training Platforms

Over the past three years, Goodwill has been engaging with partners in the process of engineering an innovative social ecosystem for the sorting, grading, upcycling, remanufacturing, and repurposing of post-consumer apparel. At this juncture, Goodwill is on the threshold of moving beyond proof of concept (prototyping, process and standards development, product development and testing, and branding, for example) and preparing to move toward scaling. Goodwill Industries, working in partnership with Fanshawe College, is seeking an opportunity to further develop and scale a Circular Economy Work and Training Platform to grow social enterprise, create living wage skilled jobs and training opportunities for vulnerable and marginalized populations disproportionately impacted by COVID-19; and to vastly improve environmental impacts in the textile industry. The City of London is invited to invest in operating funds to support the development, pilot and launch of an Advanced Power Industrial Sewing Training Pilot and, an investment in capital equipment is also requested to enable the introduction of textile shredding, cutting, and bagging equipment to enhance textile recycling capabilities and diversify revenue generation streams.

This Business Case supports the following LCRN idea/s for action:

Short-term Ideas (LCRN idea identified to be community-led):

- 3.12 Goodwill Industries- Circular Economy Work Platform: Power Industrial Sewing and Textile Recycling

Financial contribution requested of the City: \$249,000

Refer to ‘**LCRN Community Business Case # 2: Circular Economy Work and Training Platforms**’ for the business case submission.

Business Case #3: The Good Foods Project

The Good Foods Project is a new, not-for-profit, London-based food delivery project with the goal of providing small, independent business with an affordable alternative to food delivery. The Good Foods Project plans to create a Good Foods App, which will be a web-based multi-restaurant ordering platform that serves as an alternative to apps such as Uber Eats, with lower barriers to entry for new restaurants and low ongoing costs. The intention of the Good Foods Project is to allow access to the large and growing food delivery market to the large number of small businesses (such as family-owned operations, many operated by members of London’s BIPOC communities) who face additional barriers due to the fees charged by the existing food delivery applications. The Good Foods Project intends to charge a low commission while maintaining the operation’s sustainability, with the hope that fees can be reduced further as volume increases. Leveraging partnerships and the commitment of the community, this Business Case requests an allocation of \$9,800 to support web development and hosting costs, marketing initiatives and promotions to sign up new restaurants and customers to the platform within the London community.

This Business Case supports the following LCRN idea/s for action: Multiple (2)

Short-term Ideas (LCRN ideas identified to be community-led):

- 1.12 Why London Restaurants Need Local Food Delivery Alternatives
- 1.14 Indi Eats - London's own Food Service Delivery App

Financial contribution requested of the City: \$9,800

Refer to ‘**LCRN Community Business Case # 3:**’ for the business case submission.

Business Case #4: Investment in Ventures with Innovative Solutions

As a vetted and trusted ecosystem collaborator, experienced in designing and executing innovation challenges throughout the pandemic, TechAlliance is proposing to lead an innovation challenge to solve some of the pressing priorities of the LCRN's foundational ideas – creating a strong, fast, and inclusive recovery for our community. The proposed Innovation Challenge is designed after recent successful community engagement projects like the [Design Challenge](#) and the [5-10-15 Main Street Innovation Challenge](#). This new Challenge will address London's recovery needs by inspiring local, creative innovators to solve the technology and social gaps arising from London's highlighted current lockdown. Innovators will bring forward solutions to impact other businesses, community organizations and citizens, creating job stability and overall community resiliency. A diverse adjudication panel comprised of City representatives, alongside industry leaders, representing the technology sector who participated in LCRN's Priority Action Tables will select recipients over two distinct time periods. Funds will be directed to six Challenge recipients as well as associated operating costs.

This Business Case supports the following LCRN idea/s for action:

Short-term Ideas (LCRN idea identified to be community-led):

- 3.15 Investment in Ventures with Innovative Solutions

Financial contribution requested of the City: \$180,000

Refer to 'LCRN Community Business Case # 5: Investment in Ventures with Innovative Solutions' for the business case submission.

Business Case #5: Pandemic Recovery Resources and Training to Enhance Employment for Londoners

Employment Sector Council (ESC) is seeking City funding for the development of three unique COVID-19 workshops to enhance our region's employment professionals' ability to provide current, relevant, and necessary pandemic recovery assistance to employers and job seekers with diverse professional needs. These new workshops build on the proven success and popularity of previous ESC workshops, and will be designed to:

- Inform frontline employment staff about pandemic resources and programs, particularly for vulnerable and marginalized communities disproportionately affected by COVID-19;
- Enhance employment staff understanding of diverse employer needs to respond to this new, dynamic labour market; and,
- Build skills and increase expertise across employment staff on COVID-19 impacts and implications for our region's labour market to better support employers and job seekers with relevant information, planning and guidance.

ESC is requesting funding for operational support to manage and oversee delivery of the proposed training portfolio, small professional consultant contracts to review and revise existing training, develop new curriculum and materials, establish these on virtual platforms, and develop a marketing strategy for promoting this portfolio.

This Business Case supports the following LCRN idea/s for action:

Short-term Ideas (LCRN idea identified to be community-led):

- 3.6 The Job Developers Network (JDN): Matching Employers and Job Seekers to Advance London and Area Economic and Social Recovery

Financial contribution requested of the City: \$135,000

Refer to ‘**LCRN Community Business Case # 5: Pandemic Recovery Resources and Training to Enhance Employment for Londoners**’ for the business case submission.

2.3 Financial Impact/Considerations

On September 29, 2020, Municipal Council approved an allocation of \$5 million to the Economic Development Reserve Fund to support social and economic recovery measures. On February 8 and 9, 2021, implementation plans for short term Ideas for Action requiring municipal implementation were presented to the appropriate Standing Committees. Municipal Council approved \$1,880,000 of funding for eight implementation plans that required funding.

On May 4, 2021, Municipal Council approved an additional allocation of \$5 million to the Economic Development Reserve Fund to support social and economic recovery measures. This report is providing the Phase 1 Ideas for Action that would be led by community partners, along with the supporting business cases. This information is being provide to Council to assess the businesses cases as part of the process to access this funding. A total of \$1.334 million in funding requests are included with the business cases attached to this report. If these requests were all approved as presented, the remaining balance in the Economic Development Reserve Fund to support social and economic recovery measures would be approximately \$6.8 million.

Conclusion

The City of London is committed to working in partnership with the community to support a strong, deep, and inclusive recovery for all Londoners. The London Community Recovery Network has been an important partner in these collective efforts.

This report was prepared as part of the community’s response to the Ideas for Action identified by the London Community Recovery Network. If in the event these community-led business cases receive endorsement, the lead community organizations will begin implementation.

The Network’s idea generation and prioritization process has drawn on the insight and expertise of a wide variety of individuals and has led to valuable discussions related to recovery within our community.

The prioritized list of community recovery ideas would not have been possible without the efforts and contributions made by many business and community partners, members of London City Council, and all Service Areas across the City of London, particularly the contributions of the Community Recovery Working Group of Civic Administration, serving to support the LCRN’s overall workplan.

The collective efforts of the London Community Recovery Network continue to benefit from the expertise, insight, and collaboration of many business and community partners, Members of the London City Council, and all Service Areas across the City of London.

Prepared by:

**Cathy Parsons, Manager
Economic Partnerships**

Recommended by:

**Adam Thompson, Manager,
Government and External Relations**

Concurred by:

Lynne Livingstone, City Manager

cc. Members of the London Community Recovery Network
City of London Senior Leadership Team
Community Recovery Working Group

Appendix A – Community-Led Recovery Initiatives

1.0 Completed LCRN Community Led Ideas

The London Community Recovery Network identified 24 Ideas for Action that called on the community to lead. Since receipt of these ideas by City Council, six Community-Led ideas have been completed, and one is in progress which does not require municipal investment.

- **Holiday Artisan Craft Show (Completed):** The [Merry Market](#) was set up at 100 Kellogg Lane, it offered 15 outdoor holiday shopping huts as well as more than two dozen kiosks inside.
- **Local London Website (Completed):** Downtown London created the [Marketplace](#) website.
- **Central Resources for Small Business Procurement and Resources (Completed):** LEDC, SBC and the Chamber created a covid business portal (<https://london-business-covid19.com/>) to help companies navigate relief programs, access funding, health and safety resources and other local business supports. In addition, the Chamber also hosted a webinar on Sustainable Procurement with the City and Green Economy London on April 13, 2021.
- **The London Musical Walk Tour (Completed):** The London Arts Council launched London Arts Live (LAL) in 2017, LAL is a performance-based activation program. Popping up in public spaces across the Forest City, LAL provides Londoners of all ages and backgrounds with entertaining and educational artistic/performance experiences. From July to October 2020 LAC contracted 46 artists to animate LAL placements across the city. Eleven new artists were onboarded to the LAL roster. Of these, 7 self-identify as Indigenous, Black or People of Colour <https://www.londonarts.ca/london-arts-live>. In addition, in December of 2020, safe and festive musical entertainment was provided in two locations on Dundas Place from the 4th to the 19th. The London Arts Council contracted 22 musicians to perform activations along the street. Fifteen performances took place throughout Fridays, Saturdays, and Sundays <https://www.londonarts.ca/culture-city-x>.
- **Partnering Concerts with Restaurants and Other Organizations (Completed):** Arts organizations are currently partnering with restaurants, food markets and other food service-related businesses to cross promote and support each other formally and informally. This is happening organically between the two sectors. The London Arts Council, Tourism London, Downtown London, and other partners share these opportunities through our social media channels as they become public.
- **Bringing More Arts and Culture to London (Completed):** The London Arts Council through the Community Arts Investment Program and many other funding avenues supports multiple festivals and events in the city. <https://www.londonarts.ca/investments>.
- **Short Term Skills Development (In Progress):** The London-region has a number of 8-12 week skills training programs which focus on the administrative, food and agri-food, hospitality, construction, property maintenance, arborist, and logistics and manufacturing sectors, providing entry-level training and access to rapidly on-board people into sectors where there is demand. Employers can get access to pre-screened and trained employees along with supports. Pathways, Employment Sector Council, London Economic Development Corporation and the Elgin/Middlesex/Oxford Workforce Planning and Development Board have been collaborating to create a compilation resource tool for front-line employment and social service agencies to allow active promotion of these training

opportunities in the London-Middlesex area, to help connect people quickly and efficiently to the training they need.

1.1 Additional Non-LCRN Related Community Recovery Initiatives

In addition to the specific Ideas for Action identified by the London Community Recovery Network, London's community has been active in other individual and collective efforts to contribute to a strong, deep, and inclusive recovery. A sampling of these initiatives follows.

- Licensed childcare operators across London-Middlesex have come together to support the community during the school closure period in January, and again beginning in April, contributing what they could to offer Emergency Child Care to school-aged children of eligible essential workers. Given the considerable strain on licensed childcare capacity currently, the sector continues to contribute to collective efforts to support economic and social recovery.
- Community partners have rallied together to continue providing emergency food to Londoners throughout the pandemic. The disruptions of the pandemic have also introduced an opportunity to think differently about how we can do differently – do better – for the individuals we serve. The London Food Bank, YMCA, and five neighbourhood resource centres have demonstrated leadership and innovation by partnering on a pilot initiative that will see emergency food from the Food Bank distributed in neighbourhoods at locations where individuals can access a range of other services and supports: <https://lfpres.com/news/local-news/london-food-bank-bringing-the-food-to-where-people-live>.
- Tourism London implemented the “Stay a Little Longer” campaign in the fall of 2020. Under this campaign, Londoners, as well as those in neighbouring communities, booked a minimum two-night stay at a participating London hotel. Tourism London covered the cost of the second room night giving guests an incentive to book and ensuring the accommodation partner received the full value of the booking. The campaign was extremely well received by the community and accommodation partners and resulted in approximately 700 hotel bookings (almost 1400 room nights booked) in a six-week period.
- The London Economic Development Corporation assisted local companies in pivoting to manufacture PPEs, sanitizers, medical equipment and other supplies; hosted dozens of webinars with experts in finance, H.R, legal, government programs and more to advise businesses of constantly changing regulations; held several virtual job fairs, conferences and industry events to connect talent and share best practices being deployed across our region; and led the development of new recovery initiatives such as the Grove food incubator/accelerator at the Western Fair.
- The Small Business Centre improved accessibility to coaching and guidance via online; they saw an 80% increase in inquiries; 45% increase in consultations; and 76% increase in training/webinar attendance. SBC also:
 - offered Covid specific training topics (e.g., How to access Covid relief; HR practices; Taking business online; etc.)
 - redirected provincial start up grants to Covid recovery focusing on Main Street bricks and mortar businesses.
 - distributed 14 grants totaling \$54,000.
 - offered programming including training and coaching. Outcome =4 New Hires, and 43 Jobs impacted/preserved
 - expanded their volunteer Access to Professionals (A2P) service.
- During a year of unexpected disruption, London entrepreneurs have demonstrated resiliency. With the support of TechAlliance, there has been drive for the prosperity of our City. As an organization, TechAlliance experienced an

increase of more than 235% in business advisory hours with founders and investors alike who were pivoting their technologies, scaling their businesses, seeking capital investment, exporting to international markets, commercializing their IP, and growing our economy. Tenacious leaders who are creating good paying jobs with transformational, world-class products and services, leaned on resources like: Digital Main Street Future Proof, The Rebuild Roster, E1.0 Innovation Academy, Tech Connect, Grow Accelerator, Peer-to-Peer groups, Tech Talent Exchange, including 135 different educational and networking virtual events with more than 75 different thought-leaders sharing candid advice for companies navigating an ever-changing terrain. Innovators rose to the occasion with two Design Challenges and the 5-10-15 Main Street Innovation Challenge, creating solutions to help rebuild and recover our community. TechAlliance sparked celebration of those who are limitless and honoured industry-leaders who are cultivating change-makers in innovative workplaces across London. Advocating for start-ups and scaling companies with Government, TechAlliance ensured that SMEs could thrive during the health crisis and after. Focused on building a positive brand for London, TechAlliance drew media attention to and amplified hundreds of stories of companies in the Forest City who are having economic and social impacts in a year like no other.

- The Business Improvement Areas have undertaken numerous recovery initiatives which support many of the LCRN ideas.
 - Since June 2020, Downtown London has created and administered 6 different grants to help businesses within the downtown BIA with COVID-19 related expenses. These grants included the Restart Grant, Marketing Grant (1 and 2), Mural Grant, Resiliency Grant, and more recently the Endurance Grant. As of March 31, 2021, Downtown London has been able to help our businesses by awarding 379 grants totalling \$414,395.
 - As part of the recovery efforts, the Argyle BIA provided additional free marketing to its business members via various platforms and methods. This included providing radio ad space packages, paid boosting on social media, and a gift card auction. Most of our independent businesses benefited from one or more of these opportunities to further promote their establishments.
 - Hamilton Road BIA with contributions from the community was able to develop a Tree Trunk Tour, both guided and individual, which can now accommodate just about any Covid protocols that might be in effect, at any given time.
 - The Hyde Park BIA created an Emergency COVID Action Plan and revised their 2020 Budget in direct response to the Pandemic with considerations on how to best impact member businesses. Other initiatives included heightened advocacy efforts with the Provincial and Federal governments, events that pivoted online, ongoing advertising initiatives across the city, the launch of a Hyde Park Uptown gift card site along with a marketing and PPE Subsidy program retroactive to March 2020 and worked collaboratively on the Digital Mainstreet program.
 - The Old East Village BIA, early in the pandemic created the Façade Beautification Project in partnership with the City of London to install murals on private properties who had temporarily shuttered during COVID. Through this initiative funding was provided to OEV artists to create murals. The outcome was payment to local artists for their work and eight temporary original pieces of art along Dundas which has brightened the OEV streetscape during these challenging times. Phase two of this project is currently underway.
- Employment Sector Council (ESC), Job Developers Network and our region's workforce development stakeholders are engaged in collaborative initiatives to support London-area companies and job seekers with pandemic recovery: Rapid

Response Protocol: assisting companies and individuals affected by lay-offs; Ramp Up Protocol: assisting companies with hiring; and our London and Area Works virtual job fairs in 2020 and 2021, connecting thousands of job seekers with area employers that are hiring. ESC is currently collaborating with workforce and skills development partners to create a compendium of Skills Training Programs across our region.

- Since March 2020, the London Arts Council has focused on three specific areas for London artists and arts organizations: emergency response, and recovery and stimulus support noting that many in the arts sector have not entered a recovery phase. In 2020, the London Arts Council allocated over \$1 million dollars to support the London arts community through local, provincial, and federal funding resources. In response to the constraints of COVID-19 all existing programs were pivoted to provide flexible support for the local arts community. Advocacy to the provincial and federal governments for programs specific to the arts sector are ongoing.

APPENDIX B: Current Status of the 24 Community-Led Ideas for Action

Table 1: Ideas for Action – Completed (6)

Idea Number	Idea Title	Business Case (BC) Submitted
1.10	Holiday Artisan Craft Show	No
1.17	Local London website	No
3.13	Central Resources for Small Business Procurement and Resources	No
5.10	The London Musical Walk Tour	No
5.11	Partnering concerts with restaurants and other organizations.	No
5.12	Bringing More Arts and Culture to London	No

Table 2: Ideas for Action – In-Progress (13) *

Idea Number	Idea Title	Business Case (BC) Submitted
3.11	Short Term Skills Development	No
1.11	Travel Downtown London	Yes - BC1
1.13	Restaurant Passport Promotion	Yes - BC1
1.15	The London Trail	Yes - BC1
1.16	A Helping Hand for Hospitality	Yes - BC1
1.9	London Winter Weekends	Yes - BC1
5.13	Holiday Market Installations	Yes - BC1
5.15	Virtual Tours and Dollars Program	Yes - BC1
3.12	Goodwill Industries- Circular Economy Work Platform; Power Industrial Sewing and Textile Recycling	Yes - BC2
1.12	Why London Restaurants Need Local Food Delivery Alternatives	Yes - BC3
1.14	Indi Eats - London's own Food Service Delivery App	Yes - BC3
3.15	Investment in Ventures with Innovative Solutions	Yes - BC4
3.6	The Job Developers Network (JDN): Matching Employers and Job Seekers to Advance London and Area Economic and Social Recovery	Yes - BC5

Table 3: Ideas for Action – Idea Bank (5)

Idea Number	Idea Title	Business Case (BC) Submitted
3.7	Childcare and Summer Day Camps	No
3.9	Connecting Businesses with Licensed Child Care	No
3.10	Inter-Ministerial Resource Team for Licensed Child Care	No
3.8	Recruitment of RECEs During COVID 19	No
5.9	Venue Music Fest	No

*LCRN Community Business Cases (5):

BC1 - Business Case #1: City Wide 'Support Local' Promotional Campaign

BC2 - Business Case #2: Circular Economy Work and Training Platforms

BC3 - Business Case #3: The Good Foods Project

BC4 - Business Case #4: Investment in Ventures with Innovative Solutions

BC5 - Business Case #5: Pandemic Recovery Resources and Training to Enhance Employment for Londoners

London Community Recovery Network Ideas for Action – Business Case

There are 13 LCRN ideas that have synergies between them. See Appendix A for a brief description of each of the 13 ideas noted below as well as the proposed initiatives that align with the ideas. Note: the titles and ideas noted below have been amended to be inclusive of all of London and better respond to the challenges faced because of a third provincial shutdown.

Short-term Ideas (seven LCRN ideas identified to be community led):

- 1.9 London Weekends (formerly ‘London Winter Weekends’)
- 1.11 Travel London (formerly ‘Travel Downtown London’)
- 1.13 Small Business Promotion (formerly ‘Restaurant Passport Promotion’)
- 1.15 The London Trail
- 1.16 A Helping Hand for Hospitality
- 5.13 Seasonal/Holiday Market Installations (formerly ‘Holiday Market Installations’)
- 5.15 Virtual Tours and Visa Program (formerly ‘Virtual Tours and Dollars Program’)

Medium/Long-term Ideas (two LCRN ideas identified to be City led):

- 2.12 Branding and Storytelling for London (formerly ‘Branding and Storytelling for Downtown and Core Area’)
- 5.14 A Tourism Destination Plan for London (formerly ‘Create a Tourism Destination Plan for Downtown London’)

Additional Ideas (four City led LCRN ideas):

In addition, the ideas noted above support and align with the four City led LCRN ideas noted below that have already been approved and/or received by Municipal Council on February 23, 2021 (these ideas had no additional financial impact on the City budget).

- 1.6 London Getaway Packages (received)
- 1.7 Buy Local (formerly ‘Buy Local for the Holidays’) (approved)
- 5.3 Interactive Distanced Festivals and Events (approved)
- 5.8 Develop an App with Augmented Reality to Organize Self-Directed Scavenger Hunts (approved)

Business Case Deliverables & Impact

Background:

Over the past year, COVID-19 has challenged our community in an unprecedented way. The tourism industry, a flourishing economic driver in London that employs thousands and supports numerous local partners and businesses in a good year, has been decimated. See the table below which highlights impact of tourism in London.

Impact of Tourism in London, Ontario		
Year	On Employment (Full-year jobs)	On Gross Domestic Product
2018	8,537	\$476.9 M
2019	8,287	\$473.6 M
2020	4,825 (-41.7%)	\$274.5 M (-42.0%)

Source: The Conference Board of Canada. All data listed includes the direct, indirect and induced impact of Tourism in London, Ontario.

COVID-19 has also been especially devastating to London’s small businesses who will likely experience long-lasting economic and social impacts for quite some time. As a response, Tourism London and the five Business Improvement Area partners came together to discuss select community led LCRN short term ideas that could address the immediate needs of Londoners. The 13 LCRN

ideas noted above have been identified by the community partners as similar in nature, and when connected, have the ability to make a greater impact and stimulate economic growth within our city.

This business case is built on three LCRN guiding principles: Collaboration and Coordination, Short-term and Long-term Focus and Equity and Inclusion. It focuses on building community through collaboration with a shared understanding to avoid duplication, and it draws on current resources and networks. It has a short to medium term focus, and it is inclusive of all of London. It is important to note that this business case is also in response to a third provincial shut down and stay at home order, and some ideas may have been amended to meet the realities we are now facing.

Stay a Little Longer 2.0 Promotional Campaign

Tourism London ran the “Stay a Little Longer” campaign in the fall of 2020. Under this campaign, Londoners, as well as those in neighbouring communities, booked a minimum two-night stay at a participating London hotel. The guest only paid for one night and Tourism London paid for the second night (ensuring the accommodation partner received the full value of the stay). The campaign was extremely well received by the community and accommodation partners and resulted in approximately 700 hotel bookings (almost 1400 room nights booked) in a six-week period. Twenty different accommodation partners participated in the pilot project, with all others wishing they had signed up. Unfortunately, due to London entering the Red-Control zone, the campaign ended early. Tourism London staff have continued to receive inquiries from accommodation partners as well as the community as to when the campaign will run again.

The next version of this campaign, “Stay a Little Longer 2.0”, will move forward this summer. In this version, Londoners as well as those in neighbouring communities will book a minimum two-night stay at a participating London hotel and pay for both nights. As an extra incentive, the guest will receive a \$100 prepaid Tourism London custom VISA card. The card can be used at any business but is geotargeted to only work within the city limits of London. By geotargeting the VISA cards, Tourism London is ensuring that the money spent stays in the local economy but is spread beyond the hotels to support other sectors and multiple London businesses. The promotion is scheduled to run for six months (July – December 2021) and Tourism London anticipates approximately 3,000 hotel bookings with this initiative (minimum 6,000 room nights).

Tourism London will pay for 3,000 of the \$100 prepaid Tourism London custom VISA cards, set up fees and marketing (total \$366,000) to support this campaign. On top of that, Tourism London will run an extension to a Support Local video campaign that highlights local businesses (in partnership with Southwest Ontario Tourism Corporation) under the eat, drink, shop, play and stay local categories and encourages Londoners to support local as they staycation in London. This campaign will cost an additional \$34,000.

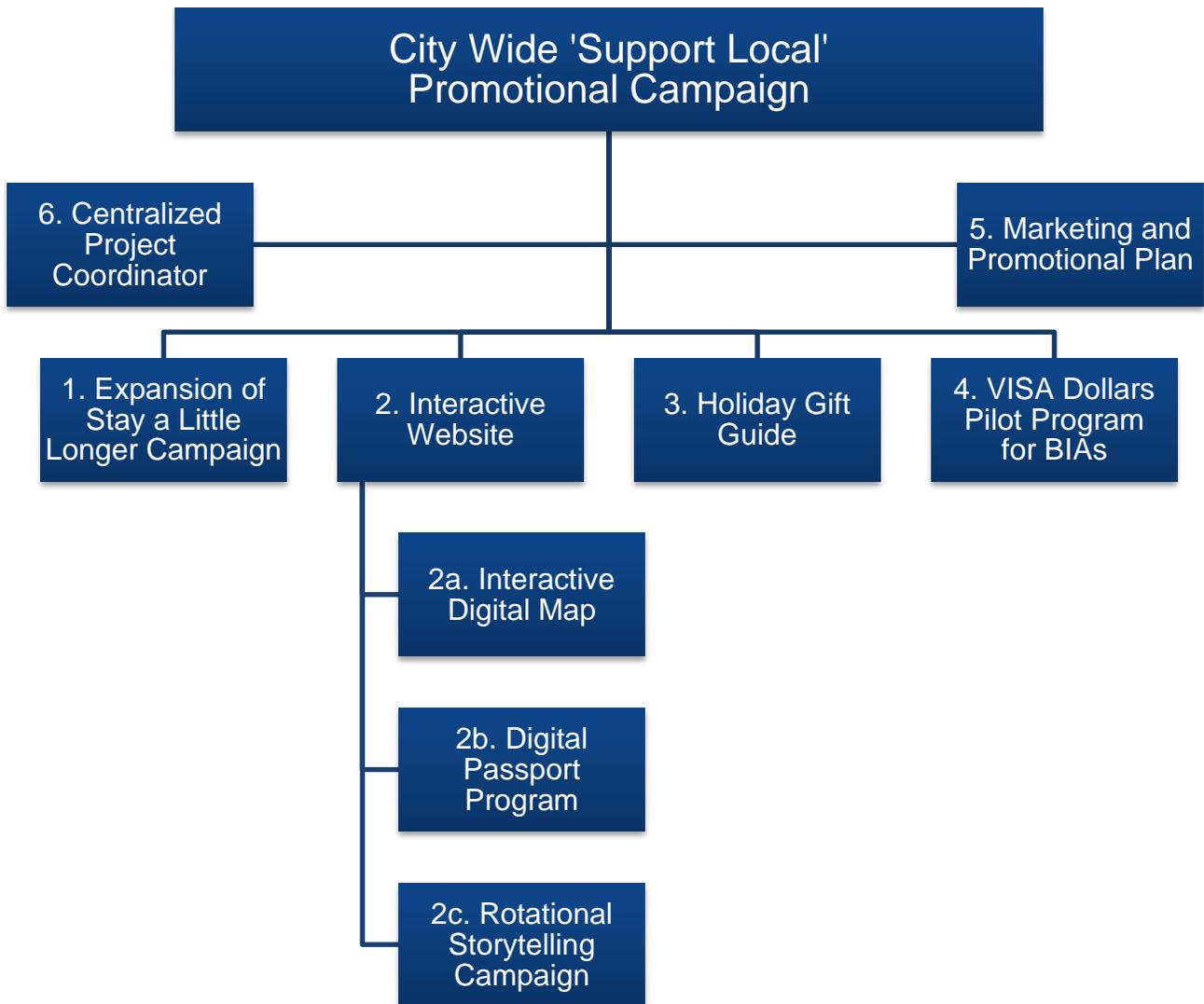
Tourism London will fund the entire \$400,000 for these combined initiatives from the Tourism London Municipal Accommodation Tax (MAT) fund.

Idea for Action:

In collaboration with Argyle BIA, Downtown London, Hamilton Road BIA, Hyde Park BIA, Old East Village BIA and others, a city wide ‘Support Local’ promotional campaign would be established and led by Tourism London and its partners. This is a coordinated, city-wide promotional partnership effort that is intended to create a sense of community and drive recovery in the city while stimulating local tourism and economic growth. Through this idea, we are telling stories of the community, gaining trust, creating relationships and building connections that will encourage people to want to invest or experience activities here in London.

The partnership program would focus on promoting local tourism and small businesses through several initiatives and would build upon the already successful and proven Stay a Little Longer and Support Local promotional campaign.

City Wide 'Support Local' Promotional Campaign



1. Expansion of Tourism London's Stay a Little Longer 2.0 Campaign

An expansion of Tourism London's Stay a Little Longer 2.0 campaign to have a greater economic impact on the tourism and hospitality industry and local businesses in London. There is a need for economic stimulus beyond the hotels and hospitality industry and spending needs to be encouraged across the city. Tourism London's Stay at Little Longer 2.0 Campaign is a proven initiative that can be enhanced to better support the LCRN ideas and drive economic recovery in London.

By adding an additional 1,000 packages to Tourism London's campaign, not only will it result in an increase of \$100,000 directly spent back into the London economy through the VISA cards distributed, but it will also result in at least 2,000 additional hotel room stays. It is important to note that hotel stays during this campaign generate the 4% MAT resulting in revenue for both the City of London and Tourism London's MAT funds.

On top of those benefits, expansion of the program would also result in additional visitor spending. Using the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries' Tourism Regional Economic Impact Model (TREIM), it can be estimated that increasing from the 3,000 packages already committed to by Tourism London up to 4,000 packages in total with this campaign expansion, London could see an additional \$169,648 in visitor spending. TREIM, the standardized method of measuring the economic impact because of tourism in Ontario, suggests \$508,941 in total visitor spending for 3,000 packages and \$678,589 for 4,000 packages sold.

Expanding beyond Tourism London's initial investment would help to drive economic recovery for small businesses in London while also replenishing the depleting MAT fund allowing the Corporation to fund additional infrastructure updates.

Initiative 1. Expansion of Tourism London's Stay a Little Longer 2.0 Campaign will cost \$110,000. This cost is inclusive of the value on the credit card as well as the associated fees and taxes to produce the credit cards.

2. Interactive Website - a full, interactive website that includes:

- a. An **interactive digital map**, hosted on the Tourism London website, that identifies all things that can be done in and around London. The map would feature activities for diverse audiences and interests (think arts, culture, entertainment, green spaces, augmented reality/digital experiences, guided tours, etc.) and would encourage Londoners to get out and explore their own backyard and (when safe to do so) encourage visitors to explore the Forest City. Several recreational amenities (playgrounds, recreational courts, etc.) would also be included and highlighted.

The interactive digital map is a single location for all BIAs and partners to identify the activities in their neighbourhoods that are already underway. The interactive digital map would pair perfectly with the Stay a Little Longer 2.0 Campaign as it would provide entertainment options, wayfinding, unique experiences and community activities for those staycating in London.

To get the community more engaged with various districts across the city, unique aspects and offerings of each BIA and neighbourhoods would be promoted. This would provide more visibility and interest in various areas across the city, get the community excited about unique local treasures and subsequently provide spin-off benefits to businesses located within those districts and beyond.

Tourism London is already host to the centralized event calendar so housing this interactive digital map on Tourism London's website is a logical home for the initiative. The map would come with a filter so that visitors could narrow down what they see on the map according to their preferences and interests.

- b. A **digital passport program** linked to the interactive digital map. As guests visit and support various businesses, take part in local events and explore the Forest City, they are encouraged to "check in" on their digital passport to receive a digital stamp. Passports that are full or meet the minimum number of digital stamps can then be turned into Tourism London for prizes.

Integrating this piece into the Stay a Little Longer 2.0 Campaign encourages guests booking a staycation in London to get out and explore the city while incentivizing their efforts.

- c. A **rotational storytelling campaign** that incorporates video, audio and written stories of the businesses and business owners in London. Similar to Downtown London's Voices of Downtown Crawl storytelling experience, Tourism London's Support Local video series, Hyde Park BIA's Feature Friday and more, this initiative would be expanded to incorporate all of the BIAs, their members and other businesses across London. All the stories told would live on the web page created for this campaign but would also be shared with the businesses and business partners as legacy marketing pieces.

It is important to note that other industries would also benefit from this initiative. For instance, local musicians and their music would be used for background tracks for any audio or video production. The music industry is one of the hardest hit industries and will be one of the last industries to recover. This initiative is just another way to support local.

As a further recovery strategy, the website, map and passport build as well as the storytelling partnerships would be a part of an RFP process with preference given to local London

businesses and artists. This needs to be a solution that is on budget, meets with the accelerated timelines and is easily updated, therefore a website is preferred over the creation of a digital app for all these assets.

Initiative 2.a. and 2.b. Interactive Website with Digital Map and Digital Passport will cost \$70,000 over three years. Initiative 2.c. Rotational Storytelling will cost \$150,000 over three years and will feature more than 150 businesses. Most of the costs for 2.c. Rotational Storytelling will come in Year 1 as this initiative looks to drive immediate recovery and economic stimulus in London.

3. Holiday Gift Guide - a shop local holiday digital gift guide that features local shops and offerings for the holiday season

Expanding on what was done in [2020 in partnership with Downtown London and Old East Village](#), the digital holiday gift guide is an online publication that features local shops and offerings for the holiday season. This year's version would include all BIAs and Tourism London partners as well as other businesses across the city. Businesses who participate can list a description of their offerings, give their address, website and contact information and will be categorized under specific shopping headings such as Fashion and Accessories, Health and Wellness, etc.

Marketing materials would be developed (including print signage that directs shoppers to visit the guide online – think posters, pop up banners, etc.) and distributed throughout the city including local hotel partners, condo developments and neighbourhoods. The digital gift guide would live on the website mentioned above.

It is important to note that many businesses rely upon great sales in November and December to carry them through the slow months of January, February and March. By promoting holiday spending locally, more businesses are likely to survive in the new year.

Initiative 3. Holiday Gift Guide will cost \$20,000 over three years with most of the costs incurred in Year 1 (set up, design).

4. VISA Dollars Pilot Program for BIA's - an expanded recovery dollars program for the BIA's using the VISA cards mentioned above

Similar to the City's Construction Dollars program, a pilot recovery dollars program would be offered across the entire city. Except, instead of introducing another dollars program, an investment would be made to secure additional prepaid Tourism London VISA cards (the same as the ones used in the Stay a Little Longer 2.0 campaign but with a lesser value on them).

While some BIAs have their own dollars program, others cannot afford to start from scratch. This program would be an equalizer among the BIAs and all of the businesses outside of the five BIA boundaries. A city-wide initiative with a limited timeline would encourage people to visit and support local businesses to kick start the recovery effort. All five BIAs would receive a set amount of VISA cards (\$10,000 total in \$25 increments [400 cards each] to drive further spending) to customize programs that would allow for contesting, additional programming and business support. As well, Tourism London would receive \$20,000 total in \$25 increments (800 cards) to work all other businesses in London that do not reside within the five BIAs.

By using the existing VISA program there is less confusion for consumers and less work for business owners. The current dollars programs offered in London all have different spending rules and deadlines. They also require the business owner to turn in the dollars to the BIAs to receive payment. This VISA program is much simpler, and the business owner receives full payment at the time of the transaction.

Businesses can also incentivize this program. For instance, they could encourage the use of the VISA cards in their business by offering no tax, an additional % of savings, etc.

This initiative would be a 1-year pilot program. The purpose of which is to generate important information and data to assess whether programs like this will work for the intended purpose. After the first year, results would be reviewed, and it would be determined if this initiative was successful in driving economic recovery. The year end report for this initiative would include a closer look at the uptake: how many cards went out; how many were used and where was the money spent? If possible, a comparison with the existing dollars program would also be completed.

This initiative will help inform future BIAs on how to bring programs forward to drive economic recovery and is an honest attempt by the community to see what works.

Initiative 4. VISA Dollars Pilot Program for BIA's will cost \$70,000 for the first year only.

5. Marketing and Promotional Plan

With the initial Stay a Little Longer campaign, a gap was identified: oftentimes the local community does not know what is happening in their own city. To get Londoners out of their house (when it is safe to do so), spending money and driving recovery, a marketing and promotional campaign is required. This campaign will run across all platforms (digital, print, radio, television, etc.) and encourage the community to engage with all the initiatives listed above. Audiences would be directed to the website for more information, to download the passport, to view the map and to view/hear the stories, etc. By promoting the incredible initiatives already underway in London, we're encouraging the community to eat, drink, shop, play and stay local this year.

A phased approach would be used, and the target would be Londoners to begin with. Once it is safe to do so, the audience would expand to include neighbouring communities, other cities and regional tourists in phases. By bringing in out of town guests, we're able to amplify the economic spend and drive further recovery for the city.

On top of paid initiatives, Tourism London and the five BIAs will leverage their in-kind support, making the most of all marketing and promotional avenues that are possible at no cost (their own websites, social media pages, digital billboards, other owned media, etc.). Several in-kind initiatives would also be used including calls to action by key individuals in the community. For instance, Councillors would be engaged to facilitate information and opportunities to their wards through social media, direct email, etc.

Initiative 5. Marketing and Promotional Plan will cost \$200,000 over three years with most of the costs incurred in Year 1 as this initiative looks to drive immediate recovery and economic stimulus in London.

6. Centralized Project Coordinator

To fulfill this Idea for Action, a centralized project coordinator will need to be hired on contract. It is planned that this will be a full-time position for the first two years. The position would be evaluated after the first year and a decision would be made as to whether a third year is required (on a part-time basis only).

The Centralized Project Coordinator's main role will be to work with Tourism London, the five BIAs and the businesses in London to coordinate efforts and move aspects of this project forward. While this Idea for Action has been a collaborative effort from Tourism London and the BIAs, none of the organizations have the capacity nor the resources to be able to take on this project in its entirety.

Initiative 6. Centralized Project Coordinator will cost \$140,000 over three years with \$110,000 budgeted for the first two years. If after Year 1 it is determined that a third year

for the contract (at a part-time rate) is not needed, the \$30,000 earmarked for Year 3 would be reinvested into the community.

This entire campaign would provide additional benefits for the community as there would be an increase in spending money locally for promoted businesses, as well as spin-off economic benefits for surrounding businesses. The campaign will also contribute to job creation and new partnership opportunities for local businesses.

This Idea for Action is inclusive, will showcase diversity across the city and through our communities and is driven through collaboration and partnership. COVID-19 has been especially difficult on the tourism and hospitality industry as well as local businesses in London. This initiative will advance recovery in the city, promote local tourism and spending and have a positive impact on Londoners and our community.

Actions Already Underway:

Tourism London, all five BIAs and their partners have already invested a significant amount of time, money and in-kind contributions to address various pieces of the identified 13 LCRN ideas (see chart in Appendix B). The independent programming that the partners have undertaken will ultimately support the implementation of the recommended partnership idea, the city wide 'Support Local' promotional campaign.

Next Steps to Implement Idea for Action:

Should funding be provided for this initiative, the next steps would include:

- Hiring a project coordinator to work with Tourism London and the BIAs on executing this initiative. It is planned that this will be a full-time position for the first two years and is suggested as a part-time for the final year.
- Collecting accurate information from each Tourism London and BIA member as to what is taking place in the city (for interactive map).
- Calling out to businesses to participate in different aspects of the initiative (done through Tourism London and the BIAs to their members). Aspects include the digital passport program, holiday gift guide and the interactive map.
- Through an RFP, identifying partners/vendors, preferably local companies, to work with to create the passport, interactive map and website as well as to tell the stories
- Developing the website that will house the full campaign and all the initiatives underway. This website would include links to the storytelling aspects, the downloadable passport, the interactive digital map, the holiday gift guide and more.
- Identifying storytelling avenues, partners to collaborate with on telling these stories and businesses to feature in the stories
- Implementing the expansion of the Stay a Little Longer 2.0 campaign with a controlled process to distribute up to 1,000 \$100 prepaid Tourism London custom VISA cards to hotel partners participating in the campaign
- Distributing an additional 2,400 \$25 prepaid Tourism London custom VISA cards to BIAs and Tourism London (400 cards each) as a part of the recovery dollar program
- Building a marketing campaign for the duration of the promotion that incorporates multiple phases and various marketing vessels (digital, print, radio, television, social media, podcasts and more).
- Launching the entire initiative (goal date = September 1, 2021)

Financial Implications of Action:

Even though the partners have all pooled their resources to move various pieces of this idea forward, additional funding is being requested to assist with the overarching marketing and promotional plan, the creation of certain aspects or elements and the expansion of key initiatives to be inclusive of the entire city.

This inclusive and collaborative Idea for Action addresses COVID-19 recovery and will have a community wide impact. Independent and locally owned businesses would be promoted – not big box

stores or chains. Vendors for service could come from anywhere in London, and multiple partners, including LEDC, TechAlliance, the Small Business Centre and the Chamber of Commerce, would be included to help promote and engage the entire city.

This Business Case recommends \$760,000 to support the six initiatives described above. Leveraging the \$400,000 investment Tourism London has already made in existing 2021 recovery programming, this Idea for Action supports all 13 LCRN community ideas and aligns with three of the LCRN's guiding principles.

It should be noted that there are on-going operating cost impacts associated with this Business Case for the resourcing required to maintain. Most costs would be incurred in the first year as aspects like the website, interactive map and passport need to be created. Ongoing expenses such as the website maintenance, new storytelling, updates to the gift guide, additional support and fresh marketing/promotional campaigns would be incurred for the next two years of the initiative.

Tourism London and the five BIAs will leverage their in-kind support as well, making the most of all marketing and promotional avenues that are possible at no cost (their own websites, social media pages, digital billboards, other owned media, etc.).

Business Case Financial Impacts

Operating Budget Impacts (\$000's)	2021	2022	2023	2021-2023 Total
Existing Programming: Tourism London's Stay a Little Longer 2.0 Campaign	\$400	\$0	\$0	\$400
1. Expansion of Stay a Little Longer 2.0 Campaign	\$110	\$0	\$0	\$110
2.a. and 2.b. Interactive Website (incl. digital map and passport - website development (year 1); maintenance (years 2 and 3))	\$50	\$10	\$10	\$70
2.c. Rotational Storytelling Campaign	\$100	\$25	\$25	\$150
3. Holiday Gift Guide	\$10	\$5	\$5	\$20
4. VISA Dollars Pilot Program for BIAs	\$70	\$0	\$0	\$70
5. Marketing and Promotion Plan	\$150	\$25	\$25	\$200
6. Centralized Project Coordinator	\$55	\$55	\$30	\$140
Total Expenditure	\$935	\$120	\$95	\$1,150
Existing Source of Financing (Original Initiative from Tourism London MAT Fund)	(\$400)	\$0	\$0	(\$400)
Net Request	\$545	\$120	\$95	\$760

Note: Total Expenditure is inclusive of Tourism London's Stay a Little Longer and Support Local campaigns already under way and scheduled to launch in Summer 2021. These initiatives were both funded through Tourism London's Municipal Accommodation Tax (MAT) fund. Tourism has already contributed one third of the financing required to implement this partnership idea and is attempting to leverage another two thirds to bring this collaborative Idea for Action to life. This does not include any expenditures from the five BIAs on programming already underway (Appendix B) or any in-kind donations.

Business Case Metrics

Metric Description	2021	2022	2023
# of hotel packages booked as a part of the Stay a Little Longer program extension (minimum 2-night stay)	1,000	0	0
\$ value of economic impact of hotel stays	\$100,000	\$0	\$0
Total # of website visits (unique users)	200,000	225,000	250,000
Total # of website views	1,000,000	1,000,000	1,000,000
# of events/activities/experiences featured on digital map	1,000	1,000	1,000
# of digital passport businesses featured	500	650	750
# of storytelling businesses featured	100	25	25
# of holiday gift guide businesses featured	250	325	400
# of VISA cards distributed (as a part of the recovery dollars program)	3,200	0	0
\$ value of VISA cards distributed (as a part of the recovery dollars program)	\$70,000	\$0	\$0
# of impressions for the marketing campaign (inclusive of entire campaign)	3,500,000	1,500,000	1,500,000

At the end of each year, a report would be generated that summarizes the business metrics and key highlights from the campaign including stats for individual initiatives visited on the website. There will also be an opportunity to include the VISA cards redemption rate as well as the sectors where the cards are being used in the report.

What are the risks of not proceeding?

The tourism industry in London is a major economic driver and an integral contributor to the City's success as it creates jobs and supports several small businesses, shopping/restaurant/hospitality partners and more. COVID-19 has been extremely hard on those sectors in London. On top of that, community members are anxious to get back out and travel. By promoting a safe and inclusive way for Londoners to explore their own city, while also driving economic support for our local businesses and tourism industry, London stands a chance at recovering faster from this pandemic. It is also in the best interest of London's taxpayers and the community to drive economic recovery.

The recovery initiatives outlined in this Idea for Action are beyond the scope and capacity of each individual organization, that is why it is being brought forward as a partnership. The collaborative partnership, and buy in from the City of London, leverages all our collective work together to drive recovery for the entire city, while still allowing individual budgets to remain flexible to address issues that continue to arise in our business sectors. Our COVID budgets are reactive, not proactive, covering expenses such as PPE and subsidies. This Idea for Action is a proactive approach to jump start recovery in London.

With COVID-19 affecting so many people and businesses, we must think both boldly and inclusively. This Idea for Action intends to support equity and connect Londoners with our local assets. It incorporates 13 LCRN ideas, aligns with three guiding principles, significantly impacts the hardest hit sectors in the city and brings together all corners of London for the collective good of our community. Without intensive interventions like this, the recovery of our local economy will take longer, and some businesses may not survive.

Appendix A: LCRN Ideas with Descriptions and Supportive Idea for Action Identified

Ref #	Idea Title	Original Idea Description	New Brief Idea Description	Lead Organization(s)	Supportive Idea for Action Identified and Outlined in Business Case
Ideas for Action by the Community – Short Term					
1.9	London Weekends (formerly 'London Winter Weekends')	City wide winter event where visitors can attend at their leisure while wandering Downtown, Wortley Village and Old East Village	City wide event where visitors can attend at their leisure and explore the various areas of the city.	BIAs	1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 5. Marketing and Promotion Plan
1.11	Travel London (formerly 'Travel Downtown London')	Promote "outdoor" shopping downtown verses indoor mall shopping. Encouraging people to visit and support local businesses. Offer customers a deal on a particular day (or throughout a specific week to help social distancing), give it a name i.e., "Travel Downtown Special". (Since no one can travel anywhere) After 5 visits within the day/specified time, customer collects their 5 receipts and has their name put in a draw to win a spa day package at Artistic Spa! They would end their destination at Artistic Spa to submit their name in draw at 191 Central Ave with Debby. Or can take photos of their receipts and submit it by email to debby@artisticspa.ca	Promote local shopping. Encouraging people to visit and support local businesses.	BIAs	1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 5. Marketing and Promotion Plan
1.13	Small Business Promotion (formerly 'Restaurant Passport Promotion')	Participating restaurants stamp diners' "passport". Offer prizes for Diners that hit certain number of restaurants during a specified timeframe. Have different tiers: if we have 20 participating restaurants, then the tiers could be 5, 10 and 15 "stamps". Diners that hit top tier would be eligible for dinner for 2 at one of the participating restaurants.	Participating small businesses "passport" promotion. Support local businesses during a specified timeframe, offer prizes for individuals that fill the passport through stamps.	Tourism London/BIAs	1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 5. Marketing and Promotion Plan

1.15	The London Trail	<p>It's an opportunity to support London small businesses, located downtown and across the city.</p> <p>Londoners would have a chance to purchase tickets to participating businesses on the "trail" map, and then redeem a ticket for the "trail" promotion.</p> <p>For example, I buy \$50 worth of tickets and receive 8 tickets. I redeem 1 ticket at Commonwealth Coffee and receive a small coffee.</p> <p>The goal is to get Londoners into the small businesses, where they can support the merchant. Again, while I'm in Commonwealth Coffee getting my small coffee, I may choose to purchase a donut. It could be a win-win.</p> <p>The promotion could happen during strategic periods such as "winter fantasy," "new year, new you," and "be my valentine" as examples. It can be ongoing.</p>	Support London's small businesses located across the city. Londoners would have a chance to explore the city and support participating local businesses on the "trail" map.	Tourism London/BIAs	<ol style="list-style-type: none"> 1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website <ol style="list-style-type: none"> 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 5. Marketing and Promotion Plan
1.16	A Helping hand for Hospitality	<p>Challenge: Families will not have the same opportunity to travel this winter.</p> <p>Solution: London hotels host Weekend Staycations that act as a break for both kids and children.</p> <p>Offering: one- or two-night stays with programming for kids and adults.</p> <p>Examples: Movie nights, Brewery tours, Wine tastings, (Virtual or in-person), Fashion Shows Etc.</p> <p>Incorporate: Pick up at home to limit driving and parking</p> <p>Couple Getaways: Couples have been cooped up too. Leave the kids with the in-laws/babysitter/or neighbor. Re-connect, recuperate, recharge and sleep in at a local London hotel</p> <p>Examples: Room service, wellness opportunities, speakers, etc.</p>	Families will not have the same opportunity to travel due to the pandemic. London hotels create and host 'Weekend Staycations' that act as a break for both kids and children (virtual or in-person).	Tourism London	<ol style="list-style-type: none"> 1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website <ol style="list-style-type: none"> 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 5. Marketing and Promotion Plan

5.13	Seasonal/Holiday Market Installations (formerly 'Holiday Market Installations')	A network of outdoor installations with winter or holiday themes throughout the downtown and a map guiding people from one installation to another. Installations should be a range of art, entertainment, food and drink, activities and more to draw people to different areas of the downtown.	A network of outdoor installations with themes throughout the city and a map highlighting all of their locations. Installations may be a range of art, entertainment, food and drink, activities and more, to draw people to different areas of the city.	BIAs	<ol style="list-style-type: none"> 1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website <ol style="list-style-type: none"> 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 3. Holiday Gift Guide 5. Marketing and Promotion Plan
5.15	Tours and Visa Program (formerly 'Virtual tours and Dollars Program')	<p>1. Dollars Program: The staff of the Hamilton Road BIA is proposing the creation of a “dollars” program to promote local spending along the main streets in the city of London.</p> <p>Currently, the Hyde Park BIA and the Downtown BIA have “dollars” program. Essentially, this program provides “dollars” or currently that act as a gift card. Many other BIAs within Ontario have this program and it would be simple to replicate.</p> <p>This type of program could apply to certain types of and/or locations of businesses that may be experiencing this challenging time on a more unprecedented level. For example, we could have a program specifically for eateries or cultural destinations. This type of program would ensure local spending.</p> <p>2. Virtual Tours: A virtual tour could be created within the city of London to highlight the different tourist destinations in the city. Different sites already have virtual tours, and this could be a central point of access for individuals to engage with.</p> <p>The visual would be a map that labels different destinations within the city. Visitors can virtually tour the different spots in London. These tours would link up to different restaurants that the visitor can order take out from, or link to a store that sells similar artwork, etc. For those individuals who may be interested in still touring in person, this virtual tour would make them more apt to do so.</p>	Explore the creation of a “dollars/visa” program to promote local spending in the city of London. The second part of this idea suggests creating virtual and in person tours to highlight the different tourist destinations in the city. Visitors would have the ability to tour the different spots in London.	BIAs	<ol style="list-style-type: none"> 1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website <ol style="list-style-type: none"> 2.a. Interactive Digital Map 2.b. Digital Passport Program 4. VISA Dollars Pilot Program for BIAs 5. Marketing and Promotion Plan

Ideas for Action by the City – Medium and Long Term

2.12	Branding and storytelling for London (formerly 'Branding and storytelling for downtown and core area')	Work on placemaking, branding and storytelling to help Londoners feel connected to and proud of the heart of their city- core highlights, businesses, the gems, cultural landscapes.	Work on placemaking, branding and storytelling to help Londoners feel connected to and proud of their city. Idea may include various city highlights, businesses, gems, and cultural landscapes.	Tourism London/BIA's	<ol style="list-style-type: none"> 1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.c. Rotational Storytelling Campaign 3. Holiday Gift Guide 4. VISA Dollars Pilot Program for BIA's 5. Marketing and Promotion Plan
5.14	A Tourism Destination Plan for London (formerly 'A Tourism Destination Plan for Downtown London').	Create a Tourism Destination Plan for Downtown London.	Create a Tourism Destination Plan for London.	Tourism London	<ol style="list-style-type: none"> 1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 3. Holiday Gift Guide 4. VISA Dollars Pilot Program for BIA's 5. Marketing and Promotion Plan

Ideas for Action by the City – Additional Ideas Already Approved/Received by Council

1.6	London Getaway Packages	Partner with local businesses to offer a local weekend getaway bundle and market it to both Londoners and those in surrounding communities. There could be some with a focus on couples or families. It could include two nights at a local hotel, two dinners at local restaurants, admission to amenities that are open like Hyland Cinema, Museum London, a pottery class, etc. A package for locals may focus on spas, indoor pools, etc. (depending on covid restrictions).	Getaway packages that get people excited about spending time in London.	Tourism London	<ol style="list-style-type: none"> 1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 5. Marketing and Promotion Plan
1.7	Buy Local (formerly 'Buying Local for the Holidays')	As Londoners enter the beginning of the holiday season, I believe, by recognizing the devastating economic impacts stemming from the restrictions put in place to mitigate the spread of COVID-19, it would be meaningful if City Council and LCRN leadership put out a call to action for all Londoners to patronize our local retailers and restaurants in lieu of online retailers or large corporate chains. Of course, Londoners have a longstanding history of supporting local business. However, in 2020, perhaps there is a	Call to action for all Londoners to increase efforts to spend locally and support businesses in their recovery efforts.	BIA's	<ol style="list-style-type: none"> 1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 3. Holiday Gift Guide 4. VISA Dollars Pilot Program for BIA's 5. Marketing and Promotion Plan

		drive to increase efforts to spend locally. Local retailers and restaurants have bearded the burden of COVID-19 related shutdowns. Perhaps it's time for Londoners to say thank you by spending their holiday-related dollars closer to home.			
5.3	Interactive Distanced Festivals and Events	Launch a virtual holiday experience across the city that would include food, hot chocolate and other vendors to draw engagement with local businesses and main streets while experiencing the digital artworks at a distance. The experience could be supported by an already developed app created by a London company.	Launch a virtual holiday experience across the city that would include food, hot chocolate and other vendors to draw engagement with local businesses and main streets while experiencing the digital artworks at a distance.	Tourism London	<ol style="list-style-type: none"> 1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website <ol style="list-style-type: none"> 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 5. Marketing and Promotion Plan
5.8	Develop an app with Augmented Reality to organize self-directed scavenger hunts	Develop an app with Augmented Reality to organize self-directed scavenger hunts in London.	Develop an app with Augmented Reality to organize self-directed scavenger hunts in London.	Tourism London	<ol style="list-style-type: none"> 1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website <ol style="list-style-type: none"> 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign

Appendix B: Current Offerings by Local BIAs and Tourism London

Ref #	Idea Title	Tourism London	Old East Village BIA	Hamilton Road BIA	Downtown London	Hyde Park BIA	Argyle BIA
Ideas for Action by the Community – Short Term							
1.9	London Weekends (formerly 'London Winter Weekends')	<ul style="list-style-type: none"> Stay a Little Longer 2.0: Book a consecutive 2-night stay at a participating hotel and receive \$100 VISA card that is geo-tagged to only work at London businesses 					
1.11	Travel London (formerly 'Travel Downtown London')	<ul style="list-style-type: none"> Series of blogs on site encouraging locals and visitors to #ExploreLdnOnt 	<ul style="list-style-type: none"> Open for Business - Business Spotlight Blog Series 		<ul style="list-style-type: none"> Keep London Local Campaign (see below) Music Mondays Mini Street Fairs 	<ul style="list-style-type: none"> Keep it Local in Hyde Park (CTV Ad Program) Friday Lunch @ The Park 	<ul style="list-style-type: none"> Argyle Stories Series
1.13	Small Business Promotion (formerly 'Restaurant Passport Promotion')	<ul style="list-style-type: none"> As a part of TIAO and FedDev funding, in partnership with the Culinary Tourism Alliance and through the software Bandwango, a 15-stop London passport (includes restaurants, hotels, markets, etc.) Support Local Video Series: 9-part series ran in December 2020 with another 17 videos to come in 2021. Business owners from a 	<ul style="list-style-type: none"> Open for Business - Business Spotlight Blog Series 	<ul style="list-style-type: none"> Tree Trunk Tour (includes a video and detailed story for each sculpture and business, a scavenger hunt and a colouring book) 	<ul style="list-style-type: none"> Tied into the Forest City Canada Trail Event (formerly Maple Trail) Keep London Local Campaign: video & blog series Voices of downtown crawl Contesting of DT \$ Sharing the stories of businesses and why supporting local matters Goals: Create connections between consumers and business, incentivize shopping local 	<ul style="list-style-type: none"> CTV Ad Program, Bus Shelter Ad Program, Socials: Feature Fridays, Subsidizing the cost of digital marketing for business partners 	<ul style="list-style-type: none"> Daily Social Media "Boosting" campaigns Video series on local businesses Argyle Stories Series

		variety of businesses and backgrounds share their story and help make a connection to the community they serve in the hopes of drumming up more support					
1.15	The London Trail	<ul style="list-style-type: none"> Series of blogs on site encouraging locals and visitors to #ExploreLdnOnt 	<ul style="list-style-type: none"> Only in OEV Tours (on hold due to current situation) 	<ul style="list-style-type: none"> Tree Trunk Walking Tours (Guided and self-directed) 	<ul style="list-style-type: none"> Keep London Local Campaign (see below) 	<ul style="list-style-type: none"> Community piano (on hold due to current situation) 	<ul style="list-style-type: none"> Argyle “experience” videos, highlighting hidden gems in the area
1.16	A Helping hand for Hospitality	<ul style="list-style-type: none"> Support Local 2.0: A video series showcasing locally owned businesses and their stories (categorized under the calls to action: Shop Local, Eat Local and Play Local) 	<ul style="list-style-type: none"> Shop to Win Experience (collects data and allows customers a chance to win a spending spree in the Village) 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
5.13	Seasonal/ Holiday Market Installations (formerly ‘Holiday Market Installations’)	<ul style="list-style-type: none"> Holiday focused blogs on website that talk about events happening in London, ways you can shop local, etc. 	<ul style="list-style-type: none"> Merry Market @ 100 Kellogg Lane London Clay Arts Centre & Craft Holiday Sale at Summerville 630 Core Area Holiday Shopping Guide (in partnership with Downtown London) 	<ul style="list-style-type: none"> Christmas decoration contest for businesses (store window) 	<ul style="list-style-type: none"> Holiday Detour Event (pop up vendors, selfie spots, hot chocolate crawl, businesses offering special promotions, skating at Covent Garden Market, passport crawl to visit different places downtown, contesting, etc.) Core Area Holiday Shopping Guide (in partnership with OEV BIA) 	<ul style="list-style-type: none"> Hyde Park Christmas Market Breakfast with Santa Boot Drive Toys for Tots & Teens Drive Hyde Park Santa Parade (sponsor/partner) 	<ul style="list-style-type: none"> Santa Claus Parade Letters with Santa 12 Days in Argyle Window Decorating Contest Old Clarke House Christmas lighting Holiday decor on Dundas Street

5.15	Tours and Visa Program (formerly 'Virtual tours and Dollars Program')	<ul style="list-style-type: none"> • Culture City X (London Arts Council) • Forest City Walking Tours • Engage London ARt app with EXAR Studios that include the Market Lane and the Covent Garden Market picnic table experiences 	<ul style="list-style-type: none"> • Only in OEV Tours (on hold due to current situation) • Construction Dollar Program (funded through City of London) • Engage London ARt app with EXAR Studios that includes Banting House and London Clay Arts Centre experiences 	<ul style="list-style-type: none"> • Tree Trunk Tour (Colouring Book and Scavenger Hunt included) • Interested in dollars program pending funding source 	<ul style="list-style-type: none"> • Voices of Downtown Crawl with Curveball Creative • Patio Map Crawl • Downtown Dollars Program (can be purchased online or in person) • Engage London ARt app with EXAR Studios that includes Dundas experience 	<ul style="list-style-type: none"> • Hyde Park Gardens and Pond (median gardens, hanging baskets and a pathway to the pond) • Community piano (on hold due to current situation) • Hyde Park Dollars • Gift Card Program (anyone can go online and purchase a gift card to the participating businesses) 	<ul style="list-style-type: none"> • Hanging basket program • Interested in dollars program pending funding source
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Ideas for Action by the City – Medium and Long Term

2.12	Branding and storytelling for London (formerly 'Branding and storytelling for downtown and core area')	<ul style="list-style-type: none"> • Series of blogs on site encouraging locals and visitors to #ExploreLdnOnt • Support Local 2.0: A video series showcasing locally owned businesses and their stories (categorized under the calls to action: Shop Local, Eat Local and Play Local) 	<ul style="list-style-type: none"> • Only in OEV branding and accompanying campaign • OEV Experiential Tourism when appropriate • Old East Village AR Tour (Banting, LCAC, WFD) 	<ul style="list-style-type: none"> • We have branded the "Tree Trunk Tour" and are creating a virtual version • Anecdotal stories and picture histories have been created for 26 sculptures, so far, along with newspaper and tv records. Introductory videos have been created for each: http://cinematic.ca/treetrunk/18-20_BAND.mp4 • New antidotal stories and picture histories are being created for our restaurants, bakeries, and retail stores • We are creating a Virtual Busking Corner. We are collaborating with London Music Hall of Fame and Forest City Music Awards. This will create exposure for local artists 	<ul style="list-style-type: none"> • Keep London Local campaign • Voices of Downtown Crawl • Meet the Merchants Blog Series 		<ul style="list-style-type: none"> • Occasional "Throwback Thursdays" and/or "Flashback Fridays", posting historical photos and blurbs about the Argyle area, including landmarks and businesses that have been around for decades.
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5.14	A Tourism Destination Plan for London (formerly 'A Tourism Destination Plan for Downtown London')	<ul style="list-style-type: none"> • A key focus of Tourism London's strategic plan and recovery strategy 	<ul style="list-style-type: none"> • Only in OEV Tours Map (in the works, not completed at this time) 		<ul style="list-style-type: none"> • Interactive map (business locations, ongoing activations/crawls) - still in the works • Event listing webpage 		
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Ideas for Action by the City – Additional Ideas Already Approved/Received by Council

1.6	London Getaway Packages	<ul style="list-style-type: none"> • Stay a Little Longer 2.0 Campaign: Book a consecutive 2-night stay at a participating hotel and receive \$100 VISA card that is geo-tagged to only work at London businesses (no cost to customers or businesses) 					
1.7	Buy Local (formerly 'Buying Local for the Holidays')	<ul style="list-style-type: none"> • As a part of TIAO and FedDev funding, in partnership with the Culinary Tourism Alliance and through the software Bandwango, a 15-stop London passport (includes restaurants, hotels, markets, etc.) • Support Local Video Series: 9-part series ran in December 2020 with another 17 videos to come in 2021. Business owners from a variety of businesses and 	<ul style="list-style-type: none"> • Open for Business - Business Spotlight Blog Series 	<ul style="list-style-type: none"> • Tree Trunk Tour (includes a video and detailed story for each sculpture and business, a scavenger hunt and a colouring book) 	<ul style="list-style-type: none"> • Tied into the Forest City Canada Trail Event (formerly Maple Trail) • Keep London Local Campaign: video & blog series • Voices of downtown crawl • Contesting of DT \$ • Sharing the stories of businesses and why supporting local matters • Goals: Create connections between consumers and business, incentivize shopping local 	<ul style="list-style-type: none"> • CTV Ad Program, Bus Shelter Ad Program, Socials: Feature Fridays, Subsidizing the cost of digital marketing for business partners 	<ul style="list-style-type: none"> • Daily Social Media "Boosting" campaigns • Video series on local businesses • Argyle Stories Series

		backgrounds share their story and help make a connection to the community they serve in the hopes of drumming up more support					
5.3	Interactive Distanced Festivals and Events	<ul style="list-style-type: none"> • Hosting the 2021 Canadian Country Music Awards: November 27 – 30 • Revive Live (digital and in-person) • Summer Festivals 	<ul style="list-style-type: none"> • Park It at the Market Wednesdays @ The Market at Western Fair District 	<ul style="list-style-type: none"> • Virtual Tree Trunk Tour 	<ul style="list-style-type: none"> • Forest City Maple Trail Event with Covent Garden Market • The Art Block Merchant Experience • The Piccadilly Street Fair • Simple Reflections for Arts • Seven Sisters Night Market • Monthly Small is the New Mall Sidewalk Sales • Wellness Wednesdays 	<ul style="list-style-type: none"> • Easter Scavenger Hunt, Community Day and Pumpkin Giveaway • PondFest • Friday Lunch @ The Park 	<ul style="list-style-type: none"> • Summer Scavenger Hunt
5.8	Develop an app with Augmented Reality to organize self-directed scavenger hunts*	<ul style="list-style-type: none"> • Engage London ART app with EXAR Studios • Market Lane AR experience • Covent Garden Market picnic table AR experience 	<ul style="list-style-type: none"> • Banting House/London Clay Art Centre AR Experiences 	<ul style="list-style-type: none"> • Virtual Tree Trunk Tour 	<ul style="list-style-type: none"> • Dundas AR Experience with EXAR Studios 		<ul style="list-style-type: none"> • Summer Scavenger Hunt

Other Details from Partners

Marketing Initiatives	<ul style="list-style-type: none"> • Events calendar/listing on Tourism London website • Membership directory • Stay a Little Longer 2.0 • Cooperative marketing programs with tourism partners 	<ul style="list-style-type: none"> • Construction Dollar program • Only in OEV Marketing Campaign (local and regional focus - when safe to do so) 	<ul style="list-style-type: none"> • Colouring Book • Summer Festival Giveaways • Commercial Bus Tours from USA • Doors Open London • Pokémon Festival • Unveiling and Dedication Events 	<ul style="list-style-type: none"> • Business Directory • Online Marketplace • Construction Dollar Program w \$31,000 in contesting • How to support businesses during lockdowns • Superguide summer activations/events • Downtown Dollar program (going digital) 	<ul style="list-style-type: none"> • Hyde Park Dollars • Digital Advertising • Online Gift Card Program • Socials: Win it Wednesday 	<ul style="list-style-type: none"> • Bulk member/BIA advertising buys • Social media posting/boosting • Seasonal/targeted promotional campaigns • Gift card auctions • Member and area experience videos • Student discount program
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				<ul style="list-style-type: none"> · General advertising (radio, CTV news, spotify, digital billboards, social media, google ads) · Monthly newsletter 		<ul style="list-style-type: none"> · Argyle stories program (website feature on businesses) · Monthly newsletter · “Friends of Argyle” program
Website	www.londontourism.ca	www.oldeastvillage.com	www.hamroad.com	www.downtownlondon.ca	www.hydeparkbia.ca	www.argylebia.com

* note that Museum London and the London Arts Council are currently offering or working on both guided and self-directed tours, some with AR technologies, that can be rolled into the overall "stock" of available activities

London Community Recovery Network

Ideas for Action – Business Case

Idea #: 3.12

Idea Title: **Goodwill Industries- Circular Economy Work Platform; Power Industrial Sewing and Textile Recycling**

Business Case Deliverables & Impact

Description of the Initiative and Community Impacts

Goodwill Industries (Goodwill) plays a unique role in our society, creating jobs for people who need them most, largely in the 'green' reuse economy. Goodwill has ample opportunity to positively disrupt its own aftermarket supply chain for textile and consumer goods diversion, advancing toward more sustainable practices. Innovation and partnerships are driving the development of new pathways and markets to keep goods in use in local and regional economies, ultimately achieving complete circularity and zero net waste.

Over the past three years Goodwill has been engaging with partners, most notably Fanshawe College supported by a Federal government *Social Science and Humanities Research Council* (SSHRC) grant, in the process of engineering an innovative social ecosystem for the sorting, grading, upcycling, remanufacturing, and repurposing of post-consumer apparel. This has included the creation of a power industrial sewing platform, the development a new consumer product line comprised of remanufactured used textiles, and various mechanical recycling processes to capture by-products for industrial uses.

At this juncture, Goodwill is on the threshold of moving beyond proof of concept (prototyping, process and standards development, product development and testing, branding...) and preparing to move toward scaling.

Goodwill Industries, working in partnership with Fanshawe College, is seeking opportunity to further develop and scale a Circular Economy Work and Training Platform: to grow social enterprise, create living wage skilled jobs and training opportunities for vulnerable and marginalized populations disproportionately impacted by COVID-19; and to vastly improve environmental impacts in the textile industry.

The platform will engage skilled labour and technology in:

A) Remanufacturing and sales of *Worth* product line

- Design of the technical standards and process for remanufacturing on scale
- Sorting end-of-life [post-consumer and second-hand/reuse] textiles to stream into the process – initially men's shirts, T-shirts and denim jeans.
- Industrial machine washing
- Layout and cutting of textiles
- Collating pieces into tech packs for sewers
- Sewing and creation of product
- Packaging, listing and posting online, and sales fulfillment

B) Creating products/uses from waste by-product from *Worth*, and sales for industrial uses [primarily commercial cleaning, auto and agriculture]

- Capture scrap/off cuts and sort for streaming into rags or shred
- Feed scrap into mechanical shredder or rag cutter
- Bale rags and sell to commercial cleaning service industry
- Bag and sell shred to industrial partners such as Autoneum for insulation

City Invited to Stimulate Scaling and Job Creation

The City of London is invited to invest \$154,000 in operating funds over three years to support the development, pilot and launch of an Advanced Power Industrial Sewing Training Pilot that will cost \$310,000 over this same three-year period; City funding wholly supporting the program in the first year as Goodwill lessons reliance in year two, three and beyond as social enterprise earnings ramp.

Over the three years, Fanshawe College will continue to administer research and development grant funding to the project. These funds are restricted to research and development related to process, equipment, training, product development (etc.) and do not support operations or capital.

An additional \$95,000 in capital equipment is also requested to enable the introduction of textile shredding, cutting, and bagging equipment to enhance textile recycling capabilities and diversify revenue generation streams.

Goodwill with partners, envisions building a \$2.79 million (est.) new circular social enterprise platform with 90 full and part time employees over three years.



See Appendix C for full product overview.



Baby clothing made from second-hand T-shirt. Plushies are stuffed with shredded off cuts- nothing goes to waste.

The total request to the City is \$249,000. Over the same three-year period, Goodwill envisions scaling the Circular Economy Work and Training Platform to 90 full and part time employees, and \$2.79 million in revenue with a modest surplus.

Aims

- Create 90 new full and part time living-wage skilled jobs for individuals shut out of the labour market.
- Develop and scale a Circular Economy Work and Training Platform to support the development of a remanufactured used textile product line *Worth*, and the use of by-products from this process in industrial and agriculture industries
- Develop and provide an advanced power industrial sewing curriculum
- Support the career development of 148 individuals over three years graduating 20% to 30% of employees to the competitive labour market each year
- Introduce textile shredding, cutting, and bagging equipment to further textile recycling capabilities achieving full circularity, and diversify revenue generation streams
- Longer term:
 - Continue to scale the *Worth* product line, expanding product development and production
 - Drive efforts to reclaim the textile industry and boost our local economy while continuing to innovate in the circular economy

1

Develop significant opportunity to create skilled, living wage jobs in the London region

2

Optimize reuse and recycling of end-of-use textiles, keeping goods in use in local and regional economies - fostering greater sustainability and circularity

3

Support the drive to reclaim the largely offshore textile industry and retain the economic benefit that comes with localizing in the regional economy

Positioned for Success

Upcycling or revamping a used textile into a product is not unique and is popular however, it is undertaken on a limited scale or 'one-off' basis. Scaling a product line for industrial manufacturing and distribution is a new frontier and there is currently no initiative like *Worth* in the marketplace. Consequently, the Social Sciences and Humanities Research Council has invested over \$700,000 into the Fanshawe/Goodwill partnership. Many organizations, including Goodwills across North America, stand to benefit from this work if it can be demonstrated to scale. It is the intent to share the learning and technical outcomes of this work.

Since Goodwill's initial engagement with industrial sewing several years ago, progress has been made in developing the industry in the London region. Goodwill has worked with a number of emerging startups, most notably incubating Carmina De Young (CY) Design since inception. CY Design has over 50 employees manufacturing textiles in a 35,000sf industrial facility in east London. They are currently scaling to over 100 employees after significant federal investment into their Lifecycle PPE project. Other textile companies such as Over Company and Lac Mac will benefit from the skilled workforce Goodwill will be developing. The textile industry has promising and significant growth potential which has already begun to ramp up. Goodwill is positioned and highly determined to tie together concepts of sustainability and circularity, with equity and inclusion to power and localize the textile industry, creating economic prosperity for the London region.

Goodwill Values- I.CARE

Inclusion - Embrace all people equally

Compassion - Serve with heart

Aspirng **W**orkforce - Together, change lives through the power of work

Respect - Uphold all people with dignity and trust

Empathy - Walk in each other's shoes

With funds secured from Canada's Investment Readiness Program [\$50,000], Goodwill is currently engaged with leading consultants in both marketing, and in post-consumer textiles to develop market analyses and business plans to position *Worth*, and post-consumer textile recycling initiatives for success. These engagements will determine strategic approaches to scaling three lines of business: sorting and grading for various streams; remanufacturing products under the brand/label *Worth*; and mechanical shredding for industrial, agricultural, and other uses.

Goodwill is now at a pivotal juncture and seeking to leverage the momentum and knowledge the project has gained from investments from the Social Sciences and Humanities Research Council and the Investment Readiness Fund. Goodwill is prepared to scale operational pilots and the platform, create more jobs, and begin to generate revenue toward financial sustainability.

Next Steps

Goodwill is in the final phase of a three-phase initiative – i. define the problem ii. prototyping, testing and business plan/investment readiness and iii. operationalize and scale – to build a circular economy social ecosystem. In this final phase, Goodwill endeavors to:

- Cement and strengthen partnerships
- Secure investment for the operations (seed funding), infrastructure and technology required to scale
- Enhance training for the platform
- Refine and implement the business plan
- Invest in market research and branding with partner *Arcane*

- Train and develop the skilled workers needed to ramp up product manufacturing for *Worth*
- Expand textile sorting, grading, and recycling operations with recommendations from UpRight Labs
- Develop the necessary workforce and expand textile by-product manufacturing (ragging and shredding)
- Through partnerships with Autoneum and ICFAR, pilot the creation of Cotton Shoddy and BioChar for uses in the automotive and agricultural industries

Funds received will support pilots in these key areas as a next step in enhancing local circularity and increasing economic prosperity.

City Funds will Stimulate and Advance

Year 1

A) Advanced Power Industrial Sewing Pilot

Power sewing skills curriculum development will be the first step of the pilot. A curriculum development specialist will be engaged. Training will consist of two training segments over 10 weeks; an initial two week (36 hour) intensive power sewing training, followed by an eight week (32 hour) on-the-job skills development program. Participants will continue to work on the Goodwill sewing platform until they are prepared to advance to the competitive labour market with newly acquired skills.

Based on other Goodwill work and training platforms, we estimate that 20-30% of the employees will graduate to competitive employment each year, including at Goodwill [higher pay, benefits...]

Annual Breakdown of Participants

Year 1

- 32 individuals hired and take part in training
- 20-30% graduate - approximately 8

Year 2

- Approximately 24 remain on the platform, and 52 new enter and take part in training
- Platform increases to 57 positions
- 20-30% graduate - approximately 19

Year 3

- Approximately 57 remain on the platform, and 64 new enter and take part in training
- Platform increases to 90 permanent positions over 3 years
- 20-30% graduate - approximately 31

B) Capital Investment for Recycling Equipment

Capital costs in the first year support the purchase of equipment required for the recycling initiatives; primarily a textile shredder and infeed conveyor. This piece of equipment shreds end-of-use textiles to be used as stuffing for products like dog beds in *Worth*, and for use in textile by-product manufacturing, namely, BioChar and Cotton Shoddy. BioChar is a soil enhancement used in agriculture, and Cotton Shoddy has insulative uses mainly in the automotive industry.

Other equipment, rag cutter and bagging balers, will process end-of-use textile ragging. Scrap textiles are cut into rags and compressed by the baler into 5 and 10 kg bags for sale primarily to cleaning supply companies.

Shredding and ragging offer additional landfill diversion streams for environmental impact, and additional revenue sources to Goodwill, enhancing the ability to self sustain this project on an ongoing basis after initial investments.

If all of the capital costs are not supported through the City, Goodwill will bridge this gap until such a time that capital can be secured with traditional waste stream processes, bailing for sales by offshore dealers. The *Worth* sewing and training operations will not be impacted.

Funds will support pilots across three new streams of revenue generation

- 1 *Worth Product Development*
- 2 *Textile Shred*
(used as stuffing, and in byproduct preparation)
- 3 *Textile Cutting and Ragging*
(sold to wholesale cleaning supply companies)

Year 2 and 3

Year two and three funding will support scaling for more job creation, training, and product development. By the end of the three-year pilot, the Goodwill sewing platform will have grown from 32 to 90 permanent positions. Factoring in the 20-30% who will graduate each year, the platform will have trained over 148 individuals over the three years. Goodwill hopes to continue to grow its own sewing operation while providing the local labour market with skilled sewers as the industry grows.

Business Case Financial Impacts

Operating Budget Impacts (\$000's)	2021	2022	2023	2021-2023 Total
Total Expenditure	\$69	\$108	\$133	\$310
Revenue from <i>Worth</i> , other recycling by-product revenue		\$57	\$99	
Net City Request	\$69	\$51	\$34	\$154

Though we do not have any existing sources of financing for the costs associated with this specific project (training pilot and equipment), we have applied to The London Community Grants Program; the request is still pending and focused on one year of operational costs, with no eligible capital. We will continue to pursue other avenues of funding for this relevant case.

Social enterprise revenue, and revenue generated from the sewing platform and textile by-product manufacturing is expected to support this program in an ongoing manner after start-up and initial capital costs, and promotion of *Worth*. Operational funds requested scale down in years two and three, demonstrating Goodwill's anticipated growth and increasing ability to self fund training the as the pilot progresses. Fundraising efforts will continue until the program is self sustaining and until required equipment is obtained.

Capital Budget Impacts (\$000's)	2021	2022	2023	2021-2023 Total
Total Expenditure	\$95	\$0	\$0	\$95
Net City Request	\$95	\$0	\$0	\$95

A summary of key metrics and funding, as well as a more detailed budget is provided in Appendix A and B (attached at the bottom of this document).

Business Case Metrics

Metric Description	Current	2021	2022	2023
<i>Permanent positions on the platform</i>	N/A	24	57	90
<i>Individuals trained</i>	N/A	32	52	64
<i>Revenue generation sources diversify, platform becomes increasingly self-sufficient</i>	N/A	<i>Worth, Shredding, Ragging</i>	TBD	TBD
<i>Improvement in participants' technical and soft skills</i>	N/A	Self-report and testing measures	Self-report and testing measures	Self-report and testing measures
<i>20%-30% Graduate to the competitive labour market each year</i>	N/A	20%-30%	20%-30%	20%-30%
<i>Increased landfill diversion</i>	TBD	TBD	TBD	TBD
<i>Mechanical recycling capabilities increased</i>	N/A	Shredding, ragging	TBD	TBD
<i>Engagement with the Worth brand increases in London</i>	N/A	Social media engagement & sales increase	Social media engagement & sales increase	Social media engagement & sales increase

What are the risks of not proceeding?

Circular Economy Work and Training Platforms will follow Goodwill's mission hiring policy, focusing hiring on disadvantaged, marginalized and vulnerable individuals in our community. Marginalized groups have been disproportionately impacted by Covid-19 in many ways, which is exceedingly evident in the labour market. Racial minorities are facing unemployment rates as high as double than those of non-visible minorities; less than 24% of persons with disabilities are receiving employment income compared to 37% before the pandemic; front line, high risk, and labour-intensive jobs are highly skewed to marginalized groups, etc. Underrepresentation of vulnerable and minority populations in the competitive workforce has always been a significant issue in the workforce development landscape. The impacts of Covid-19 have only amplified this inequity and will continue to do so without investment into programs and initiatives that serve specifically and intentionally to remedy the issue.

Covid-19 has also taken a significant economic toll. Through circular economy work, Goodwill aims to bring a new and emerging skilled workforce to the London region and drive efforts to reclaim the textile industry that is largely taking place offshore. Not investing locally in textile recycling, remanufacturing, and upcycling risks missing significant economic opportunity for our local community.

Central to the strategy are principles of circularity and sustainability. Hyper-consumerism or 'fast fashion' is having a disastrous impact on the climate. Over 70% of apparel ends in landfills or is incinerated, while more than \$500 billion (USD) of value is lost each year due to the underutilization of clothing and lack of recycling options. In fact, less than 1% of material used to produce clothing is recycled into new clothing, and the textile industry relies mostly on non-renewable resources. The past year has also seen both single use and reusable PPE flooding landfills with few recycling methods in place. Innovation and solutions in the circular economy are needed urgently as the textile industry poses a massive threat as one of the world's largest polluters and emitters of carbon, contributing largely to the global climate crisis.

Appendix

- A. Summary Chart of Key Metrics and Funding
- B. Budget
- C. *Worth* Product Overview

Appendix A- Summary Chart of Key Metrics and Funding

Summary of Key Metrics and Funding	Year 1	Year 2	Year 3	Totals
Total Trained	32	52	64	148
Total Positions Created	24	57	90	90
Total Sewing Pilot Cost	\$69,000	\$108,000	\$133,000	\$310,000
Request from City-Pilot	\$69,000	\$51,000	\$34,000	\$154,000
Request from City-Capital	\$95,000	\$ -	\$ -	\$95,000
Total Costs Sewing Pilot + Capital	\$164,000	\$108,000	\$133,000	\$405,000
Total City Request Pilot+ Capital	\$164,000	\$51,000	\$34,000	\$249,000
Total Operating Budget (est.)	Year 1	Year 2	Year 3	Totals
Revenue [Social enterprise sales, potentially financing-Federal Social Innovation Fund]	\$750,000	\$1,875,000	\$2,850,000	\$5,475,000
Expenses [Wages, sales, marketing, supplies, occupancy...]	\$748,000	\$1,781,000	\$2,790,000	\$5,319,000
Net Contribution	\$2,000	\$94,000	\$60,000	\$156,000

Note: Sales are estimated based on the following assumptions

Year 1: 30,000 items sold at an average of \$25

Year 2: 75,000 items sold at an average of \$25

Year 3: 95,000 items sold at an average of \$30

Appendix B- Budget

Year 1			
Budget Item (Operational)	Total Cost	City Request	Notes
Curriculum Consulting Fee	\$675	\$675	One time
Curriculum Development Fee	\$1,800	\$1,800	One time
Training Fee- Training 1	\$15,200	\$15,200	1900/cohort
Training Fee-Training 2	\$13,600	\$13,600	1700/cohort
Trainee Pay -Training 1	\$16,416	\$16,416	36h/Trainee at \$14.25/h
Trainee Pay -Training 2	\$14,592	\$14,592	32h/Trainee at \$14.25/h
Hiring Administration	\$1,600	\$1,600	\$25/h x 2h/employee
Employee Orientation	\$3,648	\$3,648	8h/employee at \$14.25/h
Program Supervisor	\$1,000	\$1,000	\$20/h x 5 h/week x 10 weeks
Program Materials	\$800	\$800	\$25 per employee
Year 1 Operational Total	\$69,331	\$69,331	

Year 2			
Budget Item (Operational)	Cost	City Request	Notes
Training Fee- Training 1	\$24,700	\$11,400	1900/cohort
Training Fee-Training 2	\$22,100	\$10,200	1700/cohort
Trainee Pay -Training 1	\$26,676	\$12,312	36h/Trainee at \$14.25/h
Trainee Pay -Training 2	\$23,712	\$10,944	32h/Trainee at \$14.25/h
Hiring Administration	\$2,600	\$1,300	\$25/h x 2h/employee
Employee Orientation	\$5,928	\$2,964	8h/employee at \$14.25/h
Program Supervisor	\$1,000	\$1,000	\$20/h x 5 h/week x 10 weeks
Program Materials	\$1,300	\$650	\$25 per employee
Year 2 Total	\$108,016	\$50,770	

Year 3			
Budget Item (Operational)	Cost	City Request	Notes
Training Fee- Training 1	\$30,400	\$7,600	1900/cohort
Training Fee-Training 2	\$27,200	\$6,800	1700/cohort
Trainee Pay -Training 1	\$32,832	\$8,208	36h/Trainee at \$14.25/h
Trainee Pay -Training 2	\$29,184	\$7,296	32h/Trainee at \$14.25/h
Hiring Administration	\$3,200	\$800	\$25/h x 2h/employee
Employee Orientation	\$7,296	\$1,824	8h/employee at \$14.25/h
Program Supervisor	\$1,000	\$1,000	\$20/h x 5 h/week x 10 weeks
Program Materials	\$1,600	\$400	\$25 per employee
Year 3 Total	\$132,712	\$33,928	

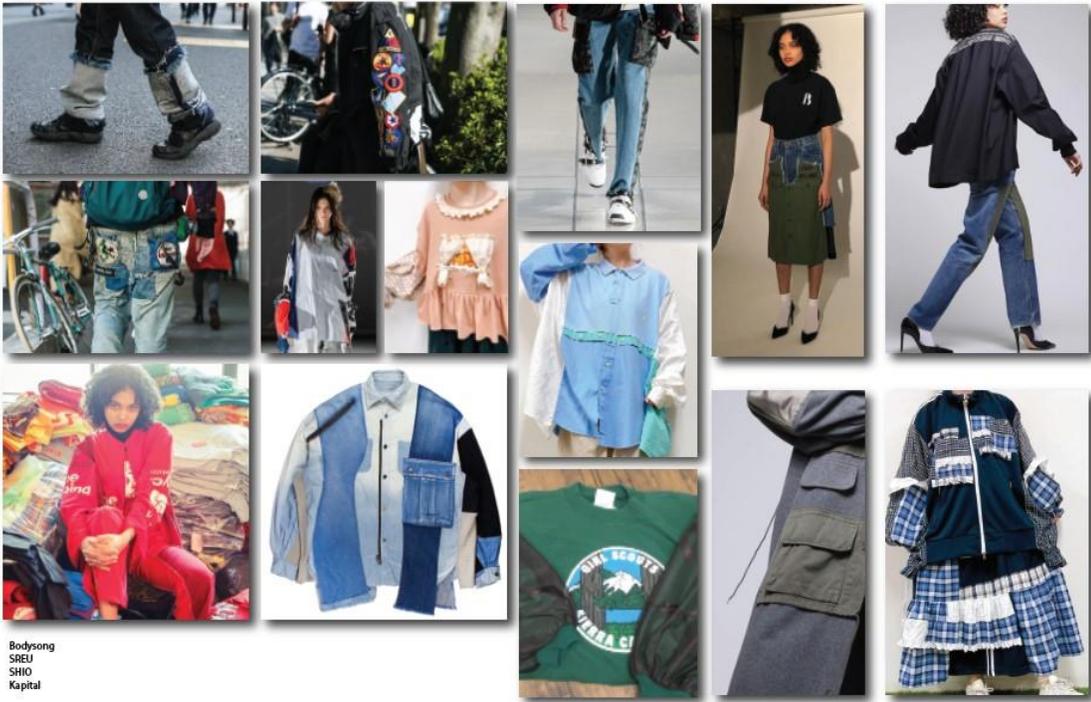
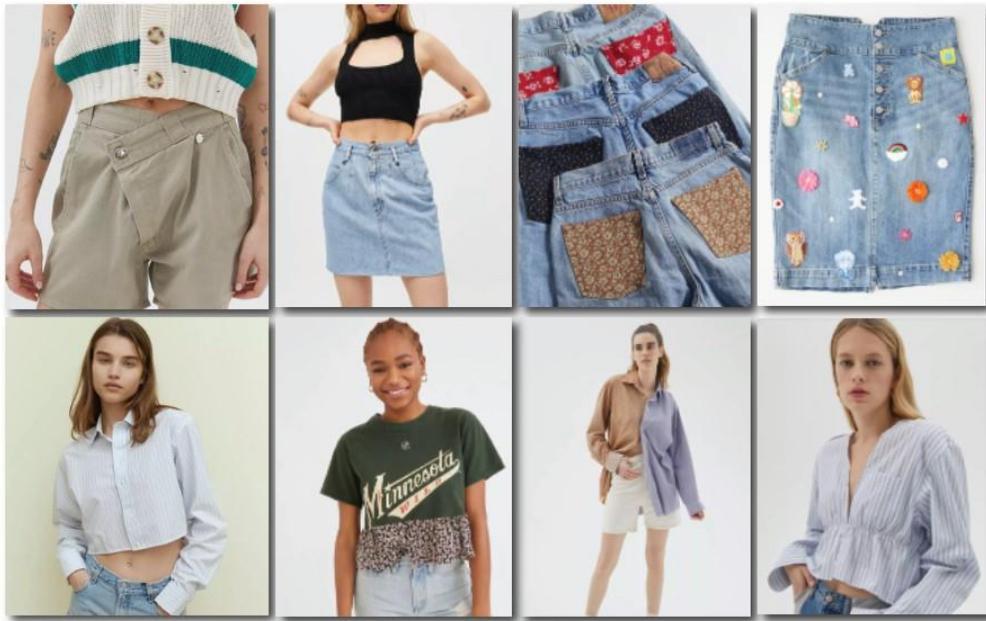
Budget Item (Capital)	Cost	City Request	Notes
Shredder and Infeed Conveyor	\$77,640	\$77,640	
Rag Cutter x 2	\$6,000	\$6,000	\$2446 USD x 2
Horizontal Bagging Baler- HBM-K5	\$5,300	\$5,300	
Horizontal Bagging Baler- HBM-K10	\$5,800	\$5,800	
Year 1 Capital Total	\$94,740	\$94,740	

Total w/o Capital	\$310,059	\$154,029	
Total with Capital	\$404,799	\$248,769	

Appendix C- Worth Product Overview



DENIM



Bodysong
SREU
SHIO
Kapital







Worth  AGAIN



London Community Recovery Network

Ideas for Action – Business Case

Idea # and Title (multiple):

1.12 Why London restaurants need local food delivery alternatives

1.14 Indi-Eats – London's own food service delivery app

Business Case Deliverables & Impact

The Problem

More than 1 in 10 restaurants in Canada have closed permanently because of the effect that Covid-19 has had on their business and 5 in 10 are at risk of closure if the situation does not improve quickly (source: Restaurants Canada). While there are several large, well-known food delivery services/apps (such as Uber Eats, SkipTheDishes and DoorDash), these charge high fees that many restaurants, especially smaller establishments, cannot afford.

The London Community Recovery Network has prioritized ideas 1.12 and 1.14 for action. LCRN idea 1.12 proposes that the City teams up with restaurant owners in London and web developers to create a local alternative to third-party food delivery services. LCRN idea 1.14 proposes a food delivery option that supports the local economy and diverts funds from multi-national corporations like Uber Eats and Skip the Dishes that charge restaurants up to 30% on each order.

The Solution: The Good Foods Project

The Good Foods Project (whose former working name was Indi-Eats) is a new, not-for-profit, London-based food delivery project that was initially created as a committee to discuss a solution to the problem described above. The goal of this project is to prevent the unnecessary permanent closure of London restaurants and to provide small independent business with a route to recovery from the effects of the COVID-19 pandemic through an affordable alternative to food delivery.

The Good Foods Project plans to create a Good Foods App, which will be a web-based multi-restaurant ordering platform that serves as an alternative to apps such as Uber Eats, with lower barriers to entry for new restaurants and low ongoing costs. By adopting a not-for-profit model, focussing on the local market, and eschewing expensive marketing campaigns, Good Foods is able to keep charges to a minimum and also to potentially reinvest any surplus back into serving its members (the restaurants) through further cost reductions and marketing initiatives. This is a

solution created by Londoners, for Londoners, which will provide an opportunity for small businesses to participate in food delivery at a much more affordable rate.

The intention of the Good Foods Project is to allow access to the large and growing food delivery market to the large number of small businesses (primarily “mom and pop” operations, many run by members of London’s BIPOC communities) who are currently excluded due to the high fees charged by the existing food delivery applications. These small businesses cannot support these fees with their low margins and low volume.

This is a not-for-profit project which leverages volunteerism and community partnerships, in order to charge restaurants significantly lower fees than the major players in the food delivery space. The Good Foods Project intends to charge a low commission while maintaining the operation’s sustainability, with the hope that fees can be reduced further as volume increases.

Project Timeline

Item	Phase 1	Phase 2	Phase 3
Timeline	June 2021 to March 2022	April 2022 to March 2023	April 2023 onwards
Partners Engaged	OEV & Downtown	Across all 5 BIAs	5 BIAs + 5 additional community partners
Participating Businesses	10 restaurants	50 restaurants	100 restaurants
Additional Activities		Facilitate the diversion of unsellable food from restaurants to Londoners experiencing hunger and homelessness. Divert a percentage of revenue into a fund that gives back to the London community, split equally between cultural programs and food security programs.	Explore forming a cooperative of restaurant owners, drivers and/or community members to further embed the collaborative and profit-free ethos of this initiative.

Organizations involved in this project

A partnership with the BIA's, in addition to strong networks that have been built across sectors, enable this project to leverage existing relationships with food establishments and the wider community. Growing awareness around the severity of the impact of Covid on London area food businesses led to discussions that developed as part of the LCRN, and spurred a series of conversations among individuals and organisations in the community determined to develop solutions to this far-reaching problem.

Core Partners

In the Fall of 2020, Old East Village BIA established a local committee to explore this concept with community partners which included the Reimagine Institute for Community Sustainability (RICS), Sunfest and the Human Environments Analysis Laboratory (HEAL) at UWO. When OEV BIA provided the opportunity to other committee members to steward this initiative, the Reimagine Institute stepped up to be the lead partner on the Good Foods project, and is the organization responsible for this business case.

BIA Partners

Downtown London BIA, Hyde Park BIA, Argyle BIA and Hamilton Road BIA will help to market this initiative to their restaurant members through their existing communication channels (including social media, newsletters and member events), and are an integral part of the rollout of Good Foods.

Technology Partners

Additional collaborators on this initiative include Story Haus Digital Studio, a London-based tech company, who will provide web design and development services at a subsidized rate, and Communitech, who will provide assistance with user experience, graphic design, copywriting and digital marketing free of cost. When Reimagine, on behalf of the Good Foods project, applied to an open call for applications for business support as part of the of the FedDev-funded "Futureproofing businesses" program, Communitech accepted to support the initiative. BLu Delivery, a student-run delivery service started in Vancouver, has joined the project to assist with carrying our deliveries for a fixed fee, as a supplement to using Good Foods' own contracted drivers in order to ensure consistent availability of drivers during the project's start-up phase.

Research Partnership

HEAL, the lead institution behind the SW Ontario-wide Food Retail Environment Surveillance for Health & Economic Resiliency (FRESHER) project is providing advice based on their experience of many restaurants across the region. HEAL will

conduct a series of interviews with all participating restaurants and the collected data and analysis will inform the project and assist with other funding applications. The research will identify the struggles faced by food business owners and operators at this time and will measure the success of this initiative in addressing those challenges.

A Phased Approach

In the preparatory phase, the following has already been accomplished through the collaboration of project partners:

- Built relationships with 16 restaurants in Old East Village and Downtown who are interested in participating in the program. It is expected that at least 10 of these businesses will participate in Phase 1, while others will join later.
- Researched and developed a template for a web-based multi-restaurant ordering platform, which now needs web development support in order to make it fully operational.
- Established a research partnership and protocol to ensure that the impact on participating businesses is measured (the goal is that orders, revenue, and operator and employee satisfaction increase).
- Reached an agreement with a delivery company (BLu Delivery) to deliver orders (as a supplement to the project's own contract drivers).
- Garnered the support of BIAs to promote the service to their members once it is operational.

In Phase 1, Good Foods will launch in 2 BIA's (Old East Village and Downtown) with a limited number of restaurants, to test the technology, streamline processes, and grow customer awareness of the platform.

In Phase 2, Good Foods will be made available to a larger number of restaurants across the 5 BIA's, who have all given their support to this initiative, seeing how it will fill a vital need for many of their members.

In Phase 3, Good Foods will be made available to restaurants across London with the support of community partners in addition to the BIA's.

Business Case Request to Council

Leveraging partnerships and the commitment of the community, this Business Case recommends an allocation of \$9,800 to support web development and hosting costs, and marketing initiatives and promotions to sign up new restaurants and customers to the platform within the London community. The funds will be received and managed by the Reimagine Institute for Community Sustainability, a federally registered not-for-profit.

The intention of this request is to ask only for what is needed for the Phase 1 launch, as our model allows the project to be operationally sustainable from an early stage. Recognizing the future need for investment to scale up this initiative, the Good Foods Project lead will be working to identify future sources of funding.

The City's support of this project will allow the initiative to establish a base of operations and a track record of success. The Good Foods Project lead will provide an update in April 2022 on the initiative's progress and next steps.

Project Budget

Type	Cost
Web development	\$2,200
Domain	\$20
VXML development	\$500
SEO	\$120
Gsuite (dedicated email)	\$190
Hosting	\$240
Theme	\$60
Plug-ins	\$220
Security	\$150
Graphic design for logo and ads	\$800
Social Media Marketing	\$2,500
Videographer/Editor	\$500
Flyers (4000)	\$550
Stickers (2000)	\$400
Posters (100)	\$250
Promotional (Giveaways)	\$500
Telecommunications	\$300
Travel	\$300
Total	\$9,800

Business Case Financial Impacts

Operating Budget Impacts (\$000's)	2021	2022	2023	2021-2023 Total
Total Expenditure	\$10	\$0	\$0	\$10
Existing Sources of Financing	\$0	\$0	\$0	\$0
Net Request	\$10	\$0	\$0	\$10

Business Case Metrics

Metric Description	Current	2021	2022	2023
Number of London restaurants participating	(0)	10	50	100
Number of BIAs participating actively	(0)	2	5	5
Number of partnerships established	(0)	5	10	15

What are the risks of not proceeding?

Without a locally supported initiative like this, restaurant owners across London, especially small independent business owners, cannot offer a delivery option and will continue to struggle to stay profitable. Many foodservice establishments will close down permanently.

At the same time, loyal customers of these restaurants will lose access to their favourite dishes and cuisines, while the overall cultural richness and diversity of London will be diminished as a result. Other restaurants will just about manage to remain open, while their profitability is eroded and large parts of their revenue are diverted away from the local economy.

Other Information

About the FRESHER project led by HEAL

The Food Retail Environment Study for Health and Economic Resiliency (FRESHER) is a pilot study of the effects of COVID-19 on restaurants, fast food outlets, grocery stores, cafes, bars, pubs, and alcohol retail stores in Ontario, across all types of communities.

FRESHER is conducting a survey of employees, managers, and owners to determine how the pandemic has affected individual people, and interviewing business owners to determine the impacts of the pandemic and subsequent government and other organizational support programs and policies.

Anecdotal reports suggest there is variation in how different types of food outlets are experiencing the pandemic: restaurants are seeing declining revenue, while grocery chains are experiencing increasing revenue. Thus, the Food Retail Environment Surveillance for Health & Economic Resiliency (FRESHER) project is a rapid response to the widespread closures of, modified operating conditions for, and increased supply chain pressures on these businesses.

This research will identify the struggles faced by business owners and operators, and their current and former employees, as well as the variety of strategies that they have used to keep their businesses from closing. It will also identify responses by governments, BIA's, and other organizations to the COVID-19 crisis, exploring how these policies and programs have contributed to the resiliency of food retail businesses.

[Please see here for further information](#) (PDF)

London Community Recovery Network Ideas for Action - Business Case

Idea #: 3.15

Idea Title: Investment in Ventures with Innovative Solutions

Business Case Deliverables and Impact

The London Community Recovery Network has prioritized 70 short-term ideas for action, one of the ideas was 3.15 *Investment in Ventures with Innovative Solutions*, through a **London Community Recovery Innovation Challenge**.

To enable London's economic and social prosperity, we can rely on positive disruptors to create pathways for recovery. Innovators and tech entrepreneurs are prepared to take their place as leaders in today's contemporary economy and require a partner who intimately appreciates the challenges and opportunities that come with it.

As a vetted and trusted ecosystem collaborator, experienced in designing and executing innovation challenges, TechAlliance will frame milestone expectations and manage distribution of funding for recipients who are solving the pressing priorities of the LCRN's foundational ideas – creating a strong, fast, and inclusive recovery for our community.

The **Innovation Challenge** is designed after recent successful challenges executed by TechAlliance including the *Design Challenge*, in partnership with Libro Credit Union and Pillar Nonprofit Network (<https://techalliance.ca/designchallenge>); and the *5-10-15 Main Street Innovation Challenge* in partnership with Digital Main Street and economic development offices in Southwestern Ontario (<https://techalliance.ca/5-10-15Challenge>). See appendix A. Leveraging our expertise and agility from these two Challenges, TechAlliance has proven our ability to launch, deliver and report outcomes with urgency and effectiveness.

The Innovation Challenge will address London's recovery needs by inspiring local, creative innovators to solve for the technology and social gaps highlighted by our current lockdown. Innovators will bring forward solutions to impact other businesses, community organizations and citizens, creating job stability and overall community resiliency.

A diverse adjudication panel comprised of City of London civic administration designates, alongside industry leaders, representing the technology sector who participated in LCRN's Priority Action Tables will select six different recipients over two Challenges: Immediate (spring/summer 2021) and LCRN Phase 2 (fall/winter 2021). Examples of what the spring/summer 2021 Innovation Challenge could address:

- 1) An application to help under-employed enter or return to the workforce.
- 2) Tools to help strengthen the hospitality sector.
- 3) A community application which supports local businesses focused on health and safety, or marketing.

Challenge statements would be submitted to the LCRN for review, discussion and approval prior to launch. Through these efforts, the London Community Recovery Innovation Challenge will restart and rejuvenate London's recovery, while strengthening our community and growing our economy.

This Business Case recommends a \$120,000 allocation to support the funding of the Challenge, whereby six innovators will solve a gap identified for London's recovery. Additionally, there are operating cost impacts of \$60,000 for project management, storytelling, brand building, and custom business coaching for the Challenge recipients.

Anticipating a strong response from innovators, and following successful execution of the Challenge in the first year, TechAlliance asks Council to consider further endorsement and funding of this LCRN idea for two consecutive years. For subsequent Innovation Challenges, TechAlliance will adapt the problem statement to align with emerging rebuilding and recovery needs identified by the City of London and LCRN in 2022 and 2023.

Business Case Financial Impacts

Operating Budget Impacts (\$000's)	2021	2022	2023	2021-2023 Total
Total Expenditure	\$180	\$0	\$0	\$180
Operating Cost Impacts	\$60	\$0	\$0	\$60
Recipient Investment	\$120	\$0	\$0	\$120
Net Request	\$180	\$0	\$0	\$180

Business Case Metrics

Metric Description	Current	2021	2022	2023
Number of Innovators Funded	N/A	6	0	0

What are the risks of not proceeding?

Without innovation at the forefront, London risks implementing a recovery not harnessing the speed and scale of ubiquitous technology deployment. By not proceeding, we eliminate some potential to be agile and build back better with diverse stakeholders and necessary sectoral representation for economic advancement.

London Community Recovery Network
Ideas for Action - Business Cases

Appendix A

techalliance
of southwestern ontario
→

Design Challenge

Communities everywhere have felt the impact of COVID-19 – Southwestern Ontario among them. Comprised of diverse talent, innovators, entrepreneurs, and industry experts, we know that disrupted times invite innovative solutions.



5-10-15 Challenge

With collaboration leading the way to recovery, the 5-10-15 Main Street Innovation Challenge built bridges between businesses with creative solutions that sparked transformation on main streets in Southwestern Ontario.



1 175+ applications

2 2 recipients of \$20,000



3 Global impact

1 30 applications in 5 days

2 4 recipients of \$15,000



3 140 local businesses impacted in the first 30 days

London Community Recovery Network

Ideas for Action – Business Case

Idea #: 3.6

Idea Title: The Job Developers Network (JDN): Matching Employers and Job Seekers to Advance London & Area Economic & Social Recovery

Business Case Deliverables & Impact

Pandemic Recovery Resources and Training to Enhance Employment for Londoners

Executive Summary

Employment Sector Council (ESC) is our region's network of employment and training service providers and partners. ESC members work together to enhance and coordinate employment service delivery to London area employers and job seekers. Our collaborative approach ensures consistent, inclusive, and equitable service and assistance, regardless of which ESC organization an employer or job seeker enters. We are known for building readiness and leveraging expertise across our network to collaboratively respond to crises, such as COVID, while still achieving positive employment outcomes for employers and job seekers.

ESC has a long history of working with the City to provide vital, innovative, and effective workforce responses. A well-known and proven ESC strength is providing professional development to frontline employment staff which enhances their expertise, skills, and knowledge. Our members, including the City of London, have sent thousands of their staff to ESC workshops, acknowledging that well-informed, practiced employment professionals means enhanced service delivery and, thus, improved employment outcome for clients

To assist with London economic and social recovery from COVID-19, ESC proposes 3 new training workshops for employment staff, specifically designed to:

- Inform participants about pandemic recovery resources and programs
- Enhance frontline staff readiness and capacity to respond to a new and dynamic regional labour market
- Build skills and increase expertise in staff who will, in turn provide clients with better information, planning and support better inform, plan, and support their job seekers, students, and employer clients.

Each workshop will be tailored to different employment professional roles, areas of expertise, and the particular recovery resources and information they need to know, in most effectively provide current, relevant, and localized services to employers and job seekers.

Background

Employment Sector Council (ESC) is the London area's long standing and reliable mechanism for employment service organizations to responding quickly and effectively to labour market disruptions. Our 40 member organizations collaborate as a network to ensure consistent, responsive employment services and related assistance for our region's job seekers and employers, through all manner of economic crises and workforce challenges. We promote quality and professional standards in service excellence to ensure satisfaction and consistency in service regardless of point of client access: for newcomers, youth, indigenous peoples, older workers, persons with a disability, rural and urban populations, as well as thousands of our region's employers seeking to connect with these talents and skills.

Our Job Developers Network (JDN) comprises 28 community-based employment organizations which work together to provide employers with single-point, streamlined access to employee recruiting, training, hiring, and retention assistance. The JDN connects employers to our region's largest and most diverse talent pool, and collaborates to share job postings, host job fairs, and other collective efforts to help employers who are hiring.

Relevant Recovery Expertise

For close to 3 decades, ESC has helped the City of London and our economic region to mitigate impacts from significant labour market disruptions, by delivering locally-designed, innovative, and integrated responses. We do this by harnessing our long-standing relationships and leveraging the many strengths of our network and partnerships to collaboratively advance the positive impact of our region's employment services. ESC promotes strengths and enhances resiliency across our regional employment delivery system: a network of vital employment and training services, so crucial for London's economic and community pandemic recovery.

ESC coordinates the resources of member employment organizations to assist companies and individuals affected by mass lay-offs, through our Rapid Response protocol. By collaborating, ESC members collectively assisted hundreds of companies during the last recession, including Ford-Talbotville and Electro Motive Canada, and met the labour readjustment needs of thousands of workers.

ESC also actively partners with regional workforce development stakeholders to collectively provide Ramp Up, a strategic approach to supporting companies (individually or as a group) which are expanding or pivoting.¹ The JDN is Ramp Up's mechanism for collectively identifying the best candidates to meet these employers' needs for additional workers and/or skills training resources.

ESC is London's leader in providing training and professional development for frontline employment and career professionals, including Ontario Works Purchase of Service partners and OW caseworkers. We are the sole providers of Common Assessment Process (CAP) training, the *City's mandated* common assessment model for ensuring client-centred employment planning.² Our network has adhered to the ESC CAP model and we have trained over 2,000 front line staff, to ensure they have the skills and expertise to deliver consistent, high quality services to employers and job seekers, no matter which ESC organization they enter. ESC workshops are well-known across Ontario³, and we have delivered these to hundreds more participants from Sudbury to Toronto, from Brantford to Windsor.

Pandemic Recovery Funding Request:

ESC seeks to design and deliver the following specialized 3-part pandemic recovery training portfolio to our community employment professionals, to enhance their service to employers and job seekers during COVID, and beyond:

1. "What's Working?" A Professional Development Series on COVID-Recovery Strategies:

Workshops for employment and other social service sector professionals on pandemic recovery information and resources, particularly those available for vulnerable and marginalized communities disproportionately affected by COVID-19. These sessions will inform frontline service staff about specialized service providers, referrals and recovery resources for Londoners, including Indigenous peoples, women, racialized peoples, low-income people, families, communities, LGBTQ2S+, persons with disabilities, newcomers and immigrants, youth and older adults.

Rationale: This series will build on ESC's "What's Working" pilot series last year, which attracted more than 200 frontline staff to online "conversations" on new and evolving approaches to employment service delivery during COVID (for instance, how to best engage employers and clients remotely). The positive interest, attendance and feedback we received demonstrates that employment service provider staff and leadership value such opportunities to enhance information,

¹ Hunt, P. (2017) *The Competitive Edge: 2017 Manufacturing Strategy*. London: Workforce Planning and Development Board. Available: <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=55457>

² City of London. (2018) *London Ontario Works Employment Services Framework, 2019 to 2024*. Retrieved: <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=55457>

³ Bowers, C. & Frost, R. (2018) *Employment Sector Council's Common Assessment Process (Summary)*. Toronto: Ryerson University, Ontario Centre for Workforce Innovation. Available: <https://esc.network/wp-content/uploads/2021/04/CAP-OCWI-Exec-Summary.pdf>

expertise, and connections to colleagues. This enhanced and expanded “What’s Working” series on key and evolving issues, will build readiness and expertise in staff across employment sector organizations, enhancing how they provide service during COVID-19 while increase positive employment outcomes for employers and job seekers. Increased knowledge of and familiarity with available community supports, means more and better client referrals to the client-centred, need-based, diversity of services they need, and an increased likelihood of successful employment and economic recovery for individuals and their families.

2. Employer Pandemic Recovery Resources Workshops: Convening job developers to better understand, navigate and access the myriad of evolving COVID-related assistance available to employers. These new workshops will encourage job developers to invite employers to attend as well to build partnerships and foster shared understanding about employer needs, eligibility and how to access pandemic workforce recovery funding, programs, and resources across all levels of government. Employer pandemic recovery resources workshops will increase participants’ understanding of London region recovery efforts, such as LCRN Idea # 3.4 - Creating a Government funding Data Bank (where to find funding for employers), LCRN Idea # 3.1 – the annual Employer One Survey (how to engage employers to help shape programming related to local workforce development). Lastly, workshops will increase the profile of other City-driven efforts with employers and job developers, such as the City’s Community Benefit Agreements model,⁴ which directly relies on the JDN as a pipeline to talent to encourage employers hire locally from diverse populations.

Rationale: ESC is the JDN’s primary source of professional development and we deliver our provincially-recognized Collaborative Approaches to Job Development⁵ workshop to both new and established job developers across our region. We are a widely trusted network for sharing information, leveraging resources, pre-screening candidates, and sharing job postings in order to make good matches between job seekers and employers.⁶ These new pandemic recovery resources workshops will enhance job developers’ connections to employers so that more employers understand and access pandemic appropriate solutions for their workforce recovery.

3. Understanding London’s Pandemic Labour Market: Workshops for employment service frontline staff on timely and relevant COVID-19 impacts on and implications for our region’s labour market, so they in turn can help job seekers and students to make good employment planning decisions. Recognizing that many area employers and sectors are pivoting to new types of worker skills, this training will also provide employment professionals with comprehensive, streamlined information about reliable education, training and up-skilling opportunities for clients. One workshop feature will be accessing and applying the compendium of available short-term, no cost skills development programs taking place across our region, currently under development by ESC and our partners (LCRN Idea # 3.11 - Short term skills development),

Rationale: Similar to our Common Assessment Process, ESC network staff adhere to a Common Approach to using Labour Market Information (LMI): which we used to sustain through quarterly staff workshops. These LMI workshops were often one of the first introductions to the types and sources of LMI resources available for our region. These workshops were specifically designed to complement and disseminate reputable LMI, for instance that generated by our Workforce Planning & Development Board and London Economic Development Corporation. Having current and reliable information on employers hiring or industries expanding are vital for employment staff when assisting clients.

Due in large part to COVID-19, ESC’s existing LMI workshop curriculum is out-of-date. The pandemic has disrupted much of what we, as employment sector professionals, understood about our region’s labour market, its opportunities and outlooks. The workshops remain designed to be delivered in-

⁴ City of London. (2021) Community Employment Benefits: Report to Civic Works Committee (March 2, 2021). Available: <https://esc.network/wp-content/uploads/2021/04/March-2-2021-CEB-Agenda-Package-Civic-Works-Committee.pdf>

⁵ Wood, A. (2015) Community Collaborative Approaches to Job Development. London: Employment Sector Council.

⁶ Stewart, C. & Aslam, A. (2018) Job Sharing as a Collaborative Strategy of the JDN. Toronto: Ryerson University, Ontario Centre for Workforce Innovation. Retrieved: <https://ocwi-coie.ca/project/job-sharing-as-a-collaborative-strategy-of-the-job-developers-networks/>

person, which is currently impossible. City funding will allow us to re-build our common approach to LMI training as an up-to-date online workshop, incorporating the wealth of new analyses, results, and sources of regional LMI. Increasing employment staff confidence in identifying, analyzing and applying LMI is incredibly important at a time when many report they are feeling isolated and overwhelmed by change. Giving our employment staff the skills and tools to help job seekers and students to understand our region's labour market and the available opportunities, means these individuals tend to make better employment and training decisions, and are more likely to stay and work in our region.

Funding London's Pandemic Recovery

ESC seeks funding to develop and deliver these 3 workshops to employment professionals in different roles and areas of expertise. ESC requests funding for ESC staff wages to manage and oversee delivery of the proposed training portfolio, and small professional consultant contracts to review and revise existing training, develop new curriculum and materials, establish these on virtual platforms, and develop a marketing strategy for promoting this portfolio. ESC will deliver each of these workshops quarterly, from July 2021 to December 2021. We anticipate a steady interest by employment professionals in attending these workshops, as COVID-19 recovery may take some time. We will need consistent staffing levels in order to regularly monitor and revise workshop content to ensure currency. ESC will evaluate participant feedback, and report on participants' perception of the impact of these workshops on their service delivery and capacity.

- Salary for 0.5 FTE: \$30,000: Coordination of training series, monitoring & evaluation
- Marketing Consultant: 0.1 FTE: \$5,000: Promotion of series via various media
- Training Consultant: 0.1 FTE: \$5,000: Workshop development and revisions
- Workshop Materials and Supplies: \$5,000/year

Total: \$45,000/year

Business Case Financial Impacts

Operating Budget Impacts (\$000's)	2021	2022	2023	2021-2023 Total
<i>Staff Wages:</i>				
- 0.5 FTE each year to coordinate, deliver and oversee Pandemic Recovery Resources and Training	\$30	\$30	\$30	\$90
<i>Professional Fees:</i>				
- Marketing Consultant: 0.1 FTE: \$5,000: Promotion of series via various media	\$5	\$5	\$5	\$15
- Training Consultant: 0.1 FTE: \$5,000: Workshop development and revisions	\$5	\$5	\$5	\$15
<i>Workshop Materials & Supplies:</i>	\$5	\$5	\$5	\$15
Total Expenditure	\$45	\$45	\$45	\$135
Existing Sources of Financing	\$0	\$0	\$0	\$0
Net Request	\$45	\$45	\$45	\$135

Capital Budget Impacts (\$000's)	2021	2022	2023	2021-2023 Total
Total Expenditure	\$0	\$0	\$0	\$0
Existing Sources of Financing:				
<i>Description</i>				
Net Request	\$0	\$0	\$0	\$0

Business Case Metrics

Metric Description	Current	2021	2022	2023
<p><i>“What’s Working” Professional Development Series Impact:</i></p> <ul style="list-style-type: none"> - <i>Enhanced community organization frontline staff and client understanding of regional pandemic recovery initiative and available services and supports, with an emphasis on those vulnerable populations, so that more people with needs are appropriately referred to pandemic resources and services</i> 				
<i>Metric: Number of workshop participants</i>	N/A	75	150	150
<i>Metric: Degree of satisfaction with learning outcomes/positive participant evaluations</i>	N/A	80%	80%	80%
<p><i>JDN & Employer Workshops Impacts:</i></p> <ul style="list-style-type: none"> - <i>Stronger employer and job developer relationships</i> - <i>More employers access vital COVID recovery and workforce resources</i> 				
<i>Metric: Number of workshop participants</i>	N/A	24	48	48
<i>Metric: Degree of satisfaction with learning outcomes/positive participant evaluations</i>	N/A	80%	80%	80%
<p><i>LMI Training Impacts:</i></p> <ul style="list-style-type: none"> - <i>More Employment Counsellors and other employment professionals providing consistent, local current, relevant LMI to our job seekers and students</i> - <i>More individuals appropriately referred to skills training and other supports</i> 				
<i>Metric: Number of workshop participants</i>	N/A	24	48	48
<i>Metric: Degree of satisfaction with learning outcomes/positive participant evaluations</i>	N/A	80%	80%	80%

What are the risks of not proceeding?

ESC and our JDN are our region’s *trusted and well-established mechanisms* for integrated, collaborative community approaches to connecting job seekers to employers. To replace or duplicate this model would be very expensive and time-consuming. The risks of not funding the recovery idea and actions proposed here, reduces our capacity to assist London area recovery in the following ways:

- Engaging employers and employment service professionals, and increasing employer awareness of and access to the wide array of pandemic supports and services available through the JDN, including recovery resources, funding, and help finding good workers.
- Providing more employment staff with relevant pandemic information, expertise and capacity to enhance client service.
- Revising and reviving our widely regarded professional development supports to help employment professionals across our region (including OW caseworkers, etc.) to work collaboratively and with sufficient up-to-date information and expertise to help employers and job seekers to navigate an often overwhelming and highly dynamic menu of information and options.
- Connecting employment staff through networking, information-sharing, problem solving, and consistent approaches to client service.

Other Information

- [ESC Membership List, 2021](#)
- [JDN Referral Chart, 2021](#)
- [“LMI: A Common Approach” – An Overview, 2019 \(not currently being offered\)](#)