

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Scott Mathers, MPA, P. Eng
Deputy City Manager, Planning and Economic Development

Subject: London Community Recovery Network – Recovery Funding
Business Cases

Date: June 7, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the report dated June 7, 2022 with respect to the London Community Recovery Network – Recovery Funding Business Cases **BE RECEIVED**; it being noted that there are four Business Cases for funding included in the report requiring a decision from the Municipal Council.

Further noting that Municipal Council authorized \$10 million to support social and economic recovery measures, and \$3.7 million was previously approved for LCRN ideas led by the City of London and partners, leaving \$6.3 million still available to be allocated.

Executive Summary

On March 22, 2022, Municipal Council Endorsed a proposed formal process for accessing Community Recovery Funding.

Civic Administration, more specifically, the Community Recovery Work Group, has supported the review, alignment with the LCRN and development of the four business cases for the consideration of Council for financial support.

This report includes the following four business cases for discussion and direction:

1. Business Case #1: Propel: Moving Business Forward
2. Business Case #2: Recognition of Micro-Credentials Among Employers in the London Area
3. Business Case #3: Centre Stage Patio Grant
4. Business Case #4: Talent Attraction and Labour Force Growth for Sustainable Economic Recovery

Linkage to the Corporate Strategic Plan

The London Community Recovery Framework includes strong alignment with all key areas of focus under the City of London Strategic Plan:

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

In addition, the London Community Recovery Framework aligns with the City of London's commitment to Anti-Racism and Anti-Oppression by intentionally seeking input from equity-deserving groups and by ensuring that contributions toward shared measures are inclusive and equitable for all Londoners.

Analysis

Background Information

1.0 Previous Reports Related to this Matter

- London Community Recovery Network – Update on Municipally Funded and Community Initiatives – June 7, 2022, SPPC
- Access to City of London Funding for Social and Economic Recovery – London Community Recovery Network – March 8, 2022, SPPC
- London Community Recovery Framework – October 19, 2021, SPPC
- London Community Recovery Network – Community Led Ideas – Business Cases – May 18, 2021, SPPC
- London Community Recovery Network – Current Status and Next Steps, April 6, 2021, SPPC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 9, 2021, CWC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 9, 2021, CPSC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 8, 2021, PEC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 8, 2021, CSC
- London Community Recovery Network – Immediate Ideas for Action to Support London's COVID-19 Community Recovery – December 16, 2020, SPPC
- Covid-19 Financial Impacts – Update – June 23, 2020, SPPC
- Second Report from the Mayor's Economic and Social Impact and Recovery Task Forces – May 8, 2020
- Covid-19 Financial Impacts and Additional Measures for Community Relief, April 28, 2020, SPPC
- Homeless Prevention COVID-19 Response and Funding Overview, April 28, 2020, CPSC, Consent Item # 2.3
- Property Tax Deferral Options – April 14, 2020, CSC
- First Report from the Mayor's Economic and Social Impact and Recovery Task Forces, April 9, 2020

Discussion and Considerations

2.0 London Community Recovery Network – Framework

Early in the pandemic, London City Council established the London Community Recovery Network (LCRN) in partnership with leaders from London's public, private, non-profit, and institutional sectors and those representing communities that have experienced disproportionate impacts from COVID-19. The purpose of the LCRN is to work to drive a strong and inclusive recovery for London.

In the Fall of 2021, the LCRN came together to establish and adopt the LCRN Framework. Its purpose was to set out a common vision, focus areas, and shared measures for community recovery and renewal in London.

Specifically, the London Community Recovery Framework:

- Identifies a common vision for London's community recovery – a vision that includes economic and social aspects of recovery.
- Communicates three focus areas that will guide our recovery and renewal from the pandemic.
 - Investing in People
 - Driving Prosperity
 - Fostering Community
- Outlines shared measures to standardize the evaluation of London's progress towards community recovery and the common vision.
- Supports LCRN members' commitment to contributing to one or more of the recovery-focused shared measures through individual and collective efforts that enable community recovery in London.
- Commits to reporting regularly on London's community recovery efforts.

2.1 London Community Recovery Network – Recovery Funding

In 2020 and 2021, Council approved \$10 million to support social and economic recovery measures due to COVID-19. As of May 2022, Council has approved a number of business cases to support these measures for a total of \$3.7 million, leaving \$6.3 million still available to be allocated for support.

In March 2022, Council approved a streamlined process for Civic Administration to continue to identify ideas for action and aligned initiatives within the LCRN Framework. This process has now been launched, with two streams available to Civic Administration and LCRN partners:

- LCRN Recovery Funding, for recovery initiatives with an estimated budget of over \$5,000, to be presented to and approved by Council.
- The LCRN Readiness Fund, for recovery initiatives with an estimated budget of under \$5,000, considered small scale community recovery initiatives or supports that both align with the LCRN Framework and are too small to justify a business case delivered through the Council process.

Council endorsed a process to review applications to the LCRN Recovery Funding whereby applicants submit proposals and members of the Community Recovery Working Group work with the applicants to develop business cases which are presented with a cover report requesting Council consideration.

2.2 Ideas for Action Which Have a City Financial Ask and a Supporting Business Case

Business Case # 1: Propel: Moving Business Forward

Idea Lead: London Chamber of Commerce

Idea Summary: The London Chamber of Commerce, in partnership with The Achievement Centre will provide programming for up to 50 businesses which will include a series of six 3-hour in-person workshops (participants may choose from these at a carte depending on their specific needs). In addition, each business will have access to up to 4 hours of one-on-one coaching each (this is in addition to the workshop modules). Modules will focus on business recovery and some of the most pressing issues that business owners are facing as they emerge from the pandemic including finding and keeping talent, personal productivity and managing stress, and coaching for success.

Idea aligns with the following LCRN Focus Areas: Investing in People; Driving Prosperity; Fostering Community

Idea aligns with the following LCRN Indicators: Mental Health; Business Health; Talent Recruitment and Retention

Financial contribution requested of the City: \$46,900

Commentary from Civic Administration: Small to medium-sized businesses in need of professional development and coaching that have been negatively impacted by the pandemic may benefit from the proposed program as it is geared at helping businesses thrive and grow, while also addressing mental health and managing stress. The proponents have demonstrated commitment to designing a program that incorporates measures that will address both social and economic recovery as described in the LCRN Framework.

Refer to '**Appendix A: LCRN Community Business Case # 1: Propel: Moving Business Forward**' for the business case submission.

Business Case #2: Recognition of Micro-Credentials Among Employers in the London Area

Idea Lead: Elgin Middlesex Oxford Workforce Planning and Development Board (WPDB)

Idea Summary: The proponent will conduct research on employers in London area to determine the recognition/acceptance of the micro-credentials presented by job applicants. The research report will help local educational institutions, job applicants, service providers and the general public to rethink their approach on up-skilling for the current modern economy.

Idea aligns with the following LCRN Focus Area: Driving Prosperity

Idea aligns with the following LCRN Indicators: Employment; Labour Market Participation; Talent Recruitment and Retention

Financial contribution requested of the City: \$12,560

Commentary from Civic Administration: There is a shortage of talent, and this research project aims at helping understand the level of recognition of micro-credentials among employers in the London area and strives to drive job seekers into this novel short-term up-skilling pathway, while helping to increase employers' chances of filling existing job vacancies locally. In summary, this research may assist local employers with a non-traditional way of up-skilling while filling up their current job vacancies.

The City of London plans on participating in the Call for Proposal to become the Service System Manager of Employment Ontario for the London Economic Region. If successful, the findings from this research would assist in better understanding the needs of employers and job seekers in relation to micro-credentials.

This business case further supports the findings of the 2021 Ontario Labour Market Participation research as well as WPDB's 2021 Employer One Survey, both indicating a mismatch between talent / skills and available jobs from both the job seeker and the employer perspective. This would be a next step to finding solutions.

Refer to ‘**Appendix B: LCRN Community Business Case # 2: Recognition of Micro-Credentials Among Employers in the London Area**’ for the business case submission.

Business Case #3: Centre Stage Patio Grant

Idea Lead: Economic Services and Supports, London Music Office and London Film Office

Idea Summary: Over the past two years, the hospitality and entertainment sectors were among the hardest hit by the COVID-19 pandemic. For the hospitality sector, programs introduced by the City of London such as the Sidewalk Patio Program, the Core Area Community Improvement Plan (CIP), City-initiated Zoning By-law amendment (Z-9300) and the LCRN funded Patio Improvement Program Grant (2021) have provided much needed support for that vital part of London’s economy. The proposed Centre Stage Patio Grant program will continue to add vibrancy back to the city by offering more opportunities for hospitality businesses to provide patio materials which encourage residents to support dining outdoors at local cafes, restaurants, bars. In 2022 this enhanced Patio grant also provides patio operators options for the purchase of equipment to stage performances that supports greater access for local musicians to present live music performances and cultural activities, in alignment with Canada’s only UNESCO City of Music designation. The grant does not extend to the purchase of musical instruments. Continued development and collaboration of the cultural and the hospitality sectors will allow for greater opportunity beyond the summer months. Upgrades to patios will extend the desired patio season beyond traditional summer months, while investment in music production will equip businesses with year-round opportunities for the music sector.

Idea aligns with the following LCRN Focus Areas: Driving Prosperity; Fostering Community

Idea aligns with the following LCRN Indicators: Arts, Culture and Tourism; Business Health; Community Engagement and Social Isolation

Financial contribution requested of the City: \$165,000

Commentary from Civic Administration: In 2021 the LCRN idea for action entitled “A Break in the Clouds: 2021 Patio Improvement Program” provided patio enclosure materials, furniture and fixtures. The Core Area & Urban Regeneration Team worked collaboratively with London’s five Business Improvement Areas (BIAs) to distribute and administer the \$100,000 allocated to the program. The program was fully subscribed and there was more demand than funding in two ways – businesses requested more per business plus more businesses applied than the funding could accommodate. The Patio Improvement Program assisted 64 businesses in London’s five BIAs to purchase equipment essential for operating patios. This proposal is designed around the proven model demonstrated through the “A Break in the Clouds” program.

Refer to ‘**Appendix C: LCRN Community Business Case # 3: Centre Stage Patio Grant**’ for the business case submission.

Business Case #4: Talent Attraction and Labour Force Growth for Sustainable Economic Recovery

Idea Lead: London Economic Development Corporation

Idea Summary: A three-year talent attraction initiative to identify, recruit, and connect targeted newcomers, entrepreneurs, and international students with London employers’ needs. This initiative is designed to advance the City of London’s immigration strategy

and work in parallel with post-secondary international recruitment efforts and other local efforts.

The London Economic Development Corporation (LEDC) will work with the City, employers, education institutions and other partners to support the following initiatives:

- Labour Market Forecast that drives initiatives
- Enhancing London as a destination of choice
- Targeted recruitment activities in key markets

Idea aligns with the following LCRN Focus Areas: Driving Prosperity; Investing in People; Fostering Community.

Idea aligns with the following LCRN Indicators: Business Health; Employment; Labour Market Participation; Talent Recruitment and Retention

Financial contribution requested of the City: \$1,500,000

Commentary from Civic Administration: Talent recruitment and retention has consistently been reinforced as a priority area for LCRN members across every sector, industry, and community. The concept aligns with the work of the City of London Newcomer Strategy 2018-2023. The Newcomer Strategy identifies three strategic priorities: Enhance Awareness, Facilitate Access and Active Engagement. Each of these strategic priorities is supported by the activities as set out in the work plan. The activities are aimed at creating a necessary impetus towards meeting quantitative targeted outcomes relating to Newcomer attraction and retention to sustain and increase economic growth. Collectively, the activities are only one of many factors that can influence the achievement of the targeted outcomes. The above noted proposal aims at achieving several the targeted outcomes through its recommendations.

Refer to '**Appendix D: LCRN Community Business Case # 4: Talent Attraction and Labour Force Growth for Sustainable Economic Recovery.**

2.3 Financial Impact/Considerations

Between fall 2020 and spring 2021, Council approved a total of \$10 million to be set aside to support social and economic recovery measures. To date, the total Council approved allocation is \$3.7 million, leaving \$6.3 million still available to be allocated.

The process endorsed in March 2022, for accessing community recovery funding formalized the process that has been followed thus far to receive Council approval of the \$3.7 million allocated to date.

The source of funding for the \$100,000 commitment for the LCRN Readiness Funding is the funding that has been set aside by Council for social and economic recovery within the Economic Development Reserve Fund.

This report serves to present LCRN Recovery Funding Business Cases to access this funding. A total of \$1,724,460 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 \$4.6 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 a collective response to Covid-19 recovery as ideas for action that align with the LCRN Focus Areas and associated indicators. If in the

event these business cases receive approval, the lead organizations will begin implementation.

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

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Prepared by: **Adam Thompson
Manager, Government and External
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Concurred by: **Stephen Thompson
Director, Economic Services and Supports**

Recommended by: **Scott Mathers
Deputy City Manager, Planning and
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cc. Chris Green, Economic Partnerships
Alan Dunbar, Financial Services and Supports
Members of the London Community Recovery Network
City of London Senior Leadership Team
Community Recovery Working Group

Appendix A: LCRN Community Business Case # 1: Propel: Moving Business Forward

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

Propel: Moving Business Forward

Idea Lead/s:

London Chamber of Commerce and The Achievement Centre

Idea Alignment with the LCRN:

*** Explain how the alignment with one or more LCRN Framework focus areas and associated indicators will demonstrate how the outcomes and expected results of the proposed funded service/project will advance the focus area/s and associated indicators.*

Propel is a new program designed to help businesses in some of the hardest hit sectors move forward and thrive. These are businesses that have survived the pandemic but have been negatively impacted and that may need a boost to move forward in our new reality. Further, the program will have allotted spots specifically for demographic groups that were most economically impacted by the pandemic – especially women, but also other diverse populations.

The program itself will consist of a minimum of six group training modules and four hours of one-on-one virtual coaching for up to 50 businesses

LCRN Focus Area Alignment: Investing in People; Driving Prosperity; Fostering Community

We believe our program aligns with all three focus areas of LCRN with Driving Prosperity being the most prominent because it is geared at helping our local small to medium sized businesses to thrive and grow.

Mental health and managing stress (part of the focus area of Investing in People) is also still a huge issue for many London business owners and portions of this training are designed to address that issue. There will also be a module that covers Talent Recruitment and Retention – an area which is expected to be a challenge for London businesses for some time.

In the focus area of Fostering community, we will commit to ensuring the program is accessible to diverse groups within our community.

LCRN Indicator Alignment: Mental Health; Business Health; Talent Recruitment and Retention

Mental Health – there will be a workshop on mental health and managing stress. This may also be a topic covered during the individual coaching sessions depending on the needs of the business owner.

Business Health – the entire program is geared toward helping small and medium sized businesses emerge stronger from the pandemic.

Talent Recruitment and Retention – there will be a workshop on talent recruitment and retention. This may also be a topic covered during the individual coaching sessions depending on the needs of the business owner.

Business Case Deliverables & Impact

*** Provide a description of the initiative and how the community will be impacted by its implantation.*

Idea Summary

The London Chamber of Commerce, in partnership with The Achievement Centre will provide programming to up to 50 businesses which will include a series of six 3-hour in-person workshops (participants may choose from these at a carte depending on their specific needs).

Modules will focus on business recovery and some of the most pressing issues that business owners are facing as we emerge from the pandemic including finding and keeping talent, personal productivity and managing stress, and coaching for success.

Participants will learn through paced, spaced, multisensory learning – i.e., they will take their learning beyond the workshop setting and be provided with content, audio files, and online interactive modules.

Additionally, participants will also be able to receive 4 hours of individual business coaching. This will be aimed at helping businesses recovery and address specific issues that they are facing – determined in part through data collection and survey tools.

Idea Benefits

Often business owners most in need of professional development and coaching are the ones who can least afford it. This program will offer training in some of the most needed areas in today's economic climate.

Idea Timeline

Registration to begin late spring or early summer, followed by approximately 4 to 5 months of training and coaching.

Funding Requested

\$46,900

Sustainability

Participating businesses will be able to use the skills and knowledge gained to thrive and grow and hopefully be able to make a bigger economic contribution to our community through increased revenue and job creation.

Business Case Financial Impacts

*** Expenses must be incurred after the project has been approved.*

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
6 x 3 hr modules/facilitator	\$2,500	\$0	\$0	\$2,500
Coaching fees (50 participants @4hrs each)	25,000			25,000
Course materials	3,000			3,000
Room rentals	2,400			2,400
Catering	1,500			1,500
Salaries	5,000			5,000
Admin	2,500			2,500
Marketing	5,000	\$0	\$0	5,000
Total Project Cost	\$46,900	\$0	\$0	\$46,900
Leveraged Contributions	The Achievement Centre is providing their services at a discounted rate including course materials which are being provided at cost (royalties plus printing). They are also offering a substantial discount on their coaching services.			
Net Request (Requested City Investment)	\$46,900	\$0	\$0	\$46,900

Business Case Metric

*** List key performance indicators that will be used to measure the performance of this idea.*

Consider: How will this idea impact the service? How much did we do? How well did we do it? Is anybody better off?

Metric Description	Current	2022	2023	2024
Number of Participants		up to 50 business owners		
Feedback survey		up to 50 responses to a program survey		

What are the risks of not proceeding?

*** Provide a description of potential risks to the community if this idea is not implemented.*

Although there are many businesses that have survived the pandemic, many of these are still in a financially precarious position and may need assistance in key areas such as sales and recruiting talent. Further many business owners are dealing with extreme stress and would benefit from the modules on dealing with stress.

The potential risks of not proceeding with the program is that our community will lose more businesses in the fallout from the pandemic.

Appendix B: LCRN Community Business Case # 2: Recognition of Micro-Credentials Among Employers in the London Area

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

Recognition of micro-credentials among employers in the London area

Idea Lead:

Elgin Middlesex Oxford Workforce Planning and Development Board

Idea Alignment with the LCRN:

*** Explain how the alignment with one or more LCRN Framework focus areas and associated indicators will demonstrate how the outcomes and expected results of the proposed funded service/project will advance the focus area/s and associated indicators.*

Driving prosperity: Through Increased Employment, Improved Labour Market Participation, and Enhanced Talent Recruitment and Retention

Understanding the level of recognition of micro-credentials among employers in the London area will drive job seekers into this novel short-term up-skilling pathway, increasing employers' chances of filling existing job vacancies locally. Also, non-participants in the labour market will find this fast pathway to employment more attractive and consequently engage them in the process of reconnecting with the local labour market. Additionally, local employers will find this non-traditional way of up-skilling very beneficial in filling up their current job vacancies.

Business Case Deliverables & Impact

*** Provide a description of the initiative and how the community will be impacted by its implantation.*

Employers in London have been mentioning the presence of talent shortages in various local industries (Accommodation and Food Services, Manufacturing, Health and Social Assistance, Construction, etc.), see Employer One Survey 2022 results. COVID-19 pandemic magnified this local need. Therefore, employers and educational institutions are looking for faster alternatives for up-skilling the local workforce and helping fill local job vacancies. Several unconventional educational alternatives emerged to satisfy this need among which is micro-credentialing. However, there is no clear evidence that micro-credentialing is widely accepted/ recognized among employers. The present research attempts to assess the level of acceptability of micro-credentials among local employers, which directly impacts the local labour participation in London.

Idea Summary

Conducting research on employers in London area to determine the recognition/acceptance of the micro-credentials¹ presented by job applicants. The research report will help local educational institutions, job applicants, service providers and the general public to rethink their approach on up-skilling for the current modern economy.

¹ Micro-credentials are rapid training programs offered by postsecondary education institutions across the province that can help you get the skills that employers need. Micro-credentials help people retrain and upgrade their skills to find new employment.

Idea Benefits

Employers, job applicants, employment services and the public will be able to determine the viability of micro-credentials as a pathway to employment. The findings of the report have the potential to increase the employment and labour market participation in London area and could lead to the expansion of micro-credentialing programs among London's colleges, universities and other micro-credentials granting institutions.

Idea Timeline

Project begins - June 15, 2022.

Form partnership agreements with Western University, Fanshawe College, Pillars Non-Profit, or other micro-credential granting organizations - June 30, 2022.

Literature review completed - July 31, 2022.

Survey design completed - August 31, 2022.

Data collection - October 1, 2022 to October 31, 2022.

Research report completed - December 31, 2022.

Funding Requested

Total: \$12,560, see details in the Business Case Financial Impacts

Sustainability

Although, the final product of this undertaking will be in form of a report, and minimal sustainability effort may be required. The report will manifest in increased awareness of the relevance of micro-credentials as a viable measure of competence in job seekers. With employers accepting micro-credentials, more applicants will identify the need to acquire it to seek meaningful employment or labour market non-participants may see it as an easier pathway to re-engaging with the labour force. This has a potential to create a multiplier effect where employers could engage in promoting Micro-credentials to other employers in a similar sector.

References

EMO Workforce Planning and Development Board (2022, April 27). Employer One 2022 Results Report. Retrieved from <https://workforcedevelopment.ca/available-now-employerone-2022-results-report/>

Business Case Financial Impacts

*** Expenses must be incurred after the project has been approved.*

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Research associate labour (7h/wk x 4 wk/month x 7 months x \$35/h)	\$6,860	\$0	\$0	\$6,860
Co-op student labour (35h/wk x 4 wk/month x 3 months x \$20/h)	\$4,200	\$0	\$0	\$4,200
Supplies (paper, printing, etc.)	\$1,000	\$0	\$0	\$1,000
Telecommunications (calling employers)	\$500	\$0	\$0	\$500
Management and Admin (15% of subtotal)	\$1,884	\$0	\$0	\$1,884
Total Project Cost	\$14,444	\$0	\$0	\$14,444
Leveraged Contribution: Management and Admin Provided by the Workforce Planning and Development Board	\$1,884	\$0	\$0	\$1,884
Net Request (Requested City Investment)	\$12,560	\$0	\$0	\$12,560

Business Case Metrics

*** List key performance indicators that will be used to measure the performance of this idea.*

Consider: How will this idea impact the service? How much did we do? How well did we do it? Is anybody better off?

Metric Description	Current	2022	2023	2024
Research is able to determine the acceptability of micro-credentials among London employers.		✓		
At least 60% of employers that read the report agree that it enhanced their perception of Micro-credential. (A survey will be conducted after the report is completed).		✓		
At least 60% of employers that read the report indicate they are willing to hire job seekers that acquired a Micro-credential as an addition to prior training. (A survey will be conducted after the report is completed).		✓		
At least 60% of service providers ² that read the report agree that it changed their perception of Micro-credentials and are more encouraged to sell it to employers looking to fill positions. (A survey will be conducted after the report is completed).		✓		
At least 60% of job seekers that read the report agree that it created a positive impression of Micro-credential, and they are more encouraged to explore the pathway.		✓		

What are the risks of not proceeding?

*** Provide a description of potential risks to the community if this idea is not implemented.*

One of the biggest implications if this exploratory research is not conducted will be the risk of employers, job seekers and educators not pursuing this up-skilling pathway at full potential, which may directly impact the level of unemployment, and the fact that job vacancies may continue to maintain its current levels.

The local labour market will be less efficient when it comes to labour force allocation. Job seekers will choose longer and more costly career paths towards career development. Employers will be faced with persistent shortage of talent, and they will be constrained to operate at reduced capacity if unaware of other alternatives.

Also, there is a possibility that some employers who are not as accepting or familiar with the concept of Micro-credential, will be missing on great candidates if they don't have the awareness that other employers are accepting them, and perhaps have recorded great success.

² Service providers include Employment service providers and/or Career development practitioners who work with employers to fill job vacancies.

Appendix C: LCRN Community Business Case # 3: Centre Stage Patio Grant

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

Centre Stage Patio Grant

Idea Lead/s:

Core Area and Urban Regeneration, Economic Services and Supports, Planning and Economic Development; London Music Office, London Tourism; and Film London, LEDC

Idea Alignment with the LCRN:

*** Explain how the alignment with one or more LCRN Framework focus areas and up to 3 indicators will demonstrate how the outcomes and expected results of the proposed funded service/project will advance the focus area/s and associated indicators.*

LCRN Focus Area Alignment: Driving Prosperity; Fostering Community

This grant program aligns with the focus areas of *Driving Prosperity* and *Fostering Community* as the program allows for improved patio experiences through the integration of live music on eligible patios, adding energy and vitality to participating main streets. *Centre Stage Patio Grants* are an investment in both the culture and hospitality sectors, areas recognized as being among the hardest hit by the COVID-19 pandemic.

LCRN Indicator Alignment: Arts, Culture and Tourism; Business Health; Community Engagement and Social Isolation

The concept presented aligns with the *Arts, Culture and Tourism; Business Health; Community Engagement* and *Social Isolation* LCRN indicators as small businesses are essential to the vitality and success of London's main streets and neighbourhoods. Cultural industries are key drivers of economic prosperity for residents and the community. The proposed grant program is intended to support the recovery and long-term success of local small businesses in London's five Business Improvement Areas, while also encouraging workforce enhancement and employment opportunities for cultural workers, including musicians. This project would enhance access for the presentation of live music for both businesses and musicians.

Creating performance spaces on patios for intimate/scaled-down live music (in alignment with the Sound By-law) at eligible businesses such as cafés, restaurants and bars will add performance opportunities for musicians while energizing outdoor animation in London's main streets and showcasing, in a practical way. These performance spaces will enhance the city's profile in alignment with London's UNESCO City of Music designation. Enhancing the 2021 fully subscribed patio grant, to also include equipment supporting live music performances, helps to animate main streets and encourage residents, visitors, and workers to return to their favourite restaurants and bars, and visit local shops and services. The grant allows eligible businesses with financial support for the purchase of mobile audio equipment for live performances and diversifies the business' offerings by increasing their attractiveness to potential new customers. This program supports recovery within the local music sector while removing barriers to presenting live music. Eligible businesses will be able to increase live performances and create paid work opportunities for artists, who continue to feel the impacts of being deeply hit by the COVID-19 pandemic.

Background Information

The original 2020 LCRN Idea for Action suggested that the City work with businesses and BIAs to create an action plan to support patios in the city. This included investigating the use of public

property, providing financial support and amending by-laws and regulations to be more permissive of commercial patios in general.

Several programs and initiatives in place and underway to support patios, both in the municipal right-of-way and on private property, include:

- In 2019, the Core Area Action Plan was received by Council and budget was approved in March 2020 to eliminate patio fees within the Core Area. The Core Area Community Improvement Plan (CIP) necessary to implement this grant program was approved by Council in March 2021.
- As part of the Back2Business (B2B) task force in 2020, Civic Administration implemented a temporary process to allow businesses to expand or create new patio space on their private property, often in parking lots. This initiative has been well received by businesses and staff, which resulted in a city-initiated Zoning By-law amendment (Z-9300) in 2021. A subsequent options report, in response to Council direction, is scheduled before the Planning and Environment Committee on May 30, 2022. Civic Administration is recommending deleting the capacity restrictions for temporary seasonal outdoor patios. If approved by Council, a public Zoning By-law amendment process will follow.
- Actions taken in 2021 through “A Break in the Clouds: 2021 Patio Improvement Program” provided patio enclosure materials, furniture and fixtures. COVID-related restrictions and legislation limiting interior capacity had been identified as significant barriers for many hospitality businesses to expand their seating capacity, particularly those in core neighbourhoods with smaller interior dining spaces. The Core Area & Urban Regeneration Team worked collaboratively with London’s five BIA’s to distribute and administer the \$100,000 allocated to the entire Program. The program was fully subscribed and there was more demand than funding in two ways – businesses requested more per business + more businesses applied than the funding could accommodate. Financial support was capped at a maximum amount per business to provide opportunities for as many businesses as possible. The program covered new patios, upgrades to existing patios, as well as furnishings (tables, chairs, lounge furniture, umbrellas, patio lighting), fencing/boundary materials, decorative planters and planting and heaters. Ongoing maintenance was the responsibility of the businesses and/or the BIAs.
- Centre Stage Patio Grant is focused on supporting the acquisition of equipment that allows live music performances to take place on commercial patios throughout the City of London. While Centre Stage Patio Grant is not a funding mechanism to pay artists, the London Music Office, with partners, has a live music support program titled, Revive Live. Through Revive Live, live music performances and some technical staff costs could be covered. London Music Office can assist with more detail on the program and is able to provide a directory of local artist that may be able to perform on successful patios.

Business Case Deliverables & Impact

*** Provide a description of the initiative and how the community will be impacted by its implementation.*

Idea Summary:

Center Stage Patio Grant:

Over the past two years, the hospitality and entertainment sectors were among the hardest hit by the COVID-19 pandemic. For the hospitality sector, programs introduced by the City of London such as the Sidewalk Patio Program, the Core Area Community Improvement Plan (CIP), City-initiated Zoning By-law amendment (Z-9300) and the LCRN funded Patio Improvement Program Grant (2021) have provided much needed support for that vital part of London’s economy. The proposed Centre Stage Patio Grant program can continue to add vibrancy back to the city by offering more opportunities for hospitality businesses to provide patio materials which encourage residents to support dining outdoors at local cafes, restaurants, bars. In 2022 this enhanced Patio grant also provides patio operators options for the purchase of equipment to stage performances that supports greater access for local musicians to present live music performances and cultural activities, in alignment with Canada’s only UNESCO City of Music designation. The grant does not

extend to the purchase of musical instruments. Continued development and collaboration of the cultural and the hospitality sectors will allow for greater opportunity beyond the summer months. Upgrades to patios will extend the desired patio season beyond traditional summer months, while investment in music production will equip businesses with year-round opportunities for the music sector.

Results of 2021 Patio Improvement Grant Program:

The LCRN-funded patio grant was very successful. Of the Council-approved LCRN \$100,000, there was more demand than what was available for allocation. Demand was demonstrated in three ways:

- individual business requested more than the maximum allocated per business;
- more program applications were received from individual businesses than funding available; and,
- requests for funding were received for items that were not included in the eligible funding.

The distribution of the funding generated the following:

- Argyle BIA: 4 successful PIP Applications
- OEV BIA: 7 successful PIP Applications
- Hyde Park: 6 successful PIP Applications
- Hamilton Road: 5 successful PIP Applications
- Downtown London: 38 successful PIP Applications

Success can also be measured in the collaboration between the City and the five Business Improvement Areas (BIAs) and the grant program's administration. The Program illustrated that the City listened to and understood the needs of the BIAs and their Members regarding developing and delivering a straightforward and practical program as a component of the City's approach to addressing issues created by COVID-19.

Proposed Program Allocation for 2022 Grant Program:

Materials Grants:

In collaboration with London's BIAs, the Center Stage Patio Grant program would be extended and improved, then administered by the BIAs to maximize efficiency and flexibility in implementation. Financial support would be capped at a maximum dollar amount per business (capped at a maximum of \$5,000 per business/location). The program would continue to provide funding for patio materials at new patio locations and upgrades to existing patios, for eligible items including furnishings (tables, chairs, lounge furniture, umbrellas, patio lighting), fencing/boundary materials, decorative planters and planting, heaters and flexible shading/tenting options.

Additionally, as part of actioning London's recent UNESCO City of Music designation, the patio grant program would be enhanced to support live music performances on patios through the financial support for eligible items of live music performance equipment including mobile (moveable) live music audio equipment, small staging platforms, stage lighting and incidental items associated with these, also capped at maximum of \$5,000 per business/location. Eligibility to receive this funding would require recipients to track the number of 2022 performances supported using the equipment. Ongoing maintenance of the equipment would be the responsibility of the businesses purchasing it.

Film Grant:

In-order to capture the impact that this enhanced grant program will have on the community, the City of London and the London Music Office propose to partner with Film London (LEDC) to host a pitch contest that will award one local filmmaker a \$15,000 grant to use as funding to document live music across patio spaces in London. The applicants will need to provide a demo reel and demonstrate their ability to create documentary style videos of various lengths. The applicants will be evaluated by Film London based on their pitch; criteria may include access to equipment, a storyboard, and an overall vision which adheres to the intended themes or revitalization, post-covid recovery, and a return to live music. The winning applicant will be awarded the \$15,000 and a delivery date by which the project must be completed. In collaboration with community partners, Film London can connect the filmmaker with the various partners involved with the project. Businesses that apply must also agree to work with the filmmaker to have their projects documented. Film London will provide in-kind administrative support for the film pitch contest which will include co-facilitation of the contest, marketing & social media promotion, as well as providing the pitch contest winner with access to the live music events that will be featured in the video.

The finished project will focus on the theme of revitalization, post-covid recovery and how live music is returning to London thanks to the creation/refurbishment of new spaces. The video can be used as promotion for businesses and shared through various partners at Tourism London, LEDC, London Chamber of Commerce, Downtown London, Small Business Centre, etc.

The project is ultimately a collaboration of music, film and local BIA businesses, and can lead as a strong example of local and community-based creative industries working together to form a vibrant entertainment ecosystem.

Idea Benefits: This initiative would impact participating BIA main street businesses by removing financial barriers to building and furnishing a sidewalk patio, as well as increasing capacity in main street neighbourhoods with smaller interior dining spaces. Additional benefits for the community are an increase in street-level activation, passive surveillance with more eyes on the street and spin-off economic benefits for surrounding businesses.

Idea Timeline: If approved, this initiative could be implemented within 1-2 months.

Funding Requested: The Business Case recommends a \$165,000 one-time expenditure in 2022.

Sustainability: Local businesses who are eligible for the patio grant and/or the purchase of music equipment may be able to better attract customers on an ongoing basis. This grant is intended to assist with the revitalization of patios and reinforce London's UNESCO City of Music designation by supporting and encouraging live music on eligible patios.

Business Case Financial Impacts

*** Expenses must be incurred after the project has been approved.*

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Patio Materials	\$90,000	\$0	\$0	\$90,000
Music Equipment	\$50,000	\$0	\$0	\$50,000
Film Pitch Contest (LEDC)	\$15,000	\$0	\$0	\$15,000
Program Administration	\$10,000	\$0	\$0	\$10,000
Total Project Cost	\$165,000	\$0	\$0	\$165,000
Net Request (Requested City Investment)	\$165,000	\$0	\$0	\$165,000

Business Case Metrics

*** List key performance indicators that will be used to measure the performance of this idea.*

Consider: How will this idea impact the service? How much did we do? How well did we do it? Is anybody better off?

Metric Description	2022 (Target)	2023 (Actual)
# Sidewalk Patios participating in the program	20	
# of Patio Materials Grants Provided (cumulative)	30	
# of Musical Equipment Grants Provided (cumulative)	10	
# of Live Performances on Patios participating in the program (cumulative)	50	
# of Film Industry Professionals Employed for Video Production	3	
Number of Businesses Featured in Video	5	

What are the risks of not proceeding?

*** Provide a description of potential risks to the community if this idea is not implemented.*

Main street businesses will continue to have limited capacity or not be able to provide alternative outdoor seating, resulting in a loss of potential business. Businesses will need to allocate the financial cost of patio enclosure materials and furnishings from their own earnings after years of devastating losses, a financial burden some businesses would not be able to bear. Ongoing and consistent opportunities must be created for cultural and hospitality workers, or individuals will continue to leave these sectors due to job instability and lack of job security.

Other Information

*** Include linkages to any reference documents, previous reports, relevant Council resolutions, etc.*

Core Area Action Plan; Music Entertainment and Culture Districts Study, UNESCO City of Music website; 2019-2023 Strategic Plan for the City of London

Appendix D: LCRN Community Business Case # 4: Talent Attraction and Labour Force Growth for Sustainable Economic Recovery

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

Talent Attraction and Labour Force Growth for Sustainable Economic Recovery

Idea Lead/s:

London Economic Development Corporation (LEDC)

Idea Alignment with the LCRN:

*** Explain how the alignment with one or more LCRN Framework focus areas and associated indicators will demonstrate how the outcomes and expected results of the proposed funded service/project will advance the focus area/s and associated indicators.*

LCRN Focus Area Alignment:

London's current unemployment rate of 4.8% (April 2022) is one of the lowest we have experienced in the region and makes it very challenging for employers to fulfill their skilled labour force needs. In addition, the London region currently has well over 7,000 open positions across all industry sectors including manufacturing, technology, hospitality, construction, health care and much more. The anticipated recruitment needs of recently attracted companies is expected to put further stress on our region's limited supply of skilled talent.

For London to keep attracting new investments and help existing companies grow, we need to find ways to increase our labour pool and address critical skills needs.

Investing in People, Driving Prosperity, Fostering Community - this 3-year initiative aims to support existing and future employers by increasing London's labour force and attracting skilled workforce for high demand occupations in growing industries.

LCRN Indicator Alignment:

Driving Prosperity – this 3-year initiative is designed to address business health, employment, labour market participation, talent recruitment and retention.

Fostering Community – this 3-year initiative will add diversity through newcomer attraction, immigration, and migration from other cities/provinces.

Investing in People – this 3-year initiative will help improve education attainment and create new income streams as the labour pool increases.

Business Case Deliverables & Impact

*** Provide a description of the initiative and how the community will be impacted by its implantation.*

Idea Summary:

Background

Canada has long recognised the critical contribution that immigration plays in addressing labour market needs, forecasted demographic shifts and the future prosperity of our communities. Historically, most immigrants have selected large metropolitan areas such as Toronto, Vancouver, and Montreal. The London region needs to raise its profile and be better positioned to receive greater number of newcomers to address our current and future workforce shortages.

The City of London has similarly recognized this need and established its Newcomer Strategy 2018-2023 - Choose London-Innovative, Vibrant and Global. The London & Middlesex Local Immigration Partnership along with the Réseau en immigration francophone du centre sud-ouest have been making important contributions to ensuring welcoming communities but further proactive actions are required to advance immigrant attraction.

In recent years, London has attracted several large investments and supported growth of existing companies that have created thousands of jobs. Employers across all industries are increasingly concerned about shortage of available and skilled labour supply. There is significant risk that companies will not have sufficient access to talent to grow their enterprises in London, this will make it challenging for our region to attract new employers as well. While London has attracted many new residents from the GTA and other areas, there continues to be a significant gap in labour demand and supply.

Similarly, London's post-secondary education sector relies heavily on international students to achieve financial sustainability (over 13,400 students in 2021/22). The strategic plans and enrolment forecasts of our post-secondary educational institutions are dependent on achieving increased international student participation and diversification (over 60% come from two source countries). As the education sector is a vital economic driver, assisting our post-secondary institutes in attracting more international students from diverse backgrounds will help grow the education sector and provide a valuable source of talent for growing companies.

The federal government is currently preparing the guidelines for a Municipal Nominee program that will operate alongside federal and provincial immigration categories. In order to position London for a successful Municipal Nominee program, this proposal seeks to develop local rationale for specific categories of international talent needs, build capacity to serve employers through this program and raise London's profile with talent looking to locate in Canada. A stronger profile of our region and compelling career opportunities will assist the city, education partners and companies to attract a diverse range of international talent.

Proposal: a three-year talent attraction initiative to identify, recruit, and connect targeted newcomers, entrepreneurs, and international students with the needs of London's employers and post-secondary institutions. This initiative is designed to advance the City of London Newcomer Strategy 2018-2023 and work in parallel with post-secondary international recruitment efforts and other local efforts.

- Employer focussed forecast and research of labour market requirements that informs international talent recruitment, employer engagement and federal, provincial and municipal immigration program development.
- Develop contemporary promotional materials, videos, collaterals and other supports actively used by education institutions, employers and others to improve London's brand, visibility, employment and business opportunities. Currently, there is a lack of shared collaterals with compelling narratives in a variety of media that can be accessed by all partners.
- Work with our education institutions to develop strategies to attract more and diverse international students. Enhanced part-time and post-graduation employment pathways with employers are to be established in line with forecasted areas of need.
- Establish a clear point of contact to address and guide immigration enquiries, support employers (especially the small and mid-size) access international talent and build capacity for the proposed municipal nominee program.
- Talent recruitment campaigns to attract skilled workforce from the GTA and newcomers coming to Canada, including a strategy to attract talent expected to arrive from Ukraine. These campaigns would be designed to address the needs of our region's growing economy.
- Develop soft landing supports for an international entrepreneurship recruitment program.

Approach

The London Economic Development Corporation (LEDC) will work with the City of London, employers, education institutions and other partners to support the following initiatives:

Labour Market Forecast that drives initiatives:

A common picture of key labour market shortfalls can harness industry, education, and career services to stimulate domestic and international initiatives. This project will use the Canadian Occupation Projection System Labour Demand Supply as a framework to identify critical National Occupation Codes (NOC) and Skill Sets that will be supplemented by local data to establish areas for our collective attention. These local priority areas will then be cross referenced with Education opportunities and Immigrant program pathways to further inform initiatives to ensure talent supply.

Fanshawe College's Institutional Research and the Workforce Planning Board will be key contributors along with other stakeholders and industry groups including London Region Manufacturing Council, Excellence in Manufacturing Consortium, Canadian Manufacturers and Exporters, London District Construction and London Home Builder's Association. In addition to research and data validation, industry partners would be engaged in attraction and recruitment efforts for key in-demand occupations. For instance, the FAST NB ([Facilitating Access to Skills Talent - New Brunswick](#)) program, with similar population size to the London region, actively conducts overseas recruitment, training and employer matching.

Enhancing London as a destination of choice:

The competition for talent is intense and London needs to raise its visibility and profile in order to get on the radar for international talent attraction. Proactive marketing campaigns, websites, promotional materials and collaterals need to be developed to increase targeted international inquiries, matched to high growth industries. London's education institutions, companies and local partners develop marketing and resources to reflect their unique niches and needs, but there is an opportunity to up our collective game through developing enriched, shared resources, messages and collaterals that can support a talent attraction focus. This includes use of You Tube, Instagram, TikTok as well as other contemporary and traditional channels.

The goal of these campaigns would be to have more prominence on federal/provincial newcomer sites, increased inbound inquiries for labour force attraction and building a compelling narrative for employers' recruitment initiatives.

Targeted recruitment activities in key markets:

Building on the success of our recent Don't Tell Toronto campaign, we would target communities where relevant skills and the appropriate impetus can be found. With clear identification of priority occupations and the capacity to support employer and talent enquiries, building domestic and international recruitment campaigns can get underway.

Similarly, there are immigration categories, such as International Mobility with its young professional, working holiday, and co-op provisions from several source countries, that are underutilized by local companies. As well, there are skills programs in other countries that with some short/medium-term bridging can be leveraged. Employers often require practical guidance and supports to navigate various immigration programs as well as to maximize the potential that international students can bring through the development of active pathways including part-time employment.

For international student recruitment, where eventual immigration success is a key determining factor, clear employment pathways will assist with diversifying academic programs and source countries. LEDC would work with academic institutions to diversify international recruitment, raise London's profile, and to connect newcomer talent to employment opportunities at an early stage. Since students can stay in London for up to 3 years after graduation, early employer engagement will help in retaining more of this labour pool. Over the past year, LEDC led the integration of local job board (londontechjobs.ca; knighthunter.com; londonmfgjobs.com) with the career portals for both Western University and Fanshawe College. This has led to a significant boost in the number of local employment opportunities being visible to post-secondary students. LEDC would leverage these resources to connect more international talent to open positions.

For immigrant entrepreneurs to establish their enterprise in London, clear pathways and support needs to be coordinated to ensure that federal and provincial immigration programs can recognise and support their attraction and development in our community. LEDC will work with the London Small Business Centre to set up a start-up visa program and soft-landing supports for international entrepreneurs. We would leverage Small Business Centre's expertise by developing sessions on Starting a Business in London for newcomers already in London and delivered at a variety of community agencies, as well as virtual sessions in targeted overseas markets.

As Canada looks to welcome refugees from Ukraine and other countries, there is an opportunity to match this talent with employer needs. Working with a number of local support agencies, LEDC would aim to present London employer needs and information to incoming talent pools in order to make early connections and help in the settlement process. LEDC would work closely with the Employment Sector Council and Workforce Planning and Development Board to connect talent with open employment opportunities.

Operational Considerations:

- LEDC will continue to participate with and seek the input of The Newcomer Advisory Body.
- Coordinate with City Staff to address the goals of the City of London Newcomer Strategy 2018-23.
- LEDC will continue to leverage its many community partnerships and employer relationships including the LMLIP Employment Sub-Committee, Excellence in Manufacturing Consortium, Employment Sector Council, Fanshawe College, Western University and affiliate colleges, Workforce Planning and Development Board, London Chamber of Commerce and Small Business Centre.
- LEDC will provide overall project management and fiscal reporting.

Idea Benefits:

3 Year Outcomes including:

- London and region employers will attract 1,500 new immigrant employees.
- International student enrolment will increase by 1340 students.
- International student diversification will increase by 670 students. Currently, China and India account for over 60% of international student enrollment. Further, most of this enrollment is in select program areas. Geographic and academic diversification will allow for better alignment with labour market needs.
- London job portals use beyond SW Ontario will increase to 50%.
- Successful recruitment and establishment of 20 newcomer entrepreneurs.

Idea Timeline:

This initiative has a 3-year timeframe, beginning with the research and analysis component.

Funding Requested:

3 Year Budget Requirements (Annual)

- | | |
|----------------------------------------------------------------|-----------|
| • Labour market research, analysis and reports | \$50,000 |
| • Marketing materials, collaterals, social media, website dev. | \$200,000 |
| • Targeted talent attraction and international recruitment * | \$250,000 |

* *Includes job fairs, webinars, familiarization tours, recruitment missions, consultants and services required to execute the specific targets and opportunities identified through the research phase, consultation and further partnership development.*

Sustainability:

Experience identifying specific talent needs, targeting international talent pools, recruiting talent, settling talent, and ensuring employment / entrepreneurship / and education leading to employment will enable refinement of the process and reproduction of the results in future, potentially with provincial and federal funding and regulatory assistance (proposed municipal nominee program).

Business Case Financial Impacts

*** Expenses must be incurred after the project has been approved.*

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Labour market research, analysis, report, and guides	\$50,000	\$0	\$0	\$0
Digital marketing materials, social media, website dev.	\$200,000	\$250,000	\$250,000	\$250,000
Targeted talent attraction and international recruitment	\$250,000	\$250,000	\$250,000	\$250,000
Sub-Total Project Cost	\$500,000	\$500,000	\$500,000	\$1,500,000
Leveraged Contributions (in-kind)				
1. Western University and affiliates as well as Fanshawe College International Student Recruitment efforts	\$1 million	\$1 million	\$1 million	\$3 million
2. Existing LEDC capacities for marketing	\$300,000	\$300,000	\$300,000	\$900,000
3. Existing SBC capacities for entrepreneurship development	\$100,000	\$100,000	\$100,000	\$300,000
4. Workforce Planning board and Fanshawe College Institutional Research contributions on data and research	\$50,000	\$50,000	\$50,000	\$150,000
5. City of London's Newcomer Attraction Strategy	\$50,000	\$50,000	\$50,000	\$150,000
Total leveraged contributions:	\$1.5 mill	\$1.5 mill	\$1.5 mill	\$4.5 mill
Total Project Cost	\$2 million	\$2 million	\$2 million	\$6 million
Net Request (Requested City Investment)	\$500,000	\$500,000	\$500,000	\$1,500,000

Business Case Metrics

*** List key performance indicators that will be used to measure the performance of this idea.*

Consider: How will this idea impact the service? How much did we do? How well did we do it? Is anybody better off?

Metric Description	Current	2022	2023	2024
London employers will attract 1,500 newcomer employees.	0	0	750	750
International student enrolment will increase by 10 % to 14,740 students.	13,400	0	670	670
International student diversification will increase by 5% to 8,740 students	8,040	0	335	335
London job portals use beyond SW Ontario will increase to 50%.	25%	0	35%	50%
Successful recruitment and settlement of 20 entrepreneurs.	0	0	5	15

What are the risks of not proceeding?

*** Provide a description of potential risks to the community if this idea is not implemented.*

London employers are already signalling distress in finding suitable talent to fill existing job openings in all sectors. This challenge is common across much of the Western world and promises to become an even greater challenge as our economies grow stronger post-COVID19 and as our population ages. London cannot prosper and remain a welcoming and successful community without increased working age immigration. London must identify and target the recruitment of the talent we need or risk the loss of existing employers and the avoidance by future employment related investment prospects. The market for talent is extremely competitive and many cities, regions, provinces, and countries are far ahead of London in their programs to attract the best possible talent for their growing communities. As well, the City of London will face increased pressure and/or criticism from its stakeholders and employers if significant efforts do not materialize.

Numerous external factors will impact successful workforce attraction, including access to affordable housing, childcare, transit and other variables that impact location decision making.