

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: July 27, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the report dated July 27, 2022, with respect to the London Community Recovery Network – Recovery Funding Business Cases **BE RECEIVED**; it being noted that there are six 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 \$5.6 million was previously approved for LCRN ideas led by the City of London and partners, leaving \$4.4 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 six business cases for the consideration of Council for financial support.

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

1. Appendix A: LCRN Business Case # 1: Green Economic Stimulus: Building Retrofits for Local Residents and Businesses
2. Appendix B: LCRN Business Case # 2: Belong: Inclusive Arts Experiences for Children and Youth
3. Appendix C: LCRN Business Case # 3: Argyle BIA Currency Pilot Program
4. Appendix D: LCRN Business Case # 4: London Public Library Reading Garden Access from Dundas Place Flex Street
5. Appendix E: LCRN Business Case # 5: London Innovation Challenge
6. Appendix F: LCRN Business Case # 6: London Tech Talent Growth

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 – Recovery Funding Business Cases- June 22, 2022, SPPC
- London Community Recovery Network – Recovery Funding Business Cases- June 7, 2022, SPPC
- 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. In 2021, a number of business cases were approved for funding.

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.

As of June 2022, Council has approved a number of business cases to support these measures for a total of \$5.6 million, leaving \$4.4 million still available to be allocated for support.

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

LCRN Business Case # 1: Green Economic Stimulus: Building Retrofits for Local Residents and Businesses

Idea Lead/s: London Environmental Network (programs include Green Economy London, Greener Homes London)

Idea Summary: The London Environmental Network (LEN) will accelerate building retrofits carried out by businesses and residents through its programs, Green Economy London (GEL) and Greener Homes London (GHL). LEN will scale up program offerings through increased staff support, program delivery, and retrofit incentives for program participants. Examples of building retrofits include switching to energy-efficient or renewable energy options for heating/cooling and appliances, improving insulation and ventilation systems, and other resource-saving improvements in existing buildings. As a result of the retrofit programming, the London community will see reduced greenhouse gas emissions, reduced energy costs for businesses and residents, and an increase in funds reinvested into the local economy via retrofit projects.

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

Idea aligns with the following LCRN Indicators: Business Health; Employment; Labour Market Participation; Housing Affordability and Availability; Climate Change and Environmental Sustainability

Financial contribution requested of the City: \$400,000

Commentary from Civic Administration: The proposed idea aligns directly with the goals of the Climate Emergency Action Plan through enhancing programs that help Londoners improve building energy efficiency and reduce reliance on fossil fuels. The proposed idea will contribute to attaining London's greenhouse gas emissions reduction targets. The idea builds on previous investments by the City and others in London in this important area of climate change action. Additionally, there are other climate action and economic recovery programs out or coming out soon that this work will help support as well (Canada Greener Homes Grants and \$40,000 zero-interest loans).

Programs LEN is running for both businesses (GEL) and homeowners (GHL) are a key part of the burgeoning low-carbon economy here in London and could benefit significantly from additional scale-up resources. The unique, community-focused, non-profit nature of LEN's programs are a good place to see things take off and will very likely support growth in the retrofit economy. These are needed programs in London (and are beginning to take off having already shown success in other Ontario and Canadian jurisdictions).

Refer to '**Appendix A: LCRN Business Case # 1: Green Economic Stimulus: Building Retrofits for Local Residents and Businesses**' for the business case submission.

LCRN Business Case # 2: Belong: Inclusive Arts Experiences for Children and Youth

Idea Lead: London Arts Council (LAC)

Idea Summary: Through 'Belong: Inclusive Arts Experiences for Children and Youth Program,' the LAC proposed to meet a proven need for free, quality arts programming experiences. The program is targeted for children and youth from low-income and new-comer families, in areas of London where these experiences have been less accessible.

The Program encourages peer to peer creative social interactions, young adult with adult role model opportunities, and mentor to mentee relationships.

The program provides regular and safe settings where children and youth can participate in and contribute to quality arts experiences, created, and delivered by professional senior arts educators and emerging artist assistants from equity-deserving communities. The arts experiences will encompass culturally diverse art practices, forms, and themes including social justice, environment and sustainability, social inclusion, exploration, experimentation, and self-reflection. Participants will explore a variety of artistic techniques and processes throughout the duration of the program.

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

Idea aligns with the following LCRN Indicators: Educational Attainment; Income; Mental Health; Physical Health; Arts, Culture and Tourism; Employment; Labour Market Participation; Talent Recruitment and Retention; Anti-Racism and Anti-Oppression; Climate Change and Environmental Sustainability; Community Belonging

Financial contribution requested of the City: \$411,356

Commentary from Civic Administration: The idea explained in the business case would have a benefit to both artists and children and youth of the targeted areas of London. This would be a useful service and it supports the integration efforts of the London & Middlesex Local Immigration Partnership (LMLIP).

This idea is aligned with various strategies in the Child and Youth Network, including:

- Ending Poverty
- Making Literacy a Way of Life
- Creating a Family-Centered Service System

Additionally, the idea is aligned with the following items in the Corporate Strategic plan: "Strengthening our Community":

- Londoners are engaged and have a sense of belonging in their community
- Londoners have access to the services and supports that promote wellbeing, health, and safety in their neighbourhoods

Refer to 'Appendix B: LCRN Business Case # 2: Belong: Inclusive Arts Experiences for Children and Youth' for the business case submission.

Appendix C: LCRN Business Case # 3: Argyle BIA Currency Pilot Program

Idea Lead: Argyle Business Improvement Association (Argyle BIA)

Idea Summary: The Argyle BIA proposes to pilot the Argyle Currency Pilot Program in the Fall of 2022. Creating Argyle Currency (a gift card program) builds off the success of the London Tourism Visa Gift Card program and will develop a "made in community" economic and social support system. This currency system will increase local spending to assist businesses with recovering from the past hardships of COVID and mitigate the current and future impacts of construction projects.

To execute this pilot, the Argyle BIA will be utilizing the Miconex system to leverage the numerous benefits it provides including flexibility for other BIAs to join the program, its data collection capabilities, and start-up assistance it provides with the currency program.

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

Idea aligns with the following LCRN Indicators: Business Health; Community Belonging; Community Engagement and Social Isolation

Financial contribution requested of the City: \$27,573

Commentary from Civic Administration: The proposed Argyle BIA Currency Pilot Program directly aligns with the role of a BIA in supporting its businesses and promoting an overall area. Importantly, the program will also build on the BIA's marketing and events designed to attract people to the area, and the City's programs designed to support local businesses through improving and enhancing properties. Specific programs like the City 2022 Centre Stage Grant Program and the forthcoming City Financial Incentive Programs provide business owners with tools to enhance their physical spaces and presence in the community, and the proposed Argyle BIA Currency Pilot Program is designed to drive customers to these enhanced spaces and experience the Argyle community.

Refer to '**Appendix C: LCRN Business Case # 3: 'Argyle BIA Currency Pilot Program'**' for the business case submission.

Appendix D: LCRN Business Case # 4: London Public Library Reading Garden Access from Dundas Place Flex Street

Idea Lead: London Public Library

Idea Summary: The Library's Central Library acts as a gateway to Dundas Place on its Eastern end and has one of the Flex Street's largest footprints. The Library's Reading Garden sits on the Eastern side of the Library and is beloved by its patrons. Although it is visible from Dundas Place through a fence on the Library Terrace, due to a steep grade and fencing, the only access point is through the first floor Children's room of the Central Library. Currently, the Garden cannot support events being hosted on the Flex Street, nor can members of the public be invited into the space without passage through the building.

The Library is seeking to provide access to the Reading Garden directly from the Dundas Place Flex Street by addressing the grading issue and installing a new secure fence with a lockable gate. This effort is part of a larger strategic approach of bringing the Flex Street into the Library space.

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

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

Financial contribution requested of the City: \$250,000

Commentary from Civic Administration: The idea explained in the business case will allow for flexibility of the streetscape of Dundas, creating gathering space as well as more intimate places to encourage outdoor activity by the different users of Dundas Place, the Library and nearby business located along this stretch. To manifest this intention, a direct outdoor connection allowing for accessible access between the Library Reading Garden and Dundas Place will align with considerations made during

preliminary design for Dundas Place construction but was not carried forth to coincide with Dundas Place construction tender at that time.

The Central Library is identified as one of 12 “activity generators” in Our Move Forward: London’s Downtown Plan, which is a guideline document under the London Plan.

- Strategic Direction 1 in Our Move Forward provides direction to “ensure all public realm works and planning applications support Dundas Street as the city’s premier destination street.”
- The Dundas Place Environmental Assessment noted “Library Block is designed to accommodate an outdoor extension of the Library program area.

Additionally, the vision of the business case aligns with several aspects of Council Strategic Plan, primarily within Strengthening our Community:

- Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city
- London’s neighbourhoods have a strong character and sense of place

As well as Building a Sustainable City:

- London’s infrastructure is built, maintained, and operated to meet the long-term needs of our community
- Londoners can move around the city safely and easily in a manner that meets their needs

Refer to ‘**Appendix D: LCRN Business Case # 4: ‘London Public Library Reading Garden Access from Dundas Place Flex Street’** for the business case submission.

Appendix E: LCRN Business Case # 5: London Innovation Challenge

Idea Lead: TechAlliance of Southwestern Ontario

Idea Summary: As a vetted and trusted ecosystem collaborator, experienced in designing and executing successful innovation challenges like the first two London Innovation Challenges (<https://techalliance.ca/londoninnovationchallenge/>), TechAlliance will frame milestone expectations and manage distribution of funding for recipients who are solving the pressing priorities of the LCRN’s focus areas.

The next evolution of the London Innovation Challenge will comprise of two challenges, addressing the unique needs of delivering prosperity for our local creative industries of music, film, media arts and digital gaming. Inspiring local, creative innovators to solve for the specific technology gaps, developing new products to help bolster our creative industries. Innovators will bring forward solutions to impact other businesses, organizations, and citizens, creating job stability and overall community resiliency.

Examples of what the London Innovation Challenge could address:

1. An application to help connect local talent and assets in media arts and gaming, helping employers understand the skill sets available London
2. Digital tools to help local creators gain access to creative equipment/spaces.
3. Tools to solve issues of creators acquiring access to local talent/licensed music

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

Idea aligns with the following LCRN Indicators: Income; Arts, Culture and Tourism; Business Health; Employment; Labour Market Participation; Talent Recruitment and Retention; Immigration and Migration

Financial contribution requested of the City: \$280,000

Commentary from Civic Administration: The idea explained in the business case is building off the successful program run in 2021 where two LCRN approved challenge questions were addressed through six local innovators. Through these efforts, the London Innovation Challenge restarted and rejuvenated London's recovery, while strengthening our community and growing our economy. Additional funding, and targeted sectors of the particularly hard-impacted creative sector will provide further boosts to these economic sectors. This idea aligns and supports London's one of a kind UNESCO City of Music designation, as it focuses on two focus areas of the action plan: Music Incubation and Media Arts.

Simultaneously, this program is aligned with commitments that TechAlliance has to the Council Strategic Plan, primarily within "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

Refer to '**Appendix E: LCRN Business Case # 5: 'London Innovation Challenge'**' for the business case submission.

Appendix F: LCRN Business Case # 6: London Tech Talent Growth

Idea Lead: TechAlliance of Southwestern Ontario

Idea Summary: London Tech Talent Growth is an overarching plan focusing on the growth and retention of tech talent in London. The plan rests on three pillars: fostering emerging student talent; connecting internationally trained job seekers; and, enabling local and migrant job seekers while supporting employers. As a vetted and trusted ecosystem collaborator, TechAlliance is experienced in developing and executing on experiences to foster community. To enable this TechAlliance will create pathways for London's economic prosperity and the growth of its tech talent through funding for the following experiences:

- **Tech Connect:** In collaboration with Immploy, who will leverage their network of international talent and mentors, Tech Connect creates the opportunity for relationship building between internationally trained professionals in the tech sector and some of our region's most innovative ventures. Employers will learn about contemporary hiring practices, benefits of mentoring, cultivating intercultural competency and connect with talent ready to work in tech.
- **Tech Talent Exchange:** Provides a space to make focused, intentional connections with emerging student talent. In this reverse pitch talent exchange, tech sector human resources professionals pitch open opportunities via a 60-second pitch to provide an overview of their company to the audience of trained, qualified students from Western University, Fanshawe College and Lambton College.
- **The Rebuild Roster:** An existing directory of job seekers with technical expertise or with an interest in working with a technology company. Born out of early LCRN discussions TechAlliance built this Future of Good's Canada's Top 100 Recovery Project to bring exposure to qualified individuals experiencing underemployment. Using The Rebuild Roster, job seekers can showcase a brief overview of their qualifications and public portfolios and complement their active search with a continuous signal that they are open to being contacted about opportunities

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

Idea aligns with the following LCRN Indicators: Business Health; Community Belonging; Community Engagement and Social Isolation

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

Commentary from Civic Administration: The idea explained in the business case is planning to target sectors that have been particularly hard-hit by the pandemic: the tech and creative sectors of our local economy. Given the ability of this sector to offer remote work and hybrid work options, it has become increasingly competitive to attract talent in these sectors. The business case aims to help the network of TechAlliance increase their talent attraction and retention capabilities, strengthening London's talent pool overall.

Simultaneously, this program is aligned with the commitments that TechAlliance has to the Council Strategic Plan, primarily within "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

Refer to '**Appendix F: LCRN Business Case # 6: 'London Tech Talent Growth'**' for the business case submission.

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 \$5.6 million, leaving \$4.4 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 \$5.6 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. To date, \$9,500 has been allocated, with another \$10,000 of applications pending.

This report serves to present LCRN Recovery Funding Business Cases to access this funding. A total of \$1,548,929 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 \$2.9 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.

Prepared by: **Cathy Parsons, MBA**
Manager, Economic Partnerships

Prepared by: **Adam Thompson**
Manager, Government and External Relations

Concurred by: **Stephen Thompson, MAES, RPP, MCIP,**
Ec.D.(F), CEcD
Director, Economic Services and Supports

Recommended by: **Scott Mathers, MPA, P.Eng**
Deputy City Manager, Planning and Economic Development

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 Business Case # 1: ‘Green Economic Stimulus: Building Retrofits for Local Residents and Businesses’

Community Recovery Network Ideas for Action – Business Case

Idea Title:

Green Economic Stimulus: Building Retrofits for Local Residents and Businesses

Idea Lead/s:

London Environmental Network (programs include Green Economy London, Greener Homes London)

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:

The London Environmental Network’s (LEN) Green Economic Stimulus: Building Retrofits for Local Residents and Businesses is strongly aligned with the LCRN Framework to support a resilient, equitable, and inclusive post-pandemic future. Specifically, this proposal supports Driving Prosperity and Fostering Community focus areas by addressing economic and environmental indicators. This initiative demonstrates that climate action strategies can help to achieve - instead of competing with - local economic priorities through co-benefits and create a greener, more resilient city for all. Overall, the LEN expects to see more projects, jobs, funds, and resources allocated to the local retrofit sector which will support a sustainable and inclusive economic recovery that meets local climate action targets.

The LEN’s proposal aims to accelerate building retrofits for residents and businesses in London. Through the Driving Prosperity focus area, this initiative will specifically improve local business health, employment, housing affordability and availability, and labour market participation recovery indicators. This will result in a growing green jobs sector, reduced operating and home energy costs, and support a sustainable and inclusive economic recovery. The LEN has been a long-time proponent of a sustainable economy in London. In the past 5 years, the LEN has employed over 25 staff in the environmental sector, secured \$1 million in external funding to create local jobs, and retained talent from Fanshawe College and Western University. In the past three years, the Green Economy London (GEL) program has supported 50 local businesses to set science-based sustainability targets. The LEN, via the GEL program, also generated \$33,000 towards project incentives, which was distributed to 20 different businesses and leveraged into over \$497,000 invested into the local economy. A notable example is the \$5,000 incentive the LEN invested in a PV solar array and EV chargers for the London District Construction Association (LDCA), which cost a total \$101,212 and the incentive helped justify the business case for the LDCA’s project.ⁱ

In addition, the initiative to accelerate building retrofits will address the Fostering Community focus area, by advancing the climate change and environmental sustainability recovery indicator. This will lead to increased engagement surrounding the Climate Emergency Action Plan (CEAP), support greenhouse gas emission reductions to meet CEAP targets, and increased climate-smart activities among residents and businesses. Since its launch in 2015, the LEN has connected Londoners to environmental groups, events, volunteer opportunities, advocacy campaigns, and ways to reduce their environmental impacts at home. Through digital communications, events, and programming, the LEN reaches an audience of over 20,000 Londoners each month. In the past year, the Greener Homes London (GHL) program has provided direct home sustainability support to over 1,000 London residents. This includes Home Checkups where trained staff help residents navigate the complex world of retrofit incentives, secure quotes from contractors, and educate them about energy efficient technology options. As highlighted here, the LEN’s existing and proposed work

heavily aligns with the Driving Prosperity and Fostering Community focus areas, which will support the LCRN indicators and vision for recovery.

LCRN Indicator Alignment:

The proposal to accelerate building retrofits for London residents and businesses will benefit the local economy and environment to advance the following LCRN Framework indicators:

Business Health

From low hanging fruit to deep retrofits, building retrofits help reduce energy consumption and operating costs. By supporting businesses with retrofit projects (including distributing retrofit incentives, navigating federal incentive programs, project guidance, and educational support) the GEL program will assist local businesses with reducing their operating costs. This will enable businesses to reinvest these savings back into their business and the local economy, keeping local businesses open to meet the demands of the community.

Employment & Labour Market Participation

Through the initiative, the LEN will directly hire 2 additional full-time staff and contract Energy Advisors to scale up programming. This will create new and meaningful job opportunities in the environmental non-profit and retrofit sectors. As an employer, the LEN strives to adopt Decent Work practices that support inclusion and equity across the organization's policies, culture, and compensation. This is in strong alignment with developing an inclusive labour market that closes gaps for young workers, women, and racialized workers to join the labour force. As a result, programming will directly benefit local employment and labour market participation indicators. Additionally, the initiative will indirectly support employment and labour market participation by increasing demand for the trades and retrofit services (i.e., contractors, installers, consultants for retrofit projects), which will lead to increased local employment opportunities in these sectors. Creating jobs, especially jobs in sectors that align with a sustainable and inclusive economy, is an essential part of achieving LCRN's renewal and recovery goals.

Housing Affordability and Availability

At the residential level, home retrofits help reduce energy consumption and expenses, allowing residents to spend this money on other living expenses (essential or non-essential). The biggest barrier to energy retrofits is the lack of information and trustworthy partners to help guide residents about their green choices. Residents do not want to become general contractors, finding multiple contractors and funding sources to complete their retrofit projects. The programming makes this process easy, and the LEN's trained staff help residents make informed choices on retrofits options. The GHG program will support residents with navigating retrofit options and provides financial incentives to jumpstart their home retrofit projects. This will reduce financial barriers to retrofits and help residents see immediate cost savings. Further, the LENs aims to target residents more likely to experience energy poverty, such as low-income households in London. Energy poverty is defined as households that spend more than 6% of their after-tax household income on home energy services.ⁱⁱ With an equity-lens to the programming, the LEN can help reduce energy costs for residents experiencing energy poverty and positively impact housing affordability.

Climate Change and Environmental Sustainability

Despite the current and future projected local impacts of climate change (more frequent and extreme weather events, heatwaves, flooding, etc.), climate action and environmental sustainability has been pushed aside in the past two years. The recently approved Climate Emergency Action Plan (CEAP) has outlined a 55% emission reduction by 2030 target and a net-zero by 2050 target.ⁱⁱⁱ To achieve these targets, significant emission reductions must be achieved across residential and commercial buildings city-wide. This is emphasized throughout the document:

- Household emissions are the second highest cause of local greenhouse gas emissions (GHGs), which is mostly derived from natural gas furnaces and water heaters.
- Creating household emission reduction targets, projecting the average household will need to reduce its GHG emissions from 4.8 tonnes per person to 2.2 tonnes per person.
- Creating GHG emission reduction scenarios for different household types, with ten of them including at least one home retrofit project.
- Identifies that home retrofits will be required to meet the 2030 target (such as 100% replacement of local fuel oil heating with heat pumps, reducing natural gas use by 50%, and 270 MW of rooftop solar energy generated by 2030).
- Under Area of Focus 2 - Taking Action Now (Household Actions), working with community partners to engage London homeowners on home energy retrofits is identified as an immediate action.
- Under Area of Focus 3 - Transforming Buildings & Development, encouraging uptake of energy utility conservation programs and incentives for building energy retrofits is identified as an immediate action.

The proposal to scale up building retrofits for residents and businesses will lead to high impact and immediate emission reductions in London. This directly supports the LCRN climate change and environmental sustainability indicator and the CEAP priorities outlined above. Additionally, the LEN expects to see an increase in residents and workplaces aware of and engaged with climate-smart activities through the retrofit programming. This supports the shared goal to bring everyone along in local climate action and supports an inclusive and green recovery. Altogether, the LEN anticipates that the programming will support immediate and long-term goals to mitigate and adapt to climate change locally.

Business Case Deliverables & Impact

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

Idea Summary

The London Environmental Network (LEN) will accelerate building retrofits carried out by businesses and residents through its programs, Green Economy London (GEL) and Greener Homes London (GHL). LEN will scale up program offerings through increased staff support, program delivery, and retrofit incentives for program participants. Examples of building retrofits include switching to energy-efficient or renewable energy options for heating/cooling and appliances, improving insulation and ventilation systems, and other resource-saving improvements in existing buildings.

Specifically, the LEN will hire 2 additional full-time staff to support its existing programs, GEL (business facing) and GHL (resident facing). The LEN's trained staff will support building retrofits carried out by businesses and residents by offering sustainability walkthroughs and Home Checkup consultations, identifying retrofit options, providing lists of local contractors for quotes, navigating retrofit incentives, and educating audiences about sustainable and energy efficient retrofit options (via digital communications, advertising, workshops, etc.). The LEN provides tailored one-on-one services and resources for both business and residential audiences. The concierge services help to simplify the complex world of retrofits and speeds up the transition from fossil fuels to energy efficient and renewable technologies, which is necessary to achieve London's 2030 emissions target. In fact, the CEAP identifies reducing household and building emissions as core energy-related local reductions necessary to close the gap to achieving the 2030 goal. This means that without retrofitting existing commercial and residential buildings, London will be unable to achieve local climate action targets.

Additionally, the LEN will distribute a total of \$100,000 towards retrofit project support for program participants. Upfront costs are a significant barrier to retrofits and fuel switching, despite dramatically reducing energy costs long-term. The LEN team will help residents and businesses access existing federal and provincial incentives, and then where needed use the municipal funds to help cover the cost of retrofits for those unable to cover the remaining costs themselves. Providing financial incentives makes building retrofits more accessible and affordable, especially for those furthest from accessing such programs, and provide long-term cost savings. Program participants will complete an online application form to be considered for the LEN's retrofit project support funds. Applicants will be selected based on eligibility criteria such as: London residency, completion of a Home Checkup with the LEN, completion of an EnerGuide audit with the LEN, income bracket, average monthly energy costs, self-identification of an equity deserving group such as persons with disabilities, refugees, and newcomers, etc. Preference will be given to applicants that meet the energy poverty criteria (more than 6% of their after-tax household income spent on home energy services). This selection process will determine retrofit projects that are impactful in terms of emission reductions and achieving energy justice, and it ensures that equity-deserving groups are provided the necessary resources and supports to engage in a green economic transition.

Lastly, offering retrofit incentives provides enormous benefits for the local economy. Homeowners can access existing retrofit incentives – like the recently announced Canada Greener Homes grants

(up to \$5,000 per household) and loans (up to \$40,000 per household)^{iv} as well as the Enbridge rebates (up to \$5,000)^v – in addition to the LEN retrofit support funds. There are incentive programs available for businesses as well, including the NRCAN Zero Emission Vehicle Infrastructure Program^{vi} and the Save on Energy Retrofit Program^{vii}. Through these combined retrofit incentive offerings, participating businesses and homeowners will help bring in more funds to stimulate London's economy. Equally as important, the retrofit incentives will directly support local contractors, consultants, and installers. This will provide enormous benefits to the local retrofit sector and lead to future job creation from increased demand for green jobs. The LEN estimates that the initiative would create at least 15-20 new jobs, as per Ontario Green Jobs Strategy's rate of 13.41 jobs created per million spent on retrofits.^{viii} Anecdotally, the LEN team has heard from local contractors in the past year that the incentives for green retrofits have increased the demand for energy advisors and trained installers. The LENs hopes to maintain this trend to see more Londoner's engaged in meaningful employment and can track this demand through periodic check-ins with local contractors.

Many retrofit options include fuel switching, from gas, propane, or natural gas to electric. Fuel switching keeps more money in London's economy because it goes towards London Hydro instead of fossil fuel companies based outside of London or the province. This effect is referred to as "energy productivity". According to the Community Energy Use & Greenhouse Gas Emissions Inventory Report, London's energy productivity has increased from \$524 of Gross Domestic Product (GDP) in 1990 to \$717 in 2020. As the LEN's retrofit programming increases fuel switching locally, London can expect to see this positive energy productivity trend continue.

As a result of the retrofit programming, the London community will see reduced greenhouse gas emissions, reduced energy costs for businesses and residents, and an increase in funds reinvested into the local economy via retrofit projects. This initiative is strongly aligned with the LCRN recovery and renewal focus areas and the CEAP, which will assist London's transformation into a green and resilient city in the next 3 years.

Idea Benefits

Employment & Labour Market Participation

The LEN will support local employment and job creation directly and indirectly:

- Create 2 additional full-time employment opportunities at the LEN
- Drive retrofit job creation through increased demand for retrofit projects (via incentives)

Climate Change and Environmental Sustainability

The LEN will support residents and businesses with retrofit projects that will reduce greenhouse gas emissions to meet climate targets outlined in the CEAP:

- 1,000 new residents participating in GHL
- 400 energy audits completed
- 200 residential emission reduction projects completed
- 25 new businesses participate in GEL
- 25 new targets set by businesses in emissions, water, waste reduction areas

Business Health & Housing Affordability

Retrofit projects will reduce energy costs for residents and businesses, allowing residents to invest this money in the local economy:

- 10% reduction in home energy costs for participating residents for switching from gas to electricity options
- 10% reduction in operating costs for participating businesses, which can be reinvested locally back into their business

Investing in Local Economy

The LEN's retrofit project support funds for residents and businesses can be used in isolation or in combination with additional incentive programs (such as Canada's Greener Homes, Enbridge, etc.). This will help top-up retrofit project expenses and bring in more spending into London's economy, creating spin-off economic benefits in the local retrofit sector:

- The LEN's \$50,000 project support for residents is leveraged to access the Canada Greener Homes federal rebates, for up to an additional \$500,000 of federal funds secured for local London contractors, installers, and consultants

- The LEN's \$50,000 in project support for businesses is leveraged to access \$500,000 from additional incentive programs, spent locally on sustainability contractors, consultants, and installers

Idea Timeline

September - December 2022

- Hire and train staff to support the GEL and GHG programming to accelerate the capacity for onboarding new businesses and residents.

January 2023 - December 2024

- Support 25 new businesses and 1,000 new residents through programming (including audits, sustainability action plans, budgeting, securing contractors, reporting on reductions, and retrofit incentives), following along with the outlined business case metrics as project checkpoints.
- The LEN will schedule quarterly check-ins with stakeholders, including the City of London's Environment & Infrastructure Service Area, to track project progress and identify areas for improvement.

December 2024

- Complete final project report, highlighting feedback from participants, emission reductions, economic benefits, and next steps for retrofit programming in London.

Funding Requested

The LEN is requesting \$400,000 over 3 years which will fund (1) retrofit project funds for residents and businesses, (2) two additional staff for the LEN's retrofit programs (GHG and GEL) and (3) retrofit program delivery (events, advertising, scheduling platform fees, etc.):

- 2022 – \$45,000
- 2023 – \$182,500
- 2024 – \$172,500

Leveraged contributions (total of \$1,614,811) include:

- Secured:
 - NRCAN Federal Funding - for low-income non-profit housing supports - \$406,811 over 3 years
 - Ontario Trillium Foundation - for upgrades to GHG digital programming - \$135,000 over 2 years
 - Peter Gilgan Foundation - for GHG programming - \$43,000 in 2022 only
- To Be Secured:
 - Corporate Sponsors - for LEN and its programs - \$30,000 over 3 years
 - Federal Retrofit Incentive Funding - for residents - \$1,000,000 over 2 years
 - Enbridge Home Efficiency Rebates - for residents - up to \$5,000

Sustainability

The initiative will speed up the green and just economic recovery in London and result in long-term positive impacts after the City funding ends. This will be most prominently seen through continued emission reductions and energy cost reductions from the completed retrofit projects. For instance, insulating an attic can reduce up to 20% of heating and cooling costs and save hundreds of dollars in heat and cooling costs per year. This provides an economic benefit (as the cost savings can be reinvested into the economy and support business health), and an environmental benefit (as the emission reductions contribute to CEAP targets), which will continue indefinitely after the attic insulation is completed. These impacts will be replicated across the city as we support an anticipated 25 new businesses and 1,000 new residents with retrofit projects by 2024.

Additional long-term economic development outcomes will be seen through the leveraged funds, which will increase total spending for the local retrofit sector and spark further growth of the sector beyond 2024. The LEN has secured \$33,000 in the past three years, which was redistributed to 20 different businesses through incentives and has been leveraged into over \$497,000 being invested locally through solar contractors, garden centers, HVAC contractors, electricians, and sustainability consultants. It is anticipated that the retrofit project incentives will be leveraged to \$1M invested in the local retrofit sector over the next 3 years. This will kick start the necessary transition towards a green economic recovery and create cascading impacts such as increased employment, increased talent recruitment and retention, new partnerships, and building London's reputation as a hub for green economic opportunities.

Business Case Financial Impacts

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

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Retrofit Project Support (ex. air source heat pumps, solar, insulation, fleet upgrades, green infrastructure, etc.)	\$15	\$42.5	\$42.5	\$100
Staff Support for Greener Homes London	\$10	\$45	\$45	\$100
Staff Support for Green Economy London	\$10	\$45	\$45	\$100
Program Delivery (ex. events, education, communications, advertising, etc.)	\$10	\$50	\$40	\$100
Total Project Cost	\$45	\$182.5	\$172.5	\$400
NRCAN Federal Funding: low-income non-profit housing supports - secured	\$105.8	\$168.1	\$132.9	\$406.8
Ontario Trillium Foundation - secured	\$67.5	\$67.5		\$135
Peter Gilgan Foundation - secured	\$43			\$43
Corporate Sponsors - to be secured	\$10	\$10	\$10	\$30
Federal retrofit incentive funding (for residents \$5,000 x 200 projects) - to be secured		\$500	\$500	\$1,000
Enbridge Home Efficiency Rebates (for residents, up to \$5,000) – to be secured	\$5	\$5	\$5	\$15
Leveraged Contributions	\$231.3	\$750.6	\$647.9	\$1,629.8
Net Request (Requested City Investment)	\$45	\$182.5	\$172.5	\$400

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
Green Economy London members (Target = 25 new members)	53	58	68	78
New emissions, waste, and water reduction targets set by Green Economy London members (Target = 25 new targets)	0	5	10	10
Average energy cost reductions for participating businesses (Target = Average 10% energy cost reductions)	0%	2.5%	7.5%	10%
Amount leveraged to local retrofit sector from business retrofit incentives (\$50,000) (Target = \$500,000 total)	0	\$75,000	\$212,500	\$212,500
Residents participating in Greener Homes London Home Checkups (Target = 1,000 new residents)	1,000	1,200	1,600	2,000
EnerGuide Audits completed (Target = 400 EnerGuide audits)	9	100	200	400
Residential emission reduction projects completed (Target = 200 emission reduction projects)	0	50	100	200
Average energy cost reductions for participating residents (Target = Average 10% energy cost reductions)	0%	2.5%	7.5%	10%

Amount leveraged to local retrofit sector from residential retrofit incentives (\$50,000) (Target = \$500,000 total)	0	\$75,000	\$212,500	\$212,500
Jobs created in the retrofit sector (measured from local contractors, installers, and consultants engaged through LEN retrofit funds) (Target = 15 total)	0	5	10	15

What are the risks of not proceeding?

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

The most significant risk posed by not implementing the proposed initiative is the inability to meet local climate action targets, specifically the first milestone target of 55% emission reduction by 2030. As outlined in the CEAP, building retrofits are essential for closing the gap. For example, reducing natural gas in buildings by 50% will reduce GHGs emissions by 500,000 tonnes per year. While the London community may feel disappointment by not achieving a goal, the impacts of climate change are much more real and will be felt by residents across London. More frequent and severe weather events like flooding^{ix}, heat waves^x, and extreme temperatures will become the new normal for London as well as public health issues like increase Lyme disease from ticks^{xi}, and this will disproportionately impact those groups that are less equipped to respond to climate change impacts. By taking urgent and immediate action through the building retrofit acceleration proposal, London will be headed in the right direction towards local emission reduction targets, while also creating co-benefits for the economy and surrounding communities.

Additionally, local efforts to transition to a sustainable and inclusive recovery will be stalled, as all the outlined benefits for business health, household affordability and availability, labour market participation, climate change, and employment will not be generated. This may create challenges for Londoners and negatively impact their livelihoods in the short-term. It may also contribute to long-term economic challenges because delaying action will only amplify existing problems identified through the LCRN. By investing in the green economy and resiliency measures now, Londoners and businesses can help to reduce future spending as “every dollar spent in prevention and resiliency equals at least 20 dollars of reactive emergency response”.^{xii}

Other Information

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

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ⁱ [London Free Press – London's Sustainability Leaders](#)

ⁱⁱ [Canadian Urban Sustainability Practitioner](#)

ⁱⁱⁱ [City of London - Climate Emergency Action Plan](#)

^{iv} [NRCAN - Canada Greener Homes Grant.](#)

^v [Enbridge - Home Efficiency Rebate.](#)

^{vi} [NCRAN – Zero Emission Vehicle Infrastructure Program](#)

^{vii} [SaveOnEnergy – Retrofit Program](#)

^{viii} [Ontario Green Jobs Strategy](#)

^{ix} [Global News – City of London responds to flooding amid record-breaking rainfall](#)

^x [Intact Centre on Climate Adaptation - Irreversible Extreme Heat](#)

^{xi} [Public Health Ontario – Ontario Lyme Disease Map 2022](#)

^{xii} [Environment Journal](#)

Appendix B: LCRN Business Case # 2: ‘Belong: Inclusive Arts Experiences for Children and Youth’

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

Belong: Inclusive Arts Experiences for Children and Youth

Idea Lead/s:

London Arts Council

Idea Alignment with the LCRN:

The recovery and renewal focus areas are interdependent. All three need to move forward to achieve the recovery vision.

Investing in People

- **Educational Attainment:**

The two-year COVID-19 Pandemic school closures disrupted all levels and types of education. This has resulted in learning loss, increased absenteeism, interruption of specialized educational and developmental services, and smooth educational transitions.

Closures precluded the London Arts Council from delivering essential in-class artistic programming through the Arts Education Classroom Experience. This further deprived children and youth opportunities for developing crucial “out of the box” thinking and conceptualization of problem-solving abilities through enhanced, alternative learning experiences. No one learns in the same manner. Belong: Inclusive Artistic Experiences for Children and Youth will fill these voids/gaps and alleviate these losses within our community.

Participation in artistic programming, improves children’s cognitive and emotional development, self-regulation, and academic achievement. The communities (children, youth, families) served through the Belong Program will have access to inclusive, quality artistic programming led by professional and emerging artists. Assisting our children on the road to recovery of full educational opportunities.

London’s youth is in jeopardy and therefore our community is in jeopardy if we do not support them. They must reach their full potential. Higher educational attainment is linked to increased income, lower crime and mortality rates, improved health, and increased participation in civic engagement. The Program provides, by extension, professional development and educational attainment for child and youth workers through access to the development of artistic strategies and concepts, working along side professional artists/emerging artists. These concepts and strategies can be further utilized in their community programming into the future.

Belong: Inclusive Artistic Experiences for Children and Youth will fill these voids/gaps and alleviate these losses within our community. This ensures all Londoners have access to quality education opportunities, supporting individuals and thus the community to recover and thrive. And subsequently, talent retention.

- **Income:**

Income refers to the amount of money individuals earn from all sources. Income for artists as creatives can be disparate at the best of times, and usually requires supporting part-time jobs. Having an adequate income means that people can take care of their basic needs. Food, rent, utilities. Basic requirements.

Poverty and financial inequity have been amplified in London by the COVID-19 pandemic, with low-wage workers being particularly impacted by the pandemic due to job loss and the shuttering of many businesses and services. Professional artists, already low-wage earners, suffered loss of income from both artistic engagements and supporting part-time jobs.

Belong: Inclusive Artistic Experiences for Children and Youth provides paid professional development and meaningful work for artists and emerging artists. This income is critical to the financial recovery of professional and emerging artists whose artistic careers and livelihoods, or educational achievement goals have been severely impacted by the COVID-19 Pandemic.

- **Mental Health:**

Mental health encompasses the well-being in which an individual lives and realizes their own abilities, copes with the stresses of life, works and contributes to the world, realizing their own personal abilities.

It is no secret that there's a strong connection between arts/cultural participation and mental health: According to the recent research resource announced by Hill Strategies – Canadians' Arts Participation, Health, and Well-Being (<https://hillstrategies.com/resource/canadians-arts-participation-health-and-well-being/>), there is solid evidence of a connection between cultural participation and mental health.

Everyone, individually, lives in different "states" of "mind" or "mental health." If people are not in harmony with themselves, they will not be in harmony with their surroundings and community. When individuals are given the ability to access opportunities, and encouraged to do so, as a community we achieve recovery and a community grounded in a state-of-well-being through education and participation. Allowing everyone to realize their ability to contribute to their community, ensures everyone's benefit.

The Belong Program supports local artists, children, youth, and families by providing meaningful creative programming, engaging them in artistic creation, expression, and participation, thus enhancing the mental health and well-being of all the participants.

As London, hopefully, enters a period of recovery from the pandemic, mental health, artistic programming will and should influence both social and economic recovery indicators. In supporting the mental health of our community, the LCRN will contribute to workforce participation, physical health, and social connection, all of which are required for a safe and healthy recovery from the COVID-19 pandemic. Engagement through artistic programming can and will provide needed supports.

Imposed isolation and income loss over the past two and a half years has caused severe mental health stressors within the arts sector. **Belong: Inclusive Artistic Experiences for Children and Youth** provides critical income and creative outlets for professional and emerging artists.

Through professional, social, and experiential educational interactions, artists will regain their creative personal purpose, income, sense of belonging and community engagement, thus reducing mental health stressors.

Driving Prosperity

- **Arts, Culture and Tourism:**

COVID-19 restrictions shuttered many arts, culture, and tourism events and programs. Reduced levels of tourism, cancellation of arts and culture events, and reductions of public and private funding resulted in four out of five businesses in this sector experiencing a decrease in revenue in 2020. Between February and July 2020, real gross domestic product in the arts, entertainment, and recreation subsector decreased by 50%. In comparison, GDP for all Canadian industries fell by 5.6%.

Arts, culture, and tourism provide substantial economic benefits to a community, while also contributing to individual and community well-being by encouraging creative expression and practice. A strong and vibrant arts sector subsequently drives tourism by bringing visitors to

our community to participate in and experience London's culture.

- **Employment:**

A strong economic recovery will require the creation of jobs in existing and new sectors. Investments in job creation brings opportunities for workers and businesses alike. Fair, equitable, and diverse job creation in London will ensure that everyone has the best possible opportunity to participate and benefit from recovery.

Employment is at the heart of smart, sustainable, and inclusive recovery. Meaningful work contributes to positive feelings of self-worth, purpose, and belonging, reduces the risk of depression and psychological distress, improves perceived physical and mental health, and increases financial stability.

The Belong Program provides total paid program development/mentorship hours for professional **mentor** artists (**10**) for 2 ½ years: **1,600 hours/ each artist 160 hours**. Provides total paid program delivery/mentorship hours for **ten** (10) professional **mentor** artists for 2 ½ years: **2,500 hours/ each artist 250 hours**. Provides total paid development/mentorship hours for **fifty** (50) **mentee** emerging artists for 2 ½ years: **4,000 hours/ each mentee artist 80 hours**.

- **Labour market participation:**

Labour market participation reflects the active workforce in London. It includes people who are employed and seeking employment.

An inclusive labour market allows and encourages all people of working age to participate in paid work. Sustainable economic growth requires enhanced labour market participation. As London rebuilds its economy, there is an opportunity to re-envision the labour market and deliberately close existing gaps. The right infrastructure will be required to encourage dislocated youth, female, and racialized workers to rejoin the labour force. The pandemic has opened a unique opportunity to address the long-standing shortcomings in the labour market.

The Belong Program provides meaningful work with critical income/employment for professional and emerging artists supporting their physical, mental, financial, and creative well-being. The Belong Program thus supports the labour market participation of 60 individuals over a 2 ½ year period.

- **Talent Recruitment and Retention:**

Talent recruitment and retention refers to the overall process of engaging, onboarding, training, and keeping skilled employees.

Recovery in the arts and culture sector, has a broader impact on the economy because of the interdependency with other industries such as retail and hospitality. As such, supporting the arts and culture sector in London contributes to the development and retention of local talent supporting local jobs, the local economy, and community vitality.

The Belong Program provides meaningful work with critical income/employment for professional and emerging artists supporting their physical, mental, financial, and creative well-being. The Belong Program thus supports the labour market participation of 60 individuals over a 2 ½ year period.

Fostering Community

- **Anti-Racism and Anti-Oppression; Climate Change and environmental Sustainability:**

The Belong Program provides initiatives and actions focused on reconnecting people and neighbourhoods and fostering a community where all Londoners can live, work, and play.

The Belong Program provides regular/safe settings where children and youth can participate in and contribute to quality arts experiences, created, and delivered by professional senior arts educators and emerging artist assistants from Equity-Deserving communities. The arts experiences will encompass culturally diverse art practices, forms, and themes including social justice, environment and sustainability, social inclusion, exploration, experimentation, and self-reflection. Participants will explore a variety of artistic techniques and processes

reflecting upon and exploring themes including anti-racism, environmental sustainability, and community.

- **Community Belonging:**

A sense of community belonging reflects whether individuals feel connected to a community or group (e.g., social, cultural, professional) and that they matter to one another and to the group.

With the closure of community spaces, programs, schools, and workplaces and reduced in person interactions during the COVID-19 pandemic, people are experiencing a lack of community connection. With people being less involved in their neighbourhood or community and diminished social interaction during the pandemic, more Canadians have reported feeling isolated in 2020 compared to 2019.

The Belong Program provides specialized, community-based (registered and drop-in) experiential artistic programming for children/youth/families across a greater number of communities in London through collaboration with five (5) neighbourhood community centres/libraries - **Northwest London Resource Centre, South London Neighbourhood Resource Centre, Neighbourhood Resource Association of Westminster Park, Crouch Community Centre, Glen Cairn Community Resource Centre.**

Business Case Deliverables & Impact

Idea Summary:

Purpose: The Pandemic, while causing deep and disruptive effects on our economy also laid bare the disproportionate inequities faced by our society's most vulnerable and marginalized. As a community, we must be empathetic to all, inclusive to all, and support all. LAC's innovative program aligns and coordinates community efforts to drive a strong, deep, and inclusive recovery for London. Delivered with creativity, compassion, and community, "**Belong: Inclusive Arts Experiences for Children and Youth**" invests in London's people, community, and collective future as we navigate through this period of recovery and renewal.

London Arts Council (LAC), with the support of the London Community Recovery Network (LCRN), will continue investing in the foundations of a strong, inclusive, and equitable post-pandemic city. LAC develops and implements equitable and inclusive programs through cross sector community collaborations with an organic whole-of-community approach. This approach ensures all Londoners have access to employment, professional development, services and supports that promote physical and mental well-being, inclusivity, and diversity of traditions within their neighbourhoods. These supports are developed through participation in quality artistic programming.

LAC through **Belong: Inclusive Arts Experiences for Children and Youth Program**, meets a proven need for free, quality arts programming experiences for children and youth from low-income and new-comer families, in areas of London where these experiences have been less accessible. The Program encourages peer to peer creative social interactions, young adult with adult role model opportunities, and mentor to mentee relationships.

The program provides regular/safe settings where children and youth can participate in and contribute to quality arts experiences, created, and delivered by professional senior arts educators and emerging artist assistants from Equity-Deserving communities. The arts experiences will encompass culturally diverse art practices, forms, and themes including social justice, environment and sustainability, social inclusion, exploration, experimentation, and self-reflection. Participants will explore a variety of artistic techniques and processes.

LAC, as the steward applicant, will collaborate with five community organizations (sites), to develop and implement **Belong: Inclusive Arts Experiences for Children and Youth Program**. Neighbourhood Resource Centres and public libraries serve unique and diverse populations and have connections with or access to a child and/or youth worker(s), or someone as an intermediary with participants and artist educators/emerging artists. LAC will administer the Program through its operational infrastructure providing calls to artists and emerging artists, police vulnerable sector background checks, hiring, training, supervision of mentorship(s) and their outcomes, payroll, promotion, communications, scheduling, data collection and reporting.

Idea Benefits the Program provides numerous direct benefits to the London community, including

1. Provides total paid program development/mentorship hours for **mentor** artists (**10**) for 2 ½ years: **1,600 hours/ each artist 160 hours**. Professional development, meaningful work with critical income for artists supporting their physical, mental, financial, and creative well-being. Further development of London's professional arts sector, labour market participation, talent retention and supporting community belonging.
2. Provides total paid program delivery/mentorship hours for **ten** (10) **mentor** artists for 2 ½ years: **2,500 hours/ each artist 250 hours**. Meaningful work with critical income for artists supporting their physical, mental, financial, and creative well-being. Further development of London's professional arts sector, labour market participation, talent retention and supporting community belonging.
3. Provides total paid development/mentorship hours for **fifty** (50) **mentee** artists for 2 ½ years: **4,000 hours/ each mentee artist 80 hours**.

Education disruptions, reduced enrolment, student disengagement, and loss of learning were challenges experienced during the pandemic. Evidence indicates pandemic school closures have negatively affected academic achievement and have resulted in learning losses, increased absenteeism, interrupted access to specialized educational/developmental services and disrupted educational transitions. **Belong: Inclusive Arts Experiences for Children and Youth** will fill these voids/gaps and alleviate these losses, supporting educational and professional attainment for youth/young adults.

4. Provides total paid program delivery, mentorship hours (over 2 ½ years) for **fifty** (50) **mentee** artists: **2,500 hours/ each mentee artist 50 hours**. Meaningful work with critical income/employment for emerging artists supporting their physical, mental, financial, and creative well-being. Further development of London's professional arts sector, labour market participation, talent retention and supporting community belonging. Providing support for educational attainment, labour market participation, retention of young talent in our community.

The ability to access educational development directly impacts increased income, lower crime and mortality rates, improved health, and increased participation in political and social institutions.

5. As the COVID-19 pandemic has disrupted all levels and types of education, addressing learning gaps created during the pandemic and ensuring all Londoners have access to quality education opportunities will help individuals and the community to thrive. Provides a total of **five hundred** (500) sessions delivered over 2 ½ years: each location – **one hundred** (100) sessions.

The **Belong: Inclusive Arts Experience for Children and Youth Program** provides specialized, community-based (registered and drop-in) experiential artistic programming for children/youth/families across a greater number of communities in London through collaboration with five (5) neighbourhood community centres/libraries - **Northwest London Resource Centre, South London Neighbourhood Resource Centre, Neighbourhood Resource Association of Westminster Park, Crouch Neighbourhood Resource Centre, Glen Cairn Community Resource Centre**. Labour market participation, income, employment, talent retention, community belonging and inclusion.

Early childhood education improves children's cognitive and emotional development, self-regulation, and academic achievement. The communities (children, youth, families) served by the above-mentioned resource centres, will have inclusive, quality artistic programming led by professional and emerging artists. Participants will explore multiple artistic disciplines and themes including anti-racism, environmental sustainability, and community.

6. Provides, by extension, professional development and educational attainment through artistic strategies and concepts for child and youth workers. Continued, extended employment, talent retention, professional development, wellbeing, income, labour market participation, community well-being.

Idea Timeline

- September – December 2022 – First year program development
- January – December 2023 – First year program delivery/ Second year program development/ Data collection
- January – December 2024 – Second year program delivery/ Data collection.
- January – June 2025 – Final report

Funding Requested – Current fiscal year 2022 to the end of fiscal year 2024 - **\$411,356.00**

Sustainability – The London Arts Council has a proven history of leveraging program investments. LAC will continue working with both private and public sector investors in support of the continuity of the program. At the conclusion of this program, evaluation and future sustainability opportunities will be discussed with the Culture Office.

Business Case Financial Impacts

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

For detailed budget, please refer to [appendix 1], noted below Other Information section.

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Program Development (artist fees and admin)	\$71.4	\$71.4	\$0	\$142.8
Program Delivery (artist fees for planning/ program delivery/ mentorship, materials/supplies, youth worker fees, other, and admin), venue rental	\$0	\$165.5	\$165.5	\$331.0
Total Project Cost	\$71.4	\$236.9	\$165.5	\$473.9
In Kind program delivery space – London Public Library (January 2023 – December 2024)	\$0	\$31.3	\$31.3	\$62.50
Leveraged Contributions	\$0	\$31.3	\$31.3	\$62.5
Net Request (Requested City Investment)	\$71.4	\$205.7	\$134.3	\$411.4

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
Number of professional and emerging artists participating in the program	0	30	60	30
Number of program participants (youth and children)	0	0	2,500	2,500
Number of sessions delivered	0	0	250	250
Number of community centres/libraries involved	0	5	5	5

What are the risks of not proceeding?

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

For the arts community:

- Lack of financial support for artists that are out of work or have had their work severely disrupted due to the impact of the COVID-19 Pandemic.

- Lack of extensive professional development and training opportunities for emerging artists who could use these opportunities to build their business, skill set and networks and fill voids/gaps in higher educational attainment.

For the intended constituents (low-income and newcomer families, children, and youth):

- Lack of opportunities to participate in cultural, social, and educational community-based activities that are authentic and meaningful.
- Lack of opportunities to participate in experiential, peer to peer and role model learning that is based on artistic and conceptual themes of diversity, inclusion, and empowerment.
- Lack of opportunities to positively express/address mental health issues and challenges through artistic exploration.
- Lack of opportunities to create a sense of belonging, community participation, engagement, sharing and learning.
- Lack of opportunities to create lasting social and professional networks.

For the Neighbourhood Resource Centre's and Public Libraries:

- Lack of professional, experiential, inclusive and equitable professional artistic programming for low-income and newcomer children, youth, and families.
- Lack of opportunities to develop authentic and meaningful relationships with children, youth, and their families.
- Lack of opportunities to strengthen existing and create new relationships with children, youth, and their families.

Other Information

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

Neighbourhood Resource Centres and public libraries serve unique and diverse populations and play important roles in the delivery of inclusive, community-focused programming and social/community development. The London Arts Council has the support and participation of the following five (5) community centres/libraries in the development and delivery of **Belong: Inclusive Arts Experiences for Children and Youth**. Their mandates are:

Crouch Neighbourhood Resource Centre is a thriving community where everyone reaches their potential. To build a healthy community where everyone belongs and can access resources with dignity.

Glen Cairn Community Resource Centre is an innovative community hub that creates opportunities to gain experience, grow, and work together

The **Northwest London Resource Centre** has a vision to empower and enrich the neighbourhood in an inclusive environment by providing opportunities that engage and empower residents to achieve their personal potential and healthy quality of life.

The **Southwest London Neighbourhood Resource Centre** offers programs and services within the South London Community Centre and within the communities of **Westminster, White Oaks, Westmount, and surrounding areas** in London. Through our programs and services, we work with children, youth, adults, seniors, families, and immigrants. We use a community development approach to provide opportunities that engage and empower residents to achieve their personal potential and a healthy quality of life.

Neighbourhood Resource Association of Westminster Park provides improved resources for the residents of Westminster Park. To provide opportunities among all residents, including youth, families, and seniors. To encourage volunteerism, leadership, and community pride. The Neighbourhood Resource Association of Westminster Park (NRAWP) is a community-based volunteer organization made up of Westminster Park residents. We strive to bring programs and services to the neighbourhood for all residents, both directly and through partnerships with other agencies.

[Appendix 1] Detailed Budget

Belong: Inclusive Arts Experiences for Children and Youth						
Item	Descriptions	One Cycle Amount	2022 (SEP-DEC)	2023 (JAN-DEC)	2024 (JAN-DEC)	Total Amount (2022-2024)
Program Development	5 Mentors - Basic Concept Development for 10 sessions: 8 hrs/session X 10 sessions X \$25/hr X 5 mentors	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ -	\$ 20,000.00
	5 Mentors - Planning Sessions with 25 Mentees (5 mentees per mentor): 8 hrs/session X 10 sessions X 25/hr X 5 mentors	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ -	\$ 20,000.00
	25 Mentees - Planning Sessions with 5 Mentors: 8 hrs/session X 10 sessions X \$20/hr X 25 Mentees	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ -	\$ 80,000.00
	Supplies (One-time material expenses required for session development): \$200/mentor X 5 mentors	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00		\$ 2,000.00
	Other expenses: police check for 30 artists	\$ 2,100.00	\$ 2,100.00	\$ 2,100.00	\$ -	\$ 4,200.00
	Admin/programming/supervision	\$ 8,315.00	\$ 8,315.00	\$ 8,315.00	\$ -	\$ 16,630.00
Sub Total (Program Development)		\$ 71,415.00	\$ 71,415.00	\$ 71,415.00	\$ -	\$ 142,830.00
Program Delivery	5 Mentors - Prep for each session : 2 hrs prep X 10 sessions X \$25/hr X 5 mentors X 5 locations	\$ 12,500.00		\$ 12,500.00	\$ 12,500.00	\$ 25,000.00
	25 Mentees - Prep for each session: 2 hr prep X 10 sessions X \$20/hr X 25 mentees X 1 location	\$ 10,000.00		\$ 10,000.00	\$ 10,000.00	\$ 20,000.00
	5 Mentors - facilitation: 3 hrs/session X 50 weeks X \$50/hr	\$ 37,500.00		\$ 37,500.00	\$ 37,500.00	\$ 75,000.00
	25 Mentees - facilitation: 3 hrs/session X 10 weeks X \$30/hr	\$ 22,500.00		\$ 22,500.00	\$ 22,500.00	\$ 45,000.00
	Materials (Session Materials): \$75/session X 250 sessions	\$ 18,750.00		\$ 18,750.00	\$ 18,750.00	\$ 37,500.00
	Supplies (One-time material expenses required for session delivery): \$400/mentor X 5 mentors	\$ 2,000.00		\$ 2,000.00	\$ 2,000.00	\$ 4,000.00
	Youth workers : \$25/hr X 2 hour X 250 sessions	\$ 12,500.00		\$ 12,500.00	\$ 12,500.00	\$ 25,000.00
	Venue expenses: \$125 X 250 sessions	\$ 31,250.00		\$ 31,250.00	\$ 31,250.00	\$ 62,500.00
Admin/programming/supervision	\$ 18,513.00	\$ -	\$ 18,513.00	\$ 18,513.00	\$ 37,026.00	
Sub Total (Program Delivery)		\$ 165,513.00	\$ -	\$ 165,513.00	\$ 165,513.00	\$ 331,026.00
TOTAL PROJECT COST		\$ 236,928.00	\$ 71,415.00	\$ 236,928.00	\$ 165,513.00	\$ 473,856.00
Leveraged Contributions						
Item	Descriptions	One Cycle Amount	2022 (SEP-DEC)	2023 (JAN-DEC)	2024 (JAN-DEC)	Total Amount (2022-2024)
Venue Rental	In-kind program delivery space - London Public Library	\$ 31,250.00	\$ -	\$ 31,250.00	\$ 31,250.00	\$ 62,500.00
NET REQUEST (Requested City Investment)		\$ 205,678.00	\$ 71,415.00	\$ 205,678.00	\$ 134,263.00	\$ 411,356.00

Appendix C: LCRN Business Case # 3: ‘Argyle BIA Currency Pilot Program’

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

Argyle BIA Currency Pilot Program

Idea Lead/s:

Argyle Business Improvement Association (Argyle BIA)

Idea Alignment with the LCRN:

LCRN Focus Area and Indicator Alignment:

The Argyle Currency Pilot is aligned with two LCRN focus areas: Driving Prosperity and Fostering Community.

Driving Prosperity:

This pilot aligns with the Driving Prosperity focus area because it provides people with the opportunity to support Argyle businesses by spending BIA designated dollars. This program may also mitigate the negative effects the current and upcoming construction projects (2022 – 2023) will have on the health of the businesses. It also supports economic resilience and recovery, a key pillar of the Argyle BIA.

The indicator chosen for this pilot is **business health**. Research demonstrates that, like the Argyle currency, gift card programs are a catalyst for improving the economic health of businesses through encouraging and increasing local spending in a targeted area, as well as mitigating any of the effects of construction projects within close proximity of businesses.

Fostering Community:

This pilot aligns with the Fostering Community focus area because it provides people with the opportunity to increasingly engage with local Argyle BIA businesses. The indicators chosen for this pilot are **community belonging**, and **community engagement and social isolation**. Part of strengthening the sense of belonging and cohesion within the community is increasing engagement opportunities for its members. The Argyle BIA believes that the Argyle Currency Pilot Program is that opportunity for its community members.

Business Case Deliverables & Impact

Idea Summary:

The Argyle BIA requests \$27,573 to pilot the Argyle Currency Pilot Program in the Fall of 2022. Creating Argyle Currency (a gift card program) builds off the success of the London Tourism Visa Gift Card program and will develop a "made in community" economic and social support system. This currency system will increase local spending to assist businesses with recovering from the past hardships of COVID and mitigate the current and future impacts of construction projects.

To execute this pilot, the Argyle BIA will be utilizing the Miconex system to leverage the numerous benefits it provides, including flexibility for other BIAs to join the program, its data collection capabilities, and start-up assistance it provides with the currency program.

Idea Benefits:

Numerous benefits stem from the development of the Argyle Currency pilot program:

- Creation of a local currency system that is “locked” into the community. Gift cards are guaranteed funding for businesses that will be spent locally within the boundaries of the Argyle BIA.
- The initial allotment of funding on these cards (\$20.00) will be a starting point for spending in local businesses, the intent is to have the initial \$20 be leveraged by additional spending. Research demonstrates that consumers often spend their own funds on top of the card, 50% more than the card amount (refer to the metrics table below).
- Local spending programs like this pilot intend to provide alleviation from the residual effects of COVID and the ongoing impacts of two years of current and future construction projects for Argyle businesses. Customers will also be able to make purchases online which will provide another avenue for small businesses to gain access to the community (captured in the metrics table below).
- The Argyle Currency is an engagement opportunity for community members to demonstrate their sense of belonging in the community. All locations of purchases can be measured by the Miconex system and will be provided in the business case.
- Often, small businesses cannot achieve a gift card program on their own due to high set-up costs and complex closed loop set-ups. This opportunity allows the BIA to provide the much-needed service for small businesses. Miconex works within the existing credit card framework making participation in this program low cost and easily accessible for merchants.
- With Miconex, there is an e-commerce website that allows consumers within the BIA, London and around the world to buy “Argyle Currency.” Stores with an online presence can receive purchases from around the world. Not only is this economically beneficial, but it elevates the status of Argyle and London as an online shopping destination.
- Miconex start-up fees provide several supports that will benefit the Argyle BIA. They will additionally offer partnership opportunities for other London BIAs, in the future, if they would like to start their own program with Miconex. If another BIA wishes to partner, it will need to provide its own marketing, associated materials, and ongoing maintenance fees. Noting that the Argyle BIA will support the development of the system for its partners and provide assistance along the way to develop their own program.
- Overall, the Argyle Currency pilot intends to foster a recovering economy, by creating a sense of community through this engagement and encouragement to spend money locally.

Argyle Currency Pilot Timeline (6 months; August 2022 to January 2023):

August 2022

- Begin to work with the Miconex Project Manager to develop the Argyle Currency program.
- Items to be developed include: marketing plan, evaluation plan, logistics, branding and event launch planning, and outreach to membership.
- Argyle Currency Marketing to be incorporated into the Halloween Event in the Argyle BIA, Santa Claus Parade, and other holiday programming.

September 2022

- Continue to develop the items listed above.
- Outreach into membership. Promote the currency.
- Gain feedback from the membership into the development of this project. Visit businesses to have discussions and receive their input.
- Launch event planning for the Annual General Meeting of its membership.

October 2022

- Continue to develop the items involved with launching the pilot.
- Contribute funds to the future development of this program through the 2023 Argyle BIA Budget.

November 2022

- Launch Argyle Currency at the Annual General Meeting.
- Begin incorporating the Argyle Currency into the Holiday Programs, Santa Claus Parade, etc.

December 2022

- Continue to integrate the Argyle Currency in the Santa Claus Parade and social media holiday campaigns. Specifically add a campaign code to a group of cards to track the spending of those cards and the metrics for the business case for council.

January 2023

- Evaluate the Argyle Currency pilot program.
- Discuss this project in its Strategic Planning for 2023-2025 with the board, membership, and greater community through its partnerships.
- Discuss collaboration with other BIAs at a future meeting.

Funding Requested: \$27,573

Out of the total amount requested, \$17,573 will provide the marketing, logistics, evaluation metrics and all other costs associated with the development of the Argyle Currency program. The development of this program will be in partnership with Miconex. Miconex provides all the information, assistance and support needed to successfully launch and sustain a gift card program geared for BIAs and many communities across the world.

The additional \$10,000 is requested to provide the initial funding for the cards, which as the research demonstrates, will be leveraged to increase the spending of its recipients in the community.

If the pilot is shown to increase spending, business resilience, and increased community engagement after the holiday season, the Argyle BIA will include the program maintenance costs into their annual budget for 2023. In January, this program will be incorporated into the three-year Strategic Plan.

Once this pilot is completed in 2022, in the following year, the Argyle BIA will share its knowledge and experience with this program, to assist other BIAs in London, that do not have a gift card or currency program, to launch their own with the assistance of the Argyle BIA.

Argyle BIA is providing in-kind administrative support to increase the success of this program and is also providing funding to hold a launch event at its Annual General Meeting, where the community and businesses will come together to be educated on this new engagement opportunity. In addition, the BIA is providing marketing and promotional support for this initiative.

Sustainability:

The Argyle BIA was a partner on a previous LCRN initiative led by Tourism London: 'Support Local Promotional Campaign'. This campaign included London Tourism Visa Gift Cards which were very successfully received in the community. Community members and businesses responded enthusiastically to a gift card / currency program that directly benefited their neighbourhood's effort to recover socially and economically. This pilot builds on this success.

To launch this pilot, these initial funds are required to set up the Miconex framework and test this program and its benefits for the Argyle community. As a pilot, this start-up support is integral to program sustainability as the unprecedented construction projects in the Argyle BIA would take away from other BIA initiatives. From here, this currency program will assist in mitigating the effects that the ongoing construction projects may have on businesses in Argyle.

Moving forward in 2023, the Argyle BIA will sustain this program through its levy and annual budget. With the metrics provided and experience with the Miconex program, the Argyle BIA will share this information with other BIAs who would like a gift card or currency program in their own BIA and possibly for other community organizations that desire different ways to circulate funds locally in London.

Moreover, if the pilot is successful, one of the lasting impacts of this initiative is that the Argyle BIA will leverage the start-up costs with the Miconex system and provide further opportunities for other BIAs to partner in this gift card program.

Business Case Financial Impacts

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Fastrack Launch Package with Miconex Includes: <ul style="list-style-type: none"> - Technical Implementation - Project Support - Business Onboarding Support - Design, print and deliver 2500 gift cards to hold Currency - Launch Plan - Promotional Materials with Branding 	\$12,750	\$0	\$0	\$12,750
Gift Card Success Package (\$535 per month for 6 months)* (\$1.25 per member per month for 215 members for 6 months)** Includes: <ul style="list-style-type: none"> - Licence and Customer Service - Client Success Assistance - Reporting (Metrics) - Banking Services 	(\$3,210* + \$1,613**) = \$4,823	\$0	\$0	\$4,823
Pilot Funding for Gift Cards	\$10,000	\$0	\$0	\$10,000
Sub-Total Project Cost	\$27,573	\$0	\$0	\$27,573
Leveraged Contributions	\$7,800	\$0	\$0	\$7,800
Administration of Program (in-kind) 5 hours a week for 6 months	\$3,600	\$0	\$0	\$3,600
Launch Event (in-kind) 5 hours a week for 2 months	\$1,200	\$0	\$0	\$1,200
Marketing and Promotions	\$3,000	\$0	\$0	\$3,000
Total Project Cost	\$35,373	\$0	\$0	\$35,373
Net Request (Requested City Investment)	\$27,573	\$0	\$0	\$27,573

Business Case Metrics

Through Miconex's capabilities, data will be easily provided. A sample of some of the data that may be provided, is noted below:

- Measure Return on Investment such as:
 - Redemption Rates
 - Track where money was redeemed
 - Overspend statistics
 - Number of first-time customers
 - Online sales

Below is how the Argyle BIA can provide measures/metrics to determine the success of the program. In November, with the Miconex system, the Argyle BIA will have a "campaign" where the BIA will specifically track a group of the cards and gather data on those cards. With the holiday season, as well, the BIA will measure the success of this program and consider all lessons learned for future investments in the program in the Argyle organization and funds. From here, the Argyle BIA will determine the success of the program and share this knowledge with other BIAs or other community organizations who may be interested in partnering with Argyle to further increase local spending in London.

Metric Description	Current	2022 Average Increase Predictions %	2023	2024
Redemption Rates on Gift Cards	0%	90%		
Overspend on Gift Cards (Funds spent on top of original amount)	0%	50%		
Increase in Online Purchases (sales online that would not occur without gift cards)	0%	25%		
First Time Buyers (sales from stores that the customer would not have purchased anything without gift card)	0%	25%		

What are the risks of not proceeding?

With COVID and the planned construction projects that are ongoing within the Argyle BIA, business health will be negatively impacted in the next two years without any support. After the hardships of COVID, and with the added layer of construction, initiatives like the Argyle Currency Pilot Program help to alleviate the difficulties that these two forces will incur on the community's social and economic recovery. In 2022, the BIA has provided a substantial marketing package for its membership to assist in mitigating the effects of the construction and move the businesses towards recovery. In 2023, a currency program would be the next best opportunity to support the health of businesses towards their recovery, which will elevate the already planned marketing efforts that the BIA will be investing in. Together with the City, we can move the Argyle community toward social and economic recovery with the currency program.

Other Information

1. The Benefits of Local Currency Programs

<https://youmatter.world/en/what-are-local-currencies-examples/>

- Local currencies encourage consumers to shop at local businesses, i.e., the ones accepting the local currency;
- Local currencies increase the local money supply, which increases demand and stimulates local production and employment;
- Increases the ability of locals to make more informed choices when they go shopping;
- The reduction of carbon footprints as local businesses are more likely to buy from local suppliers, reducing the kilometers/miles goods have to be transported;
- They help reverse the globalization and homogenization of cultures trend, connecting people to other people and places they see every day;
- Local currencies help raise a flag on the identity of a region, potentially attracting visitors and press.

2. <https://slate.com/culture/2008/05/do-local-currencies-really-help-the-communities-that-use-them.html>

This article highlights how the impacts of currency tend to be social rather than a huge upswing in market value, but this would be extremely helpful in our community specifically due to our strong community loyalty.

Appendix D: LCRN Business Case # 4: ‘London Public Library Reading Garden Access from Dundas Place Flex Street’

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

London Public Library Reading Garden Access from Dundas Place Flex Street

Idea Lead/s:

London Public Library

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.*

Investing in People:

Mental Health, Physical Health

The Library’s Reading Garden offers a beautiful oasis for Londoners residing, working, or visiting the Downtown Core to have lunch, read, relax, or just get out of the office, get a little exercise, and enjoy the green setting. According to the Canadian Mental Health Association (CMHA), being in green spaces can significantly reduce stress hormones and raise endorphin levels and dopamine production - both of which may promote “happiness.”

Driving Prosperity:

Arts, Culture and Tourism, Business Health

The Dundas Place Flex Street was designed and built by the City of London to make its Downtown Core a destination - to attract tourists and Londoners from across the City and increase economic revenues for downtown merchants. Providing direct access to the Library’s Reading Garden from Dundas Place will have a major impact in achieving these goals:

- Significantly add to the cultural vibrancy on the Flex Street through both Library and Partner programs; and,
- Speak volumes to the resiliency of the Core.

Fostering Community:

Community Belonging, Community Engagement and Social Isolation

The Library’s Reading Garden stands out as substantial and measurable social infrastructure as it is a rare outdoor green space within the Downtown landscape that not only offers opportunities for community interaction and a sense of belonging, but, as a library venue, offers literacy programming, cultural events and even free wifi.

In Eric Klinenberg 2018 book *Palaces for the People*, he discussed the concept of social capital and the benefit of interpersonal contact to a community and finds in libraries “the textbook example of social infrastructure in action.”

“Libraries stand for and exemplify something that needs defending: the public institutions that -- even in an age of atomization and inequality -- serve as bedrocks of civil society. Libraries are the kinds of places where ordinary people with different backgrounds, passions, and interests can take

part in a living democratic culture. They are the kinds of places where the public, private, and philanthropic sectors can work together to reach for something higher than the bottom line.”

Anti-Racism and Anti-Oppression:

The Library’s 2022 – 2026 Strategic Plan has as one of its core values Anti-racism and Anti-oppression, and this value will be a priority focus of all Library initiatives, including Library programs and Library spaces, such as the Reading Garden. The Library leadership has acted over the past few years to address systemic issues including an internal review of practices and the removal of overdue fines which disproportionately affected patrons in marginalized communities.

Working with the City’s Anti-Racism and Anti-Oppression Division has helped the Library to look at additional ways to address systemic issues and to provide support and resources to community initiatives such as the recent Our London Family events and the National Day for Truth and Reconciliation.

The Library has held many programs fostering and celebrating equity diversity and inclusion. Here are some examples:

- The Library recently launched a pilot program with the CMHA to hire a full-time social worker to help work with, and refer for help, our patrons with mental health, addiction, and home insecurity issues. With the gate open to the Flex Street, the opportunity exists to engage more directly with these patrons, provide a more inclusive environment, and develop inclusive programming specifically designed for their needs.
- The Library has participated in and supported Pride events in London for many years, including hosting film festivals and community displays, participating in the annual Pride parade and in recent years, hosting the well-attended Drag Story Times for families.
- The Library has partnered with the +Positive Voice program at Nokee Kwe to host art exhibits at the Central Library by the participants in this program, along with other events. The main floor of Central Library was devoted to the *Shades of Our Sisters* exhibit, which honours Missing and Murdered Indigenous Women, Girls, Transgender and 2 Spirit Peoples as well as hosting Red Dress Day displays during the month of May at the Central Library.
- The Library has worked with a number of Indigenous organizations and individuals to offer lectures, conversations, and other programs at the Central Library for adults and families to celebrate Indigenous art and knowledge and to support learning and understanding.
- Library staff sit on the Black History Coordinating committee and the Central Library hosts programs and provides space and organizational support for Black History Month events, including the very popular Family Day event.

These activities have taken place in the Library’s indoor spaces, however having an accessible and welcoming entrance off the Flex Street will allow the Library to create and partner with organizations to expand programming in the Reading Garden and will draw in members of our community who may not comfortably walking through our front doors. For example, the Library partnered with the London Music Office to host a popular local music series called *Music Mondays* in the Reading Garden through the summer which was funded by TD Canada Trust and provided all members of the community with the opportunity to enjoy local musicians for free in the Reading Garden. Opening the Reading Garden to all would be a practical and symbolic gesture to expand our efforts to the Downtown Core.

Business Case Deliverables & Impact

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

Idea Summary: The Library’s Central Library acts as a gateway to Dundas Place on its Eastern end and has one of the Flex Street’s largest footprints. The Library’s Reading Garden sits on the Eastern side of the Library and is beloved by its patrons. Although it is visible from Dundas Place through a fence on the Library Terrace, due to a steep grade and fencing, the only access point is through the first floor Children’s room of the Central Library. Currently, the Garden cannot support events being hosted on the Flex Street, nor can members of the public be invited into the space without passage through the building.

The Library is seeking to provide access to the Reading Garden directly from the Dundas Place Flex Street by addressing the grading issue and installing a new secure fence with a lockable gate. This effort is part of a larger strategic approach of bringing the Flex Street into the Library space.

Idea Benefits: Providing direct access to the Library's Reading Garden from Dundas Place will significantly add to the cultural vibrancy on the Flex Street by allowing easier community access to the garden and the free programs for children and adults that the Library regularly holds during the warmer months. Some examples of benefits:

- Providing an additional venue for music performances and festivals, such as the aforementioned *Music Mondays*, contributes to the City's efforts to build on its UNESCO designation.
- The Library runs multiple book clubs, including some in partnership with local organizations such as My Sisters Place and London Intercommunity Health Centre, and would explore running an outdoor book club for the downtown community. Outdoor physical activity programs such as yoga and tai chi would be offered along with family story time. A story walk and outdoor movies will be offered during warmer months.
- The Reading Garden is an important natural space with a Pollinator Garden and Carolinian plantings. The Garden is an important venue for our Environmentalist in Residence programming for adults and families offered in partnership with the City of London.
- The Library also works in partnership with the City of London and the London Arts Council to host musical events, as well as the Downtown London BIA and Tourism London to host festivals that support the performing arts. The Flex Street was designed and built by the City of London to make the Downtown Core a destination. London Public Library is a major anchor of Dundas Place and access to the Reading Garden would have a major positive impact in achieving these goals.
- The Library has worked with London's Music Officer to host events in the Garden and with RBC Place London as ad hoc space for conventions. It has supported many art shows and festivals such as *Nuit Blanche*. Access for people to enter off Dundas Street was always a challenge and the lack of an entrance made it difficult for participants to enjoy the activities being offered in the space. An improved entrance makes this space much more attractive to festivals and artists to host their events.

These programs support the great work of the City's arts and community organizations and showcase the many programs that the Library organizes. Entry from the street, would potentially make it possible to provide access to these events and others all year round.

Idea Timeline: The implementation will be wholly dependent on if/when the LCRN City funding was awarded, and current supply chain issues. Given current timelines, the Library leadership would conduct a public procurement process to hire a Landscape Design Company by the end of 2022, award the contract and develop a design plan by the end of Spring 2023, undertake construction in the Fall of 2023 and be open to the public by the Spring of 2024.

Funding Requested: The Library is requesting \$250,000 from the LCRN designated funding. This is based on the most recent cost estimate for the construction needed to open the Garden to the Flex Street, but it is expected that the cost will rise due to inflation and other factors, and we have assumed a 20% increase in the *Financial Impacts* table. Any additional funding required above the original estimate will be addressed by utilizing discretionary donor funds as the Library's capital budgets are fully committed. An estimated contribution, based on the 20% increase, is noted below in the *Financial Impacts* table.

Sustainability: As the downtown core becomes a destination, the Library's Garden will not only continue to serve as an oasis, but also a place for people to rest who have been shopping all day, a venue for music festivals as the City builds on its UNESCO designation, a recognizable spot for people to meet their friends downtown, and of course, a place to celebrate culture, literacy, and community.

Business Case Financial Impacts

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

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Professional Service Fees	\$22	\$88	\$22	\$132
Permits	\$16	\$16	\$0	\$32
Construction and Materials	\$0	\$82	\$54	\$136
Administrative and Operating*	\$5	\$5	\$40	\$50
Total Project Cost	\$43	\$191	\$116	\$350
Internal Reallocation from Operating Budget	\$5	\$5	\$40	\$50
Contribution from Donor Funds	\$0	\$25	\$25	\$50
Total Leveraged Contributions	\$5	\$30	\$65	\$100
Net Request (Requested City Investment)	\$38	\$161	\$51	\$250

* Includes, but is not limited to; staff project management, marketing, security, and programming.

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	2019	2024
Garden Visits	3,950	8,000
Programs	27	100
Programs - Children		40
Programs – Adults		30
Programs Celebrating Diversity		10
Music Events		10
Dundas Place Festival Participation		10
Attendance at Programs and Events	2,458	10,000

*2019 was the last year the Library was able to hold programs or open the garden to the public for a full year. At that time, the Library did not track programs by sub-category, but will do so going forward. If funding is provided, the Library would likely need to close the garden for a significant period of time in 2023. The Library has included estimates for 2024 assuming it will be open a full year with no restrictions.

What are the risks of not proceeding?

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

- The potential vibrancy that the Reading Garden can add to Dundas Place will not be realized and its post-COVID potential muted with pedestrians not able to directly benefit from one of the few green spaces on the Flex Street.
- A Missed opportunity on supporting the UNESCO City of Music designation through music related activations.

Other Information

Klinenberg, Eric. *Palaces for the People: how social infrastructure can help fight inequality, polarization, and the decline of civic life*. New York: Crown, 2018

Letters of Support:

- Downtown London BIA
- London Arts Council
- Tourism London

Appendix E: LCRN Business Case # 5: 'London Innovation Challenge'

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

London Innovation Challenge

Idea Lead/s:

TechAlliance of Southwestern Ontario

Idea Alignment with the LCRN:

The 2022 London Innovation Challenge was designed to address London's recovery needs by inspiring local, creative innovators to solve for technology and social challenges that are aligned with the LCRN goals of Investing in People, Driving Prosperity, and Fostering Community. Six innovators brought forward solutions to impact other businesses, community organizations and citizens, creating job stability and overall community resiliency.

As anticipated, The London Innovation Challenge proved to be successful in its first two challenges. Through the distribution of \$20,000 The winning companies – Caring Support, Locorum, Zersent, In The ClearZone, Labourly, and SizeWize – were able to create 14 new jobs in their organizations, support 500+ local and international students in their future employment, launch 3 new products and leverage additional capital investment of \$2.25+ million.

Through these efforts, the London Innovation Challenge restarted and rejuvenated London's recovery, while strengthening our community and growing our economy

LCRN Focus Area Alignment:

- Investing in People
- Driving Prosperity
- Fostering Community

LCRN Indicator Alignment:

- Investing in People
 - Income
 - Through the challenge businesses may develop new roles and generate income for individuals
- Driving Prosperity
 - Arts, Culture and Tourism;
 - By developing tools to help the creative industries there is opportunity for more arts and culture thereby increasing tourism
 - Business Health; Employment; Labour Market Participation; Talent Recruitment and Retention
 - By supporting these developing businesses and products we can create healthy business environments where there can be new employment pathways for new talent to participate in the labour market and retain current employees for the supported businesses
- Fostering Community
 - Immigration and Migration
 - Tools may be created to bring migrant and international job seekers to London

Business Case Deliverables & Impact

Positive disruptors can create pathways for London's economic and social prosperity and creative industries. 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 successful innovation challenges like the first two London Innovation Challenges (<https://techalliance.ca/londoninnovationchallenge/>). See Appendix 1. TechAlliance will frame milestone expectations and manage distribution of funding for recipients who are solving the pressing priorities of the LCRN's focus areas.

The next evolution of the London Innovation Challenge will comprise of two challenges, addressing the unique needs of delivering prosperity for our local creative industries of music, film, media arts and digital gaming. By inspiring local, creative innovators to solve for the technology gaps, TechAlliance hopes the challenge develops new products and services to help bolster our creative industries. Innovators will bring forward solutions to impact other businesses, 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 tech and creative industries sectors will select four different recipients over two Challenges: Winter/Spring 2022/2023 and Winter/Spring 2023/2024. Examples of what the London Innovation Challenge could address:

1. An application to help connect local talent and assets in media arts and gaming, helping employers understand the skill sets available London
2. Digital tools to help local creators gain access to creative equipment/spaces.
3. Tools to solve issues of creators acquiring access to local talent/licensed music

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

The Business Case recommends a \$160,000 allocation to support the funding of the Challenge, whereby four innovators will solve a gap identified for London's recovery and development of the creative industries. Additionally, there are operating cost impacts of \$120,000 for hiring a project manager, storytelling, brand building, and custom business coaching for the Challenge recipients.

Idea Summary

Innovation Challenge to bolster the creative industries with London-developed technical innovations.

Idea Benefits

The London Innovation Challenge will restart and rejuvenate London's recovery, while strengthening our creative industries community and grow our economy.

Idea Timeline

Winter/Spring 2022/2023 and Winter/Spring 2023/2024

Funding Requested

\$280,000

Sustainability

For subsequent Innovation Challenges, further funding will be required. TechAlliance will adapt the problem statement to align with emerging needs identified by the City of London beyond 2024.

Business Case Financial Impacts

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Operating Cost Impacts	\$60	\$60	\$0	\$120
Recipient Investment		\$80	\$80	\$160
Total Project Cost	\$60	\$140	\$80	\$280
Net Request (Requested City Investment)	\$60	\$140	\$0	\$280

Business Case Metrics

Metric Description	Current	2022	2023	2024
Number of Innovators Funded	N/A	0	2	2
Number of Jobs Created	N/A	0	TBD	TBD
Number of New Products Launched	N/A	0	TBD	TBD
Private investment leveraged	N/A	0	TBD	TBD

What are the risks of not proceeding?

Without innovation at the forefront, London risks the recovery and development of our creative industries by 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.

Other Information

Like the first two challenges we expect to build an adjudication panel of 6-8 senior high level industry experts, who will volunteer their time for approximately 10 hours each per challenge.

Appendix 1:





REIMAGINE SYSTEMS FOR PEOPLE.

Focusing on **inclusivity** to drive sustainable growth, three recipients of this challenge represent a variety of sectors including health care, equitable talent acquisition, and small business support.



STRENGTHEN BUSINESS HEALTH.

With a focus on **giving tools to small businesses** to drive sustainable growth and safely re-open, three recipients of this Challenge represent a variety of sectors including health & safety, retail, and human resources.



NOV 2021 - MAR 2022

EMBRACING LOCAL INNOVATION.



14

Jobs created internally in recipient companies

500+

Students with new opportunities for future employment

3

New products launched from recipient companies

727+

Businesses benefited from products released as part of the London Innovation Challenge

\$2.25M+

Additional capital investment leveraged as a result of the London Innovation Challenge

Appendix F: LCRN Business Case # 6: ‘London Tech Talent Growth’

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

London Tech Talent Growth

Idea Lead:

TechAlliance of Southwestern Ontario

Idea Alignment with the LCRN:

Growing and connecting tech talent to employers is one of the ways TechAlliance can drive prosperity, invest in people, and foster community in London. Growth can come in many forms, from new graduates to new Londoners relocating here from around the country or the world.

The London Tech Talent Growth plan has three pillars: fostering emerging student talent with the ‘Tech Talent Exchange’, connecting internationally trained job seekers with ‘Tech Connect’, and enabling local and migrant job seekers through ‘The Rebuild Roster’.

LCRN Focus Area Alignment:

- Investing in People
- Driving Prosperity
- Fostering Community

LCRN Indicator Alignment:

- Investing in People
 - Income
 - Connecting talent to employers to generate income for individuals
- Driving Prosperity
 - Business Health; Talent Recruitment and Retention
 - Employers having more access to talent improves their recruitment strategies and the overall health of the business which aids in retaining employees
 - Employment; Labour Market Participation
 - Creating employment connections brings further labour market participation to London and drives overall prosperity
- Fostering Community
 - Community Belonging; Immigration and Migration
 - Creating experiences for individuals to connect with employers increases a sense of community which is welcoming for international and migrant job seekers to the City of London

Business Case Deliverables & Impact

London Tech Talent Growth is an overarching plan focusing on the growth and retention of tech talent in London.

As mentioned above the plan rests on the three pillars of fostering emerging student talent, connecting internationally trained job seekers, and enabling local and migrant job seekers while supporting employers. As a vetted and trusted ecosystem collaborator, TechAlliance is experienced

in developing and executing on experiences to foster community. To enable this TechAlliance will create pathways for London's economic prosperity and the growth of its tech talent through funding for following experiences:

Tech Connect: In collaboration with Immploy who will leverage their network of international talent and mentors, Tech Connect creates the opportunity for relationship building between internationally trained professionals in the tech sector and some of our region's most innovative ventures. Employers will learn about contemporary hiring practices, benefits of mentoring, cultivating intercultural competency and connect with talent ready to work in tech. This interactive matchmaking experience brings together internationally trained newcomer talent with employers, people managers, hiring supervisors and human resources professionals in the tech sector. Leveraging this existing experience and growing it will further London's recovery of talent recruitment of international job seekers, creating employment and income, community belonging, and improving business health. The Business Case recommends \$5000 per year to successfully host an additional \$5000 per year for operating costs impacts for this experience.

Tech Talent Exchange: Provides a space to make focused, intentional connections with emerging student talent. In this reverse pitch talent exchange, tech sector human resources professionals pitch open opportunities via a 60-second pitch to provide an overview of their company to the audience of trained, qualified students from Western University, Fanshawe College and Lambton College. Leveraging this existing experience and growing it further with our partners at Western University, Fanshawe College and Lambton College will continue to manage the student network and market the experience to them. This enhanced experience will further London's recovery of talent recruitment keeping students in London, including of international and migrant students, creating employment and income, community belonging, and improving business health. The Business Case recommends \$5000 per year to successfully host an additional \$5000 per year for operating costs impacts for this experience.

The Rebuild Roster: An existing directory of job seekers with technical expertise or with an interest in working with a technology company. Born out of early LCRN discussions TechAlliance built this Future of Good's Canada's Top 100 Recovery Project to bring exposure to qualified individuals experiencing underemployment. Using The Rebuild Roster, job seekers can showcase a brief overview of their qualifications and public portfolios and complement their active search with a continuous signal that they are open to being contacted about opportunities. Leveraging the investment TechAlliance has already made into the tool, the business case recommends \$60,000 to successfully redesign the tool to improve user experience and market the tool to raise awareness to local talent and attract more migrant workers to the London area. Additionally, there are operating cost impacts of \$60,000 for project management and maintenance of the tool.

Idea Summary

London Tech Talent Growth is an overarching plan focusing on the growth and retention of tech talent in London.

Idea Benefits

The London Tech Talent Growth plan rests on the three pillars of fostering emerging student talent, connecting internationally trained job seekers, and enabling local and migrant job seekers while supporting employers.

Idea Timeline

Tech Connect 2022-2024, 1 experience per year

Tech Talent Exchange 2022-2024, 1 experience per year

The Rebuild Roster 2022-2024, Redevelopment in 2022, maintenance 2023-2024

Funding Requested

\$180,000

Sustainability

TechAlliance anticipates all experiences will continue beyond 2024.

Business Case Financial Impacts

Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Tech Connect				
Operating Cost Impacts	\$5	\$5	\$5	\$15
Design, Development & Marketing	\$5	\$5	\$5	\$15
Tech Talent Exchange				
Operating Cost Impacts	\$5	\$5	\$5	\$15
Design, Development & Marketing	\$5	\$5	\$5	\$15
The Rebuild Roster				
Operating Cost Impacts	\$40	\$10	\$10	\$60
Design, Development & Marketing	\$60			\$60
Total Project Cost	\$120	\$30	\$30	\$180
Net Request (Requested City Investment)	\$120	\$30	\$30	\$180

Business Case Metrics

Metric Description	Current	2022	2023	2024
Number of Students Served	300	500	500	500
Number of Internationally Trained professionals connected	75	150	150	150
Number of Job Seekers promoted	100	150	250	250

What are the risks of not proceeding?

Without the London Tech Talent Growth plan London risks the recovery and further development of our tech talent pool and the long-term economic growth of our city. By not proceeding we eliminate the potential to harness emerging student talent, connect internationally trained job seekers, and support local and migrant job seekers; thereby stifling the drive for prosperity, the investment in diverse stakeholders, and overall tech community in London.