

City of Mississauga  
**Corporate Report**



<p>Date: June 22, 2020</p> <p>To: Mayor and Members of Council</p>	<p>Originator's files:</p>
<p>From: Andrew Whittemore, M.U.R.P., Commissioner of Planning &amp; Building</p>	<p>Meeting date: July 22, 2020</p>

## Subject

**COVID19: Economic Recovery Framework**

## Recommendation

That the report entitled "Economic Recovery Framework" dated June 22, 2020 from the Commissioner of Planning and Building be received for information.

### Report Highlights

- On May 13, 2020, Council endorsed a "COVID19 Recovery Framework" which provides a framework for recovery operations in the City of Mississauga. The report identified four pillars of recovery, each to be detailed in a separate report. These pillars are: Financial, Economic, Corporate and Community. This report contains the framework and the strategic goals of the Economic Pillar.
- The City has provided a strong response to support the business community during this crisis – over the last several months, considerable research has been conducted to better understand the economic forecast, the influencers on our local economy, and the impacts we can expect to local business. Supplementing this was a series of consultations with over 600 community organizations and businesses from all sectors to understand the challenges that exist today and are likely to face Mississauga as the recovery evolves.
- As the City moves into a more mature state of recovery, and gains a full understanding of the longer-lasting impacts to our business community, key industry plans outlining a phased approach for recovery will be brought forward. To properly execute this strategy a robust communications and marketing plan will promote the many elements and recognize the milestones achieved.

## Background

On May 7, 2020, Council adopted the City's Recovery Plan Framework. The framework is designed to help Mississauga address all aspects of the recovery from COVID-19 and is divided into four pillars for recovery:

1. **Community**
2. **Economic**
3. **Financial**
4. **Corporate**

The Economic pillar of the recovery plan's purpose sets out the guidelines and terms we will employ as a City to address the economic impacts of COVID-19 on the business community in Mississauga. Several principles have been identified at the outset that will guide our economic recovery activities.

1. **Phased Approach**
2. **Building Back Better**
3. **Whole Community Approach**

## Present Status

The Emergency Operations Centre has been activated for 102 days and is currently at Level 1 activation. The City of Mississauga has been under a state of emergency for 92 days (as of June 22, 2020).

Having set to expire June 9, 2020, the provincial orders have been extended for Peel Region until June 30, 2020. Seven Ontario regions entered Stage 2 on June 19, 2020 and with it the provision of activities for businesses to begin preparation of and reopening under strict guidelines. Ontario Stage 3 will include the province allowing workplaces to reopen and further relax restrictions on public gatherings.

The City continues to support our business community and prepare re-openings in a controlled and strategic manner.

## Comments

Mississauga is well-positioned and an economic engine of Canada. Our sector diversity of business allows us to absorb global economic shocks and our rich pool of talent allows us to attract business investment from around the globe. While COVID-19 has impacted the global economy, Mississauga is in a better position than most cities to weather the current economic storm.

### **The Local Economic Challenges of COVID-19**

An understanding of the conditions that local businesses are facing as the economy reopens is important for developing recovery plans. Over the last several months, considerable research has been conducted to better understand the economic forecast, the influencers on our local

economy, and the impacts we can expect to local business. A series of consultations with over 600 community organizations and businesses from all sectors to understand the challenges that exist today and are likely to face Mississauga as the recovery evolves.

The City of Mississauga will play a key role in helping the local economy and respond to this new normal. It is our goal not only to recover the losses suffered during this pandemic, but to help our businesses and community grow and prosper even more than before the pandemic. That is why our campaign is called “Building Back to Better.”

### **Phases: Mitigate, Reboot and Grow**

The 3 phases of recovery are **Mitigate, Reboot and Grow**. These phases are not exact and there will be overlap between them. The phases are meant as a guide to our activities and to provide milestones to meet in our recovery efforts.

The following industry-specific plans will be developed:

- 1. Industry Recovery Plan**
- 2. Small Businesses Recovery Plan**
- 3. Tourism Recovery Plan**
- 4. Creative Industry (Film, TV & Music) Recovery Plan**
- 5. Land Development & Real Estate Recovery Plan**

The following guiding principles will inform our actions and decisions:

- Define what success looks like
- Foster input, confidence and trust
- Create a Made in Mississauga Plan
- Avoid One-Size-Fits-All Solutions
- Work with partners
- Be smart and efficient
- Be agile and open to new ideas
- Be strategic and thoughtful

### **Strategic Goals**

The city’s focus on recovery will be guided by our City’s Strategic Plan and the 5 pillars - green, prosper, move, belong, and connect - as well as various master plans/strategies which have been adopted by Council. For each of the 5 industry-specific plans that will be developed, the following goals serve as a basis for the development of future goals, objectives and tactics:

- Goal 1: Meet Employment Needs
- Goal 2: Develop Talent
- Goal 3: Attract Innovative Business
- Goal 4: Create Partnerships for Innovation
- Goal 5: Strengthen Art & Culture
- Goal 6: Build Healthy Communities
- Goal 7: Ensure Affordability & Accessibility
- Goal 8: Provide Quality Programs & Services
- Goal 9: Make Informed Decisions
- Goal 10: Practice Fiscal Prudence

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Included within the Economic recovery Framework is an overview of tactics and milestones to meet in our recovery efforts that are subject to change as the City applies lessons learned from its own experience and that of other jurisdictions, see Appendix for the Economic Recovery Framework.

### **Communications Plan**

To properly execute this strategy it will require a robust and properly resourced communications and marketing campaign. The City will need to communicate and promote to the public many elements of this campaign, as well as celebrate milestones.

Strategic Communications is developing a communications strategy for the recovery that brands Mississauga as “Strong and Ready.” This brand and the accompanying communications collateral materials will provide a frame for our economic recovery activities.

### **Strategic Plan**

The Economic Recovery Framework aligns with the City’s Strategic Pillars:

- **Move:** The City will maintain and regulate a robust transportation network with a key focus on the recovery of Public Transit and role of Active Transportation.
- **Belong:** The City will reopen public facilities and re-engage residents in events, programs and services in a safe and responsible manner
- **Connect:** Development will continue in a safe and regulated fashion when controls on construction and other projects are eased.
- **Prosper:** The City will facilitate economic prosperity by identifying and creating existing or revitalized opportunities for economic contribution from city residents and businesses.
- **Green:** Recovery will include a continued focus on achieving the City’s Climate Change goals and promoting environmentally-friendly operating practices.

### **Financial Impact**

The sector and industry specific plans previously identified will address potential options and cost implications of the plans themselves. Council will be kept apprised of financial impacts throughout this crisis and subsequent recovery phases.

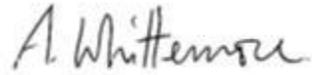
### **Conclusion**

The Economic Recovery Framework will serve as a guiding document for the more detailed plans that are being developed to reopen and support the community from mitigation to recovery.

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## Attachments

Appendix: Economic Recovery Framework



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Andrew Whittemore, M.U.R.P., Commissioner of Planning & Building

Prepared by: Andrew Whittemore, M.U.R.P., Commissioner of Planning & Building