

Economic Recovery Framework

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INTRODUCTION

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 following document provides a framework for the Economic pillar of the recovery plan. The purpose of the framework is to set 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.

Phased Approach: Phased recovery is specifically relevant to the economy, which experts contend will occur gradually over a 2 year horizon. Some aspects of the economy will likely recover quickly, while others, like the commercial and retail sectors, are likely to take much longer as they readjust and reinvent their traditional office and retail models.

Building Back Better – Historically, economic recovery has proven to be a period of readjustment and reinvention – while some business may not rebound, many grow stronger, and several new businesses emerge. Since the emergency declaration, the city has adjusted its service delivery model to ensure the local industry and businesses were supported. As an example, an increased shift to online digital services, more resources directed to mainstreet and small businesses, and improved coordination for marketing and promotion. While it's unknown whether business norms and behaviors are temporarily, or permanently, altered, many of the changes instituted by the City have lasting value, and recovery will ensure they are sustained.

Whole Community Approach – The participation and collaboration with industry and business stakeholders, is essential for successful recovery. Mississauga has an extensive network of advisory committees, boards, and associations that the city will engage. Our approach will take into account the needs of the entire business community.

BACKGROUND: Mississauga's Economic Position

The City of Mississauga has a strong local economy, comprised of a highly diverse business community that reaches across a wide variety of sectors. Home to over 94,000 businesses, with a GDP of \$60B, the City is a major contributor to the Greater Toronto Area (GTA) economy. Today, the City supports a thriving business base of 1400 multinational companies and 76 Fortune 500 companies.

Part of Mississauga's success is the Pearson International Airport; Canada's largest and busiest airport and one of North America's best-connected international hubs. It is a strong contributor to the City's strategic position as Ontario's second largest corporate centre, home to 300,000 jobs. Every year, Toronto Pearson welcomes over 47 million passengers into the region from a combination of international, American and Canadian destinations. Along with our proximity to a major airport hub, Mississauga is also strategically positioned along 7,400 series highways allowing easy access from all areas within the province and bordering U.S. states. We have become a magnet for international investment due to our global reach.

Mississauga is the home to two satellite higher education campuses: The University of Toronto Mississauga and Sheridan College. We also have a diverse and highly skilled talent pool with strong connections to global markets and opportunities. Over two-thirds of Mississauga's workforce has some form of post-secondary education. We have representation from every country and our residents speak over 145 different languages.

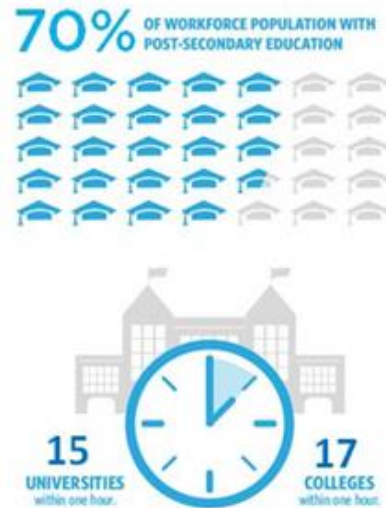
Mississauga's diversity of business and people has been and will continue to be our strength. Few other cities have the global reach of Mississauga and are as well



established in key sectors of the economy like advanced manufacturing and materials, ICT, finance, clean tech, food and beverage, automotive, aerospace, life sciences, higher value business services, and smart logistics (see the 2020-25 Economic Development Strategy Report for more information).

KNOWLEDGE-RICH TALENT POOLS

- 28% of people with a postsecondary education specialize in Science, Technology, Engineering and Mathematics (STEM)
- Access to a labour pool of over 5.3 million people within the GTA, representing nearly half of Ontario's labour force
- Over 77,800 full-time foreign students enrolled in colleges and universities within commuting distance
- Mississauga is a net importer of talent, drawing in over 230,000 people from surrounding regions for employment



At the same time as we nurture our key sectors of growth, we must not forget about the thousands of small and medium-sized business that represent 95% of our business community and generate vital jobs and form the bedrock of our local and regional economies. Mississauga is proud to have 5 business improvement areas (BIAs) featuring a variety of local businesses that are at the heart of our identity as a city – restaurants and bars, clothing and retail, and much more.

Along with our traditional sectors, Mississauga is fast becoming a destination for cultural industries, including film and television, digital media, music, and publishing companies. In the last 2 years, we have welcomed 5 film studios representing over 800,000 square feet of studio space. Mississauga is becoming studio city north.

Land development and real estate is also a major contributor to the local economy, employing thousands of skilled and professional labour. In Ontario, the construction industry employs approximately 532,000 people. Activity is driven by strong population growth, a strong economy, rising house prices, and land constraints. Overall, short-term construction demands are anticipated as major public transportation and other engineering project and ICI (industrial, commercial, institutional) building requirements

raise. In 2019, Mississauga approved \$1.8 billion in building permits, underscoring the growth of our City and the demand for investment.

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 Economic Response to the Pandemic

As the response to the pandemic unfolds, we have witnessed substantial shifts in society, institutions, and individuals. The only certainty is that our familiar structures, routines, and way of life have changed substantially. The crisis has called into question the very foundations of our business models. Moving forward, the City will need to reconcile with our new reality in order to assist our business community in navigating a way forward.

The pandemic has sent shockwaves through economies, financial markets, and has required provincial and federal governments to spend billions on stimulus in order to sustain the economy. In Canada, the federal government has provided over \$150B in stimulus aid to almost every sector of the economy. Continued federal and provincial government stimulus will be important for rebooting and growing the economy.

Canada [reported](#) a decrease to the gross domestic product at an annualized rate of 8.2 per cent in which accelerated to a rate of about 40 per cent annualized these last few months. According to Statistics Canada, the economy in the GTA is projected to lose 355,000 jobs and 28% of GDP and \$3.7 billion in revenue losses for businesses. Furthermore, RBC's June economic forecast speculates the 2020 forecast for Canada overall is -5.9%, and Ontario -3.1%.

The crisis has had a profound impact on consumer behavior. Regardless of the duration of the recession, consumer research suggests there will likely be a new level of cautiousness about health, and customer routines will change in response. New health and safety requirements will inevitably drive up costs for businesses. The pandemic has also created anxiety among business stakeholders as they pivot their business models in response – while not fully understanding the future norms.

While some sections of the economy are already reopening, they have had to retool and rethink their business model and standard operating procedures. Businesses are facing productivity restrictions, transit restrictions, as well as limited opportunity for international travel, conferences, or major events.

Some experts contend the severe reduction will subside relatively quickly. RBC anticipates economic growth at annual rates of 35 per cent, and nine per cent in the third and fourth quarters, respectively. The National Bank confirms the recovery has

10.2.

begun, but suggests it's too early to know how quickly the economy can regain its momentum. Some economists believe this will be a "V" recession, with a sharp increase in consumer activity following a quarter of steep decline. While economists and banks, such as TD Bank, reason a "U" shaped recovery may occur due to difficulties in containing the virus during re-opening of the economy. This is not a supply recession, but a demand recession.

Governments at all levels around the world are grappling with the fallout from COVID-19 and are adapting to new economic realities. Mississauga is not alone.

PRESENT STATUS:

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. 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.

The following provides a summary of the consultation to date:

Major Industry: Ontario has lost over 1 million jobs since restrictive measures to slow the spread of the COVID-19 were first introduced. The effects of the restrictions have been profound across industries. Some of the sectors hardest-hit since the restrictions have been imposed include wholesale and retail trade, accommodation and food services, and manufacturing.

In response to the crisis, Economic Development staff has reached out to the business community in the major industries to discuss the effects of COVID-19 on business operations, to share best practices, and to work on solutions to support their organizations. To date, the team has consulted with 43 companies, employing over 17,000 people in sectors ranging from Advanced Manufacturing to Life Sciences. Through the consultation we heard that:

- Businesses have struggled to stay informed of continuously changing and uncertain economic and public health environment, government support programs;
- Manufacturers have had difficulty taking advantage of federal and provincial opportunities to shift production to COVID-19 related products;
- Businesses have expressed challenges related to implementation of workplace health & safety measures, accessing PPE and managing employee mental health and well-being;
- Local and global supply chains have been disrupted by closures and slowdowns from workforce health & safety and logistics issues.

Small Business: The impact to small business has been enormous. However, with Stage 1 of the provinces recovery underway, more and more businesses are able to open. A recent survey by the Federation Of Small Business found that in Ontario, 37 percent of the small businesses are now fully open, but only 12 per cent of small firms report their sales have returned to normal. However, while there are signs that economies are awakening, for many recovery is not guaranteed. The future of

businesses in sectors like transportation, health and social services, arts and recreation and restaurants/hospitality are particularly vulnerable.

To support our small business community, the Economic Development staff has employed business advisors to answer inquiries related to the COVID crisis, and has also developed an outbound service and conducted a roundtable with our BIAs. Our small businesses have shared that:

- Meeting rent requirements during this time has been their biggest concern, and the CECRA rent relief program was not an effective tool for many landlords;
- Businesses have struggled to stay informed of continuously changing and uncertain economic and public health environment, government support programs;
- There has been a lack of clarity and communication around the reopening of small businesses and the guidelines associated with reopening;
- There is a need to understand what PPE is required and where to obtain the required equipment relevant to their specific businesses

Tourism Industry: Mississauga tourism related companies were gearing up for summer when COVID-19 restrictions interrupted business preparations. Airlines, as well as hotels, cruise ships, restaurants and national foodservice chains are severely challenged. Recently, the provincial government began implementing Stage 1 recovery which has been good news for tourism related businesses. However, while other regions throughout the province are set to-reopen in Phase 2, as of beginning of June, the Region of Peel has not been granted the go ahead. Consequently, the local tourism and hospitality sector will continue to feel the impacts of further economic loss.

Tourism Mississauga, in collaboration with EDO and Culture Division has met with representatives from local Business Improvement Associations (BIAs) to discuss COVID -19 impacts. Additionally, a weekly Stakeholder Newsletter has been issued to many of the tourism related businesses which shares and communicates COVID-19 related news from all levels of government and sector-based associations. A recent Provincial Stakeholder Survey was distributed to ensure our tourism business participated to inform the government of the economic impacts at the regional level.

What we heard from our Mississauga Tourism industry is:

- Importance with communicating Mississauga's re-opening guidelines
- Consideration for the opening or establishment of patios for restaurants
- Support in marketing their businesses through a shop local campaign and platform

Creative Industry (Film, TV & Music): Mississauga was anticipating another record summer in TV and film production when COVID-19 interrupted all plans. Additionally,

the Canadian music industry has also been severely impacted due greatly to the closure of venues, and a slowdown in production.

Since the closure, Film Office staff has been dialoging with the Canadian Film & Television Commissions (CFTC), Ontario Creates, and has participated in the Minister of Heritage, Sport, Tourism and Culture Industries town halls. Music Office staff has participated in weekly calls with the Canadian Live Music Association, which includes representatives from across the Canadian live music community such as festivals, ticketing companies, production companies and many more. A working group of municipal music officers from across Canada has also been formed to engage musicians and others to better understand the challenges and initiatives underway in each other's cities.

Generally staff have heard that there is strong optimism that the volume of film and television business can resume operations, and plans for new studios in Mississauga are still underway. Demand for content for video on demand (VOD) services is at an all-time high. Some of the challenges will be:

- International production is dependent on the opening of the U.S. Canada border for work visas.
- Artists need paid digital opportunities to help sustain them while most physical live music events remained banned. They would also like to see an extension of the federal Canadian Emergency Response Benefit (CERB) program, as they will be some of the last Canadians able to return to business as usual.
- Live Music Presenters need grant funding to remain in place, despite events being cancelled or postponed, and flexibility in funding programs.
- Requesting expedited direction and advance funding from the Province to assist with 2021 pre-planning of events as well as clear direction around mass gatherings and safety protocols when they are able to resume operations.
- Music Venues were among the first businesses to close and will be among the last to open. A group called Support Canadian Venues estimates that without Federal support, 90% of independent music venues across Canada will close.

Land Development: The construction industry has not undergone a complete shutdown. At present the emphasis is on social distancing, health and safety concerns, and government recommendations. As a result, project delays and completion deadline push backs seem inevitable. Availability of building materials, and/or labour disruptions could all impact contractually agreed upon construction completion timelines. If supply chains are further impacted, countless projects could be affected.

In a joint-submission by the Ontario Home Builders' Association (OHBA), the Canadian Home Builders' Association (CHBA), and the Building Industry and Land Development Association (BILD) several asks were identified of all 3 levels of government to ensure

the rapid recovery of the industry in the Greater Toronto Area (GTA). Of primary concern is the impact that COVID-19 may have on the economy and consumers, temporary and permanent job losses, and liquidity challenges within the industry. Some of the suggestions raised include:

- Adjust the Canadian Mortgage Stress Test for both insured and uninsured mortgages
- Accelerate movement on key elements of the Housing Supply Action Plan related to the speed of approvals and reduced costs, including a CAP on CIL of parkland
- Use existing planning policies, procedures and tools that will assist in the acceleration of housing supply and employment opportunities
- Provide financial relief from development charges and other planning and development related fees
- Enhance Municipal Service Delivery Efficiencies

Our Framework: Building Back to Better Campaign

The City of Mississauga can and should play an important role in the city's economic recovery. The City currently provides a range of programs and services designed to support economic development, it is important that we be responsive to the needs of the community as recovery unfolds. The pandemic is unlike any crisis the city has ever faced, now is a time for the City to pivot, reassess, and reinvent its programs and services to ensure the city "builds back better."

The COVID-19 crisis has changed our world and will continue to shape our national, provincial, and local economies in the months and years ahead. There will likely be changes in consumer demand, altered workforce patterns, and an uncertain and changing regulatory environment. We also know that scientists continue to understand the virus more each day and that work on a vaccine is promising. All of this leads us to believe that we will return to normal, but that it will be a "new normal," with long-lasting changes.

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."

We have used the word campaign because we believe we need a sustained and coordinated effort over the next two years to effectively work through the challenges our business community will face during the recovery process. A campaign has an overarching strategic objective and goals, supported by a series of tactics deployed in a phased approach. These tactics executed by the City and in conjunction with strategic community stakeholder partners will be a collective and holistic effort to ensure we come out of this crisis better than before.

The campaign represents the City's Framework for Economic Recovery. It is intended to provide a long-term vision for recovery, but does not define each and every detail necessary to achieve that vision. Rather, details will be provided through a series of recovery plans using the framework as the foundation. Each plan will realize and emphasize a phased approach to recovery, which will enable the city to be nimble and responsive to emerging conditions, new information, opportunities and funding prospects.

The three phases of recovery are **Mitigate, Reboot and Grow**. 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**

Our Guiding Principles

It is important at the outset of the campaign to define our guiding principles. They will inform our actions and decisions over the course of the campaign.

Define what success looks like: Our success will be measured quantitatively through data and metrics (jobs created, business retention and expansion, new business investment, etc.,) as well as through qualitative methods such as surveys, consultations and interviews with the business community.

Foster input, confidence and trust: Throughout the pandemic, the City of Mississauga Council and staff have worked with the business and wider community to build confidence in our response plans trust. Our decisions to date have been made in consultation with the community and in so doing, we have built trust. Trust is the currency that allows us to build back to better, together.

Create a Made in Mississauga Plan: While we will look at what other jurisdictions are doing, we will do what makes the most sense for our City. There is no one correct way to do this. We will work with other cities where it makes sense to do so, but our recovery plan will not be a carbon copy of what others are doing.

Avoid One-Size-Fits-All Solutions: We will be nuanced in our response that takes into account the needs and challenges of our diverse set of stakeholders.

Work with partners: Mississauga cannot do this all on our own. We will need to work with partners including other levels of government, industry associations,

educational institutions and community groups. We will leverage the strengths of others to bolster our economic recovery.

Be smart and efficient: The City currently offers a range of services which support economic development. We will not reinvent the wheel - rather we will leverage these to bolster our economic recovery.

Be agile and open to new ideas: This includes possibly expanding the jurisdictional scope of the City to enter new areas we have not before engaged in. Extraordinary times call for extraordinary measures and we must be ready to move as quickly during recovery where necessary, as we did during the crisis.

Be strategic and thoughtful: Data and evidence, especially recommendations from public health officials, must guide our decisions.

Our 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: The rebooting and growing of Mississauga's economy will be grounded in our aim to become a centre for the international exchange of ideas and opportunities around emerging technologies. Moving forward, providing necessary infrastructure and network of services and opportunities for business will remain a priority. We will continue to consult with local businesses on current and future business issues/opportunities to ensure Mississauga retains the elements required to build a prosperous city.

Goal 2: Develop Talent: As one of the gateways to Canada, Mississauga remains in a unique position to attract newcomers and to harness the wealth of talent and experience these new residents have to help integrate new immigrants into our economic community. While the process of immigration is uncertain at the moment, there will come a time when restrictions ease, and the city will need to ensure it is prepared and positioned to optimize such opportunities. The city can lead by engaging community leaders and academics as a link between business, industry, postsecondary schools and the community.

Goal 3: Attract Innovative Business: Mississauga has embraced the knowledge economy and developed areas of strength in the life sciences, advanced manufacturing, higher value business services and smart logistics sectors. As we recover, our focus will remain on cultivating new knowledge-based businesses, particularly in research and development and emerging

technologies, will lead to new clusters and areas of economic strength. This will provide creative and innovative work opportunities as we grow.

Goal 4: Create Partnerships for Innovation: The City has successfully grown by attracting large corporate employers. But place-making and wealth creation are contingent on small-scaled and innovative businesses, creative industries, small high-tech firms, and local start-ups. Encouraging the presence of these types of businesses, and the spaces to accommodate them, will foster entrepreneurialism, and a more diversified and sustainable economy. We will need to leverage opportunities with colleges, universities, centres of excellence, research institutions and cultural institutions to foster innovation.

Goal 5: Strengthen Art & Culture: Mississauga will foster arts and culture as a key contributor to attracting talent, providing quality of life and supporting creative businesses. Mississauga has had the great fortune to be home base for a number of gifted and accomplished film makers, actors, and musicians who have been recognized on the world stage. Supporting this creative expertise will be important for growing the creative economy.

Goal 6: Build Healthy Communities: If there is anything to be learned from the Covid-19 experience, it is the importance open space and the public realm play in building a vibrant, healthy community. Post Covid-19 it will be important for the city to facilitate new places and spaces, which offer accessible, welcoming environments for older and younger adults, and which help to attract talent, and support local businesses such as community based work spaces for working remotely.

Goal 7: Ensure Affordability & Accessibility: The proportion of older adults, recent immigrants and low income households is growing in Mississauga – all three cohorts are particularly sensitive to issues of affordability. We must focus on the ability to live affordably, especially with respect to the cost, availability and accessibility of housing. Access to a range of housing options has to also be foundational to planning – and with a spotlight on seniors housing and long term care facilities, and healthcare, Mississauga will need to make this a priority.

Goal 8: Provide Quality Programs & Services: The city's response to Covid-19 has shown our adeptness at pivoting our programs and services to meet the needs of our businesses. As the local economy reboots and begins to grow, the city will ensure the solution oriented efficiencies and improvements achieved during the mitigation phases become embedded into operations.

Goal 9: Make Informed Decisions: Data-driven decision-making will be important as we focus on recovery. The collection and analysis of data has long played an important role in our organization and will continue to be a priority. The data tells a story, which we must adjust and action. It provides us a benchmark to

measure, and will allow us to understand the impact of the plans and tactics we implement.

Goal 10: Practice Fiscal Prudence: While many individuals and businesses alike have been financially impacted as a result of the Covid-19 crisis, it is important for the city to preserve the long term strength of the property tax base in order to avoid a reduction in services, or a disproportionate increase in taxes in the future. The City will look to other levels of Governments as the primary source of financial assistance to our business community. However, where the city decides to help, any cancellation of fees or provision of grants will be a cost borne by the taxpayers. Decisions will be carefully evaluated and done so on a “one time” basis, or with defined end dates.

CAMPAIGN PHASES

Our campaign will be divided into **three phases**. 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 provides an overview of the framework and tactics we will employ that are subject to change and lessons learned.

Phase 1: Mitigate (Start of Pandemic to Present)

There is no playbook for responding to a global health pandemic, especially at the local level. From the beginning of this crisis, the City of Mississauga has risen to the challenges presented and taken effective action to address them. Since the crisis began, the City has taken some important actions to address challenges faced by the community and our local businesses:

- Deferring commercial and residential property taxes by 90 days;
- Providing free transit to ensure continuity of operation for essential businesses and workers;
- Waiving mobile licencing fees;
- Waiving late fees and other charges on for late property tax payments;
- Amending tax installment due dates;
- Deferring rent payments for tenants in City-owned facilities.

As noted, these actions were taken in response to a series of consultations with over 600 community organizations and businesses from all sectors. These consultations included:

- Two Economic Development Advisory Board (EDAB) meetings
- Business leaders and representatives across industries
- Business Improvement Areas (BIAs) and business associations
- Faith leaders
- Resident Associations
- Mississauga sport organizations
- Tourism sector
- Cultural and arts organizations

To date, Council and City Staff have listened to the issues facing the community and have taken action within the City's jurisdiction. In this phase we have responded to the crisis and worked to mitigate losses as best as possible. As



the provincial government has announced Phase 1 of the gradual re-opening of the province, and whereas Phase 2 will likely be announced in short order, it is time to transition from this first Phase into the second phase, “reboot,” which will guide our efforts until the end of the year.

Phase 2: Reboot (June 1, 2020 – December 2020)

In this phase we will begin the difficult task of rebooting our local economy, as well as City operations. While shutting down in response to the pandemic was straightforward, our economic and community recovery will not be. To build back better it will require strategic action and partnerships. The actions we take in Phase 2 will have a significant impact on our full recovery efforts over the next 18 months to 2 years.

Create the Mississauga Economic Recovery Taskforce (MERT) [Goal #4]

This taskforce will be comprised of key stakeholders in the community, City Staff, and Council. It will act as an enhanced and focused Economic Development Advisory Board (EDAB) that is specifically focused on economic recovery. This group will advise Council and staff in the short term and over the entire recovery period.

The MERT will have representation from the business sector, creative industries, academia, public health, Toronto Pearson, and the small and independent business sector, among others. It will be designed as a working committee with the goal of addressing the needs of each sector in our City.

Advocate Where Necessary [Goal #9]

In consultation with the MERT, we will determine areas where the City and Council can consider advocating to the federal or provincial government for a policy change to support business, organizations, program and resources. We will listen to our stakeholders and advocate in areas where a regulations or legislation can be changed, or where funding may be required by senior levels of government.

Explore Further Assistance to Business [Goals #1, #9]

In consultation with the MERT, and internal City departments, we will develop a series of recommended measures to Council aimed at providing further relief to businesses and community stakeholders. These may include:

- Reviewing actions to provide relief to business where we would not have otherwise collected revenue (i.e. allowing patio expansion into parking lots) and will not forego budgeted revenue.

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- Reviewing sources of funding, including other levels of government, to resource programs and services where possible to mitigate implications to the City's operating budget.
- Undertaking a line by line review of the fees and charges we apply to business to see where relief may be possible, at least in the short term. There will be a specific focus on small businesses first and foremost.
- Examining how best the City of Mississauga as a corporation can stimulate the local economy through procurement. The City of Mississauga is a significant purchaser of goods and services. Our sustainable procurement program already contains a buy local pillar.
- Reviewing reserves to determine if those monies can be reinvested into other capital projects in the business area.

Form strategic partnerships [Goals, #1, #2, #4]

The City will work with community organizations (boards of trade, TRBOT, chambers of commerce, sport and cultural national and provincial associations, national business associations, etc.) to form strategic partnerships where applicable to advance our goals. Given many organizations are already undertaking their own programming; we may be able to partner and collaborate. The City of Mississauga cannot do this on our own; we need to tap into the resources, know-how, experience, and connections of other organizations.

Enhance Our Business Information Portal [Goal #3]

Many businesses, residents and cultural groups look to the City for information. One of the biggest services we can provide in recovery is a repository of good, accurate information about programs and services offered by other levels of government and industry associations. The City can also act as a connector between businesses, groups and the community. The EDO website, www.thefutureisunlimited.ca/covid-19 is a good template to build upon where functionalities such as the virtual Innovation Hub, an industry digital ecosystem would enable collaboration between the City and all sectors to encourage B2B, strategic partnerships and innovation amongst businesses within Mississauga.

As businesses re-open there will be greater demand for personal protective equipment (PPE) and information on how to navigate changing public health rules. The City can play a leading role in facilitating the dissemination of this information to business and help make connections between businesses and PPE suppliers. Our businesses need to focus on running their business and doing what they do best, not worrying about sourcing PPE and navigating complicated websites looking for the latest information.

'Buy Local' [Goal #6]

At the beginning of June 2020, the City joined the ShopHERE campaign and launched our own “Mississauga Made” campaign. The former assists small businesses with setting up a digital retail presence and the latter encourages residents in Mississauga to shop at local retailers. These campaigns should be supported and continue to run through at least Phase 2 of the campaign.

Working with Tourism Mississauga, we will develop a full marketing plan to showcase Mississauga to the world and encourage people to visit. Funds collected from the Mississauga Accommodation Tax (MAT) have been allocated for this campaign.

Through the MERT, Tourism Mississauga, and our ongoing consultations with small business, we need to consider further means to assist them in promoting their businesses. This can include campaigns like ShopHERE and Digital Mainstreet, but also seminars that provide vital information to businesses on regulation changes, as well as programs that may be available at other levels of government.



Review Our Planning Tools to Assist Business [Goals #8]

The *Planning Act* provides some tools that may be used to assist local businesses. For instance, a local BIA may wish to implement a Community Improvement Plan (CIP) for things like façade improvement to make their business more attractive to customers and the entire business district and more enjoyable place to shop and dine. We will consider using tools such as temporary zoning bylaws to help address challenges that face businesses – to support initiatives such as the provision of outdoor patios throughout the city.

While it will not be the position of the City to waive or defer Development Charges (DCs), we can use existing land use and building code tools to help the industry. Where it makes sense Council may elect to pre-zone lands and require affordable housing to create greater stability. We may also continue to incentivize development through the offer of conditional building permits, and other means.

Assist With Planning & Building Approvals: [Goals #6, #8]

The City’s development planning and building processes are complex. To assist, the City has the unique staff position of “Development Liaison” whose job it is to shepherd through development applications. This person can be a lifeline for

land developers looking for assistance in navigating the development process and getting their product to market.

Reconstitute the BILT [Goal #8]

The City of Mississauga has convened meetings of the Building Industry Liaison Team (BILT). This group is comprised of City staff and senior leaders within the development industry. It has proven to be an effective venue to understand the needs and concerns of the development industry, as well as provide feedback on initiatives the City is undertaking. We will reconvene regular meetings of this committee as we progress through the Phases of this campaign. Understanding the land industry market will be crucial to achieving the recovery we desire.

Gather Data [Goal #9]

To properly address the economic issues we face, we must be able to quantify them. Data collection will be important to informing our tactics and strategy. Unfortunately, Statistics Canada only provides data for the Toronto Census Metropolitan Area. As such, we will need to work with the Region of Peel, the Government of Canada, and industry partners to develop a Mississauga-focused data set. Currently the City has met ISO Standards and data for Resilient Cities but we will want to build upon the momentum. We may also consider employing an economist to provide more detailed information on the economic outlook for Mississauga, similar to what is done during the annual Budget presentation.

Leave no one behind [Goals #1, #2, #10]

For many in our community the economic consequences of COVID-19 will be devastating. To ensure our local economy remains strong, we need to ensure no one is left behind. According to surveys, over 50 per cent of Canadians were living paycheck to paycheck prior to the COVID-19 crisis. In the wake of this pandemic, many have now lost their jobs, driving the unemployment rate to close to 20 per cent.

While federal and provincial supports have helped people get through this crisis, when this money ends, many people will face significant financial challenges and will be unable to make ends meet. We must ensure that nobody is left behind and that people have opportunities at employment. To do this, we will:

- Work with local employment centres (COSTI, TCET, etc.) and other community services agencies to match people with employment.
- Work with the Region of Peel in partnership to identify strategic partnerships in our social services and charitable sectors that can assist with employment and job creation.

10.2.

- Consider the impact of the recession on vulnerable communities, including marginalized individuals and women. There is a growing body of research that suggests this is a “she-cession” that is disproportionately affecting women. Our approach needs to be sensitive to the people we serve.

Prepare for a Second Wave

Public health officials have indicated that as a society, we have done a good job of controlling the spread of the virus in the first wave. But as the economy re-opens and physical distancing protocols are lessened, we need to be prepared for a second wave or a resurgence of the virus. The epidemiology of the virus indicates that like the flu, it spreads more easily in places where people gather and where droplet spread is more. As it gets colder and people move back inside, there is a potential for a second wave.

The economy likely cannot take another full lockdown as we have seen in Phase 1. We will need to be ready to adapt as a corporation to a second wave, but also assist our businesses to do the same. This may require:

Public communication campaigns

- Facilitating with the Region of Peel testing of employees
- Working with the Region of Peel Public Health to isolate outbreaks in businesses
- Providing information on where PPE and other resources can be obtained. Global supply chains for PPE for instance are still not stable. If other jurisdictions also experience a second wave, sourcing PPE and other materials may be a challenge.

The reproductive value of the virus is roughly 1; or in other words, one person infects one person. If this value rises, the number of cases increases exponentially. To avoid a crushing second wave, we will need to remain vigilant to maintain the reproductive value of the virus at 1.

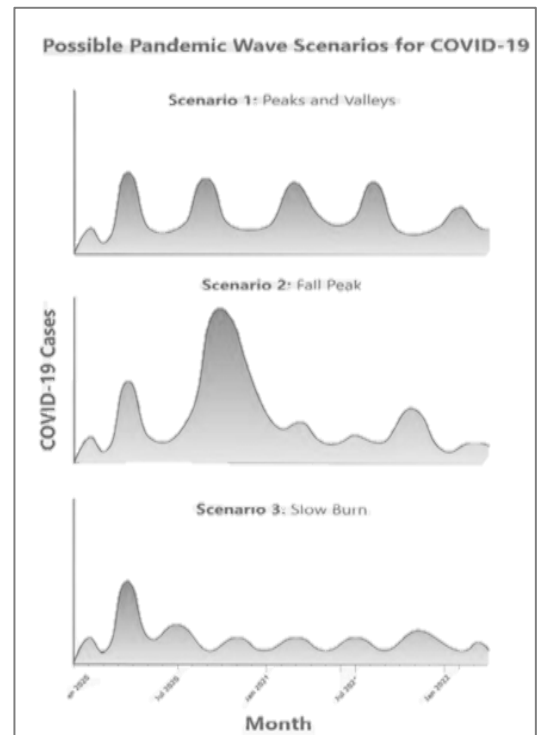


Figure 1: Centres for Disease Control

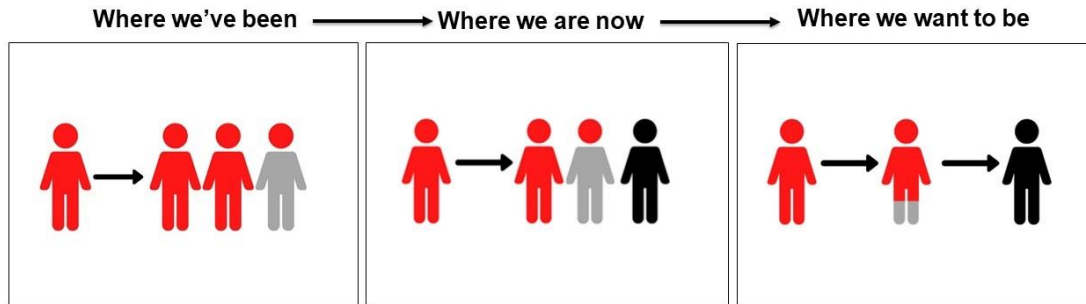


Figure 2: Health Canada

Phase 3: Grow (January 2021 – June 2022)

In this phase we will learn from our activities in Phase 2 and chart a course for the future. Elements in this phase are subject to change based on the lessons learned and the feedback received during Phase 2.

Assess the Campaign to Date [Goal #9]

As we move from Phase 2 to Phase 3, we will regroup and reassess our success and failures to date. If necessary, we will recalibrate our strategic objectives, goals and tactics to respond to what we have learned and our new environment.

Re-Evaluating Our Growth Targets [Goal #9]

As we progress into Phase 3, we will re-evaluate our economic development focus and strategic plan to ensure that we are pursuing the right path for growth. Our focus to date has been predominantly on business attraction and retention. We have also focused on number key sectors including finance, life sciences, advanced manufacturing, and ICT, among others. Mississauga has a highly diversified local economy, which will insulate us somewhat from the global shocks of COVID19.

However, it will be prudent to re-examine our focus and our key sectors in the wake of COVID-19. We must ask ourselves whether now is the time to consider expanding our focus to generating greater export capacity in our local businesses, which creates jobs and potentially expansion? Are our target sectors still the right ones? What is our growth strategy and what barriers stand in the way (internal and external) from us realizing our growth potential. This exercise will guide our focus in the years to come.

Focus on the Airport [Goal #1, #3]

In 2019, the City and the Greater Toronto Airports Authority (GTAA), the non-profit agency that operates Toronto Pearson, signed a Municipal Authority Agreement. We recognize that in many ways, our strategic objectives align and

we must work as partners. As the largest land owner and employer in our City, and the catalyst behind billions in economic activity in our region, the airport plays an important role in our economic health and recovery. Toronto Pearson has been hit extremely hard by this pandemic, with passenger travel volumes decreasing to almost nothing. Global surveys suggest that even as the economy re-opens, consumers are wary of travelling by plane until they feel it is safe to do so. The airport's recovery will be slow, but it is vital to our economic success.

As such, we will work with the airport during the economic recovery to help them address their losses and get back to business as usual. A strong Toronto Pearson is critical for a strong Mississauga.

Invest in Innovation [Goal #1, #3, #4]

This pandemic and new economic environment will create new business opportunities for budding entrepreneurs and innovators. Investing in our innovation agenda will be critical to our success moving forward. Many neighbouring jurisdictions, including Toronto, Kitchener/Waterloo, and Hamilton have made innovation a priority.

The City will expedite plans for innovation hubs in Mississauga that are designed to assist fledgling businesses grow and to develop more homegrown companies and jobs. The downtown core and the Serson Innovation Corridor on the Lakeview lands are both target areas.

Reassess our Development Objectives [Goal #6, #8]

Working with the Planning and Building Department and Economic Development, we will work with the development community to assess the marketplace and determine what is feasible in the current climate. If the market contracts, so too may our plans for new office development in the downtown core, for instance. We must be ready to respond to a changing environment.

Planning for an aging population [Goal #7]

The City will continue to leverage land use policies that support our plans and provisions of housing for all ages and demographics. The senior age group across Canada accounts for 17.5% of the population, surpassing the 16% age group of children between ages 0 to 14. Statistics Canada estimates that the senior proportion could reach 22.7% in 2031, the year when the last baby boomers will turn 65 (1946 to 1965). Subsequently, the City may also consider working with the provincial government, our local hospital partners, and the development community to bring more safe long-term care beds to the market. This crisis has demonstrated the critical need for new and modern long-term care homes.

Mississauga Hospital Rebuild [Goal #7]

This crisis has shown the need for healthcare capacity in our community. Using our policy and planning tools, we will work with our hospital partners to move forward their plans to rebuild the new Mississauga Hospital

Focus on Housing Affordability [Goal #7]

Prior to COVID-19, building affordable housing in Mississauga was a top priority. Given the economic climate post-COVID-19, it will be even more of a priority in the years to come. We will re-examine our Making Room for the Middle Strategy, current provincial legislation, and the current marketplace to determine how best to move forward with affordable housing development in our community. Many people have lost their jobs and it will likely take a number of fiscal quarters before the unemployment rate returns to pre-COVID-19 levels. People will need affordable housing options or we will risk pricing people out of the market and losing our talent to other jurisdictions. Safe, affordable housing is critical to our economic recovery.

Continue Our Digital Transformation [Goal #3, 4]

The City of Mississauga, as an established Smart City, has been operating almost entirely virtually since the start of the pandemic. This is a testament to the investments made in previous years. As it relates to our economic recovery, Planning and Building and our Economic Development Office (EDO) in particular have been working remotely, yet continuing to serve our customers at pre-COVID-19 levels. Through the use of EPlans our Planning and Building Department has continued to review and approve development applications, as well as undertake thousands of inspections. Our EDO has been communicating daily with our business community, hosting consultations, as well as informative webinars.

As we move through our recovery, our focus will continue to be on providing more of our business services virtually to meet the needs of a changing business environment and to ensure continuity of business.

Reimagine the New Normal

As we progress through Phase 3 and begin to return to normal, it will be important to reimagine what our new normal can and should look like. It will be prudent to understand from our residents and businesses the direction they think the City should travel and what our priorities should be. A review of the City's Strategic Plan may be an opportunity to do this.

Communications Plan

To properly execute this strategy it will require a robust and properly resourced communications and marketing campaign. We 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.

Mississauga. Strong. Ready.

