

# City of Mississauga Corporate Report



<p>Date: September 8, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Paul Mitcham, P.Eng, MBA, City Manager and Chief Administrative Officer</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: September 23, 2020</p>
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## Subject

The City of Mississauga's Economic Recovery Plan

## Recommendation

That the report entitled, "The Economic Recovery Plan – Broader Industry", and the "Economic Recovery Plan – Small Business" as part of the City's Economic Recovery Framework, dated September 8, 2020 from the City Manager be endorsed.

### Report Highlights

- The Economic Development Office ("EDO") has led the development of the economic recovery plans that supports small business and broader industry.
- EDO has engaged with business owners and key industry leaders to understand the challenges and opportunities of our business community to inform the plans.
- The economic recovery plans were presented to the City's Economic Resiliency Task Force (the "Task Force") on July 20<sup>th</sup> with subsequent one-on-one follow up provided to Task Force members.
- Staff received Task Force input and support in principle for the economic recovery priorities and accompanying actions outlined in the plans.
- The actions with financial implications will be validated through the City's budget and business planning processes.

## Background

In early 2020, the COVID-19 virus spread across the world impacting the health and wellbeing of its citizens and disrupting the global economy. The Province responded by declaring a State of Emergency forcing business and school closures, and placing limitations on physical and social activity. Almost immediately economic impacts surfaced, with loss of revenues, jobs and

businesses causing an unprecedented decline in overall economic output and disruption across industries.

In response to the crisis, Council adopted the City's COVID-19 Recovery Plan Framework in May 2020. Designed to guide Mississauga's journey back to a fully operational city, the Framework is divided into four distinct pillars to address all aspects of recovery: Economic, Finance, Community and Corporate.

The Economic Pillar includes five distinct plans for recovery: 1. Industry, 2. Small Business, 3. Creative Industry (Film, TV and Music), 4. Land Development, and 5. Tourism. As part of the Economic Recovery Management Team, the Economic Development Office (EDO) led the development of recovery plans that support small businesses and broader industry.

### **Small Business**

Small business is the foundation of Mississauga's economy, with 93,000+ small businesses representing 99% of the city's business community and nearly half of local employment. Encompassing traditional, main street small businesses, early stage entrepreneurs, start-ups, and high-growth scale-ups, the economic health and vitality of small business is a key determinant of overall economic well-being and prosperity.

### **Industry**

Mississauga's broader industry includes established businesses within the following key high value, globally connected sectors: Advanced Manufacturing, Higher Value Business Services, Life Sciences and Smart Logistics. Together these sectors employ over 178,000 people in Mississauga, 42.9% of total employment

### **EDO Response to COVID-19**

From the onset of the pandemic, EDO quickly pivoted its operations and services to respond to the immediate needs of Mississauga's business community. In response, EDO delivered the following outreach and services\*:

<b>One-on-One Business Consultations</b>	<ul style="list-style-type: none"> <li>Facilitated 165+ cases</li> </ul>
<b>Outbound Advisory Services Program</b>	<ul style="list-style-type: none"> <li>Targeting key sectors, 350+ companies were contacted, with 53 engagements completed and another 55 currently active (representing over 14,000 local employees)</li> </ul>
<b>Specialized Webinars</b>	<ul style="list-style-type: none"> <li>30 webinars with over 2,500 participants</li> </ul>

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<b>Business Roundtable Sessions</b>	<ul style="list-style-type: none"> <li>• 10 business roundtables: <ul style="list-style-type: none"> <li>○ Key sector roundtables for 54 local businesses with 19,000 local employees</li> <li>○ Business stakeholder roundtables (BIAs and business associations) representing thousands of small businesses</li> </ul> </li> </ul>
<b>Business Advisory Program</b>	<ul style="list-style-type: none"> <li>• 27 local small businesses have been offered access to third party business specialists in areas such as accounting and legal services</li> </ul>
<b>Partner Collaboration</b>	<ul style="list-style-type: none"> <li>• Ongoing weekly update meetings with key internal and external partners including Culture, Tourism, Land Development, Mississauga Board of Trade, Business Improvement Areas and other business associations</li> </ul>

\*All engagement metrics are as of August 31, 2020

Through these engagement activities, business owners and leaders offered insights into the challenges and opportunities of our business community that helped shape the priorities and actions for the Small Business (Appendix 1) and Broader Industry (Appendix 2) Economic Recovery Plans.

Council also established an Economic Resiliency Task Force to formally facilitate input from representatives of all industries. At its inaugural meeting on July 20<sup>th</sup>, staff reviewed priority recommendations from both Recovery Plans. Following the meeting, one-on-one sessions with each Task Force member were conducted and additional advice was received. Overall, the Task Force provided positive feedback and a commitment to partner in delivering the Economic Recovery Plan actions.

## Comments

COVID-19 has had an enormous but varied impact across Mississauga's business sectors, neighbourhoods and residents. Some of the most severely impacted sectors of the economy such as Main Street small businesses, restaurants and hospitality will require enhanced support and resources for recovery. Similarly, COVID-19's disproportionate impact upon visible minorities, women and youth will require dedicated efforts and support to ensure that Mississauga's recovery leaves no one behind.

Despite the negative economic impacts, business growth opportunities have continued or emerged during the COVID-19 pandemic as businesses respond to shifting consumer demand, disruptions to global supply chains, increased demand for information technology solutions and provision of COVID-19 related products. Capturing growth opportunities in areas such as Information Technology, Logistics, Food & Beverage and Life Sciences will support a strong recovery that generates employment opportunities for Mississauga's residents.

EDO's extensive business and community engagement process provided a clear understanding of the challenges and opportunities for Mississauga's small businesses and broader industries. Drawing from these insights, and on the priorities established within Economic Development Strategy 2020-2025, each Economic Recovery Plan will address the immediate needs of businesses in response to the COVID-19 pandemic and support long-term sustainable economic prosperity within Mississauga.

The Economic Recovery Plans are organized around the three distinct phases of recovery found within the City of Mississauga's COVID-19 Recovery Plan: Mitigate, Reboot, Grow. Over the phases of economic recovery, EDO will serve both the small business community and broader industry by building capacity in a number of areas required to advance the following themes, priorities and key initiatives:

### **Economic Recovery Plan Themes**

- **Advocacy:** Effectively advocate on behalf to the local business community to federal and provincial levels of government.
- **Collaboration:** Collaborate with key partners across diverse backgrounds and sectors to successfully implement Economic Recovery Plan priorities.
- **Inclusion:** Ensure Economic Recovery Plan priorities and actions support the five inter-related characteristics of inclusive growth: participation, equity, growth, sustainability and stability

### **Economic Recovery Plan Priorities**

- **Business Outreach:** Engage the business community to understand their evolving needs and inform service delivery, act as a reliable source of relevant information, and effectively advocate on the business community's behalf.
- **Business Investment Retention, Expansion & Attraction:** Enable a business friendly environment, and develop and secure business investment retention, expansion and attraction opportunities.
- **Innovation:** Establish Mississauga as a place of industry innovation and leadership by supporting and enhancing the innovation potential of local start-ups, scale-ups and established businesses.
- **Distinct Places:** Create and support long-term economic growth opportunities within key economic growth centres, and restore and strengthen vibrant local business districts.

### Economic Recovery Plan Key Initiatives

- **Digital Economy Inclusion and Growth** related actions will support an inclusive economic recovery by supporting residents and small business access to digital technology, as well as enable Mississauga to take advantage of investment growth opportunities within the digital economy. Includes actions such as Digital Main Street, ShopHERE, Ritual One, Digital Adoption & Inclusion initiatives, Smart Digital Infrastructure and Sector Specialist Support.
- **Innovation Hub Program** will offer support to early stage entrepreneurs, start-ups and scale-ups to support job growth, talent attraction, business investment and improved economic competitiveness in Mississauga.
- **Business Recovery Placemaking Campaigns** will aim to strengthen consumer confidence and business investment through dedicated place-based campaigns that develop and promote Mississauga's identity and brand. Includes marketing focused actions such as Mississauga Made, Awareness Campaign, Innovation Marketing Campaign, Downtown Placemaking Marketing, Promotion and Investment Attraction, and Strong Ready Campaign, as well as considering a Community Improvement Plan for Main Street.
- **Lakeview Innovation District** will advance critical work in attracting a major anchor institution(s) and/or companies to act as a catalyst to kick start development of the Lakeview Innovation District. This unique and transformative development opportunity has the potential of elevating Mississauga as a major driver of the regional and global innovation ecosystem. More immediate plans to advance this project include a planned Internal Activation Session with City and Region staff and a later Symposium to formally introduce the development opportunity to the market.
- **Business Investment & Sector Development** will focus on developing key industry sectors and capturing investment retention, expansion and attraction opportunities emerging during and beyond the COVID-19 pandemic. Includes industry Sector and Sub-Sector initiatives, developing a B2B platform, and Workforce Development initiatives.

### Strategic Plan

Priorities identified in the Economic Recovery Plans for small business and broader industry align with the priorities outlined in the City's Economic Development Strategy (2020-2025) and supports all five pillars for change in the City of Mississauga Strategic Plan (2009) in the following ways:

- **Developing Transit-Oriented City:** EDO efforts need to focus on working with its partners to deliver durable infrastructure, which includes transit driven growth;

- **Ensuring Youth, Older Adults and New Immigrants Thrive:** EDO efforts need to focus on working with its partners to develop people-centred spaces anchored in inclusive growth opportunities for its diverse community of residents and create distinct places to engage and develop a stronger identity for the City;
- **Cultivating Creative and Innovative Businesses:** EDO efforts need to focus on supporting globally-minded businesses, which includes harnessing innovation potential within priority sectors, entrepreneurs and scale-ups;
- **Completing our Neighbourhoods:** EDO efforts need to focus on working with its partners to develop distinct places to attract people and businesses as it moves into its next phase of growth;
- **Living Green:** EDO efforts need to focus on working with its partners to develop distinct places and that can transition into sustainable and accessible transit modes.

## Financial Impact

The Economic Recovery Plans for Small Business (Appendix 1) and Broader Industry (Appendix 2) outline a set of actions for EDO to lead in building awareness of the City's economic priorities. The resource requirements for delivering the actions will be managed primarily through EDO's existing operations. However, actions that require additional resources will be considered through the City's budget and business planning processes.

## Conclusion

The Economic Recovery Plans for small business and broader industry will contribute to the City's COVID-19 Recovery Plan Framework as part of the Economic Pillar. The Economic Recovery Plans set out the City's priorities and actions that will support Mississauga's economic growth and prosperity.

The unprecedented nature of COVID-19 and uncertainty around the outlook of the pandemic and resulting business impacts require that the actions and outcomes of each plan be regularly monitored, assessed and adapted to ensure they remain relevant to the rapidly changing environment. EDO will monitor the progress of each plan, and where appropriate, make amendments to action items ensuring alignment with shifting business needs.

## Attachments

Appendix 1: Economic Recovery Plan – Small Business

Appendix 2: Economic Recovery Plan – Broader Industry



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Paul Mitcham, P.Eng, MBA, City Manager and Chief Administrative Officer

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