

**Mississauga.  
Strong.  
Ready.**

Appendix 1: Economic Recovery  
Plan – Small Business

City of Mississauga

# Economic Recovery Plan

Small Business

September 2020

City of Mississauga,  
Economic Development Office



# Table of Contents

<b>Section 1: Economic Recovery Plan Phases .....</b>	<b>1</b>
<b>Section 2: COVID-19 Economic Impact    Overall 2020 Impact .....</b>	<b>2</b>
Recovery .....	3
<b>Section 3: Impact on Small Business .....</b>	<b>4</b>
About Small Business and its Importance to the Economy .....	4
COVID-19 Impact on Small Business .....	5
<b>Section 4:.....</b>	<b>10</b>
<b>Economic Development Office Response and Support .....</b>	<b>10</b>
<b>Section 5: Identifying Economic Recovery Plan Priorities .....</b>	<b>12</b>
Challenges & Opportunities Identified by Broader Industry .....	12
Understanding the Opportunities .....	13
Additional Considerations: Economic Development Strategy 2020-2025 .....	15
Guiding Themes and Priorities: Economic Recovery Plan.....	15
<b>Section 6: Delivering our Small Business Plan .....</b>	<b>18</b>
Role of Economic Development Resiliency Task Force .....	18
Role of Economic Development Office .....	18
<b>Section 7: Activating the Plan.....</b>	<b>19</b>
Business Outreach .....	19
About Business Outreach.....	19
Measures of Success.....	19
Actions under Mitigate .....	19
Actions under Reboot .....	20
Business Investment Retention, Expansion & Attraction .....	20
About Business Investment Retention, Expansion & Attraction.....	20

<b>Measures of Success.....</b>	<b>21</b>
<b>Actions Under Reboot.....</b>	<b>21</b>
<b>Actions Under Grow .....</b>	<b>21</b>
<b>Innovation .....</b>	<b>22</b>
<b>About Innovation .....</b>	<b>22</b>
<b>Measures of Success.....</b>	<b>22</b>
<b>Actions Under Reboot.....</b>	<b>22</b>
<b>Actions Under Grow .....</b>	<b>22</b>
<b>Distinct Places.....</b>	<b>23</b>
<b>About Distinct Places .....</b>	<b>23</b>
<b>Measures of Success.....</b>	<b>23</b>
<b>Actions Under Reboot.....</b>	<b>23</b>
<b>Actions Under Grow .....</b>	<b>24</b>
<b>Section 8: Putting the Plan to Work.....</b>	<b>25</b>
<b>Appendix 1 .....</b>	<b>26</b>

## Section 1:

# Economic Recovery Plan Phases

The Economic Recovery Plan reflects phases found within the City of Mississauga's COVID-19 Recovery Plan: Mitigate, Reboot and Grow. These phases are not time-specific, with the understanding and expectation that there may be overlap between them. These phases will guide the City's economic recovery activities and outline milestones of recovery efforts.



## Mitigate

Mitigation efforts are crucial to help businesses endure the initial impact of COVID-19, transition through re-opening phases of the economy, and adapt to any future restrictions. By assessing and responding to immediate needs of business, the City will be in a better position to support effective mitigation practices that will facilitate a faster and stronger economic recovery.

## Reboot

Economic recovery in this phase is focused on assisting businesses, workers and residents adapt and innovate within the 'new normal' of COVID-19. This phase is associated with health and safety measures during virus containment, including varying levels of physical distancing, testing and contact tracing.

## Grow

The Grow phase aligns with the success of a proven COVID-19 vaccine or an effective treatment period. The growth priorities outlined in the Economic Development Strategy (2020-2025) will inform Mississauga's long-term growth plan.



## Section 2:

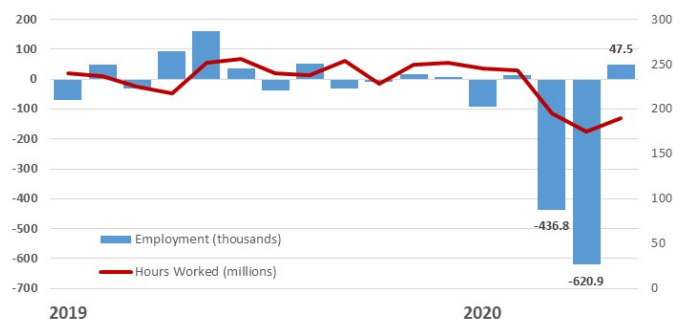
# COVID-19 Economic Impact

## Overall 2020 Impact

The spread of COVID-19, and related government restrictions on economic activity across the globe caused an unprecedented decline in economic output across a majority of industries. As a result, the global economy continues to experience its deepest recession since the Great Depression in the 1930s. Assuming a significant global second wave of the Coronavirus does not occur in 2020, global output is expected to decline between 4.1% and 6.0% in 2020. In Canada, a larger decline in economic output is expected, between 6.1% and 9.0%. (see Appendix 1 for a range of recent economic impact forecasts for Canada and the world). If a second wave of the COVID-19 pandemic occurs, greater output declines are expected.

In Ontario, over one million jobs were lost between February and May, representing a 14.1% decline in total employment (year-over-year change).<sup>1</sup> For Mississauga, total employment losses may have exceeded 55,000 jobs by May.<sup>2</sup> Employment indicators underestimate the full impact of COVID-19 on economic activity as many employed and self-employed individuals maintained their job status, but experienced reduced work hours. For example, total hours worked in Ontario showed a much larger decline of 24.5% in May (year-over-year change) compared to employment loss.<sup>3</sup> Importantly, the economic impact of COVID-19 has not been distributed evenly across society. Youth, women and low-wage workers have experienced the most severe impacts. For example, between February and April

**Figure 1: Total Hours Worked & Monthly Change in Employment, Ontario**



<sup>1</sup> Statistics Canada. Table 14-10-0022-01 Labour force characteristics by industry, monthly, unadjusted for seasonality (x 1,000)

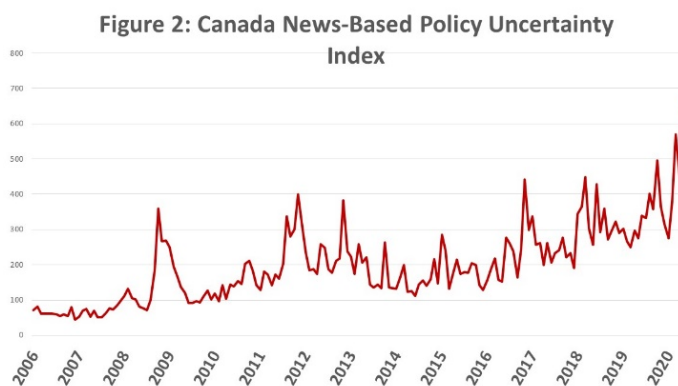
<sup>2</sup> This is estimated by applying NAICS 2 digit 12 month percentage employment declines in May 2020 for Ontario, to Mississauga's 2019 employment profile (results in loss of 56,321 jobs).

<sup>3</sup> Statistics Canada. Table 14-10-0036-01 Actual hours worked by industry, monthly, unadjusted for seasonality (x 1,000).

employment for low-wage workers in Canada declined by 38.1%, compared to 12.7% for all other workers.<sup>4</sup>

## Recovery

Uncertainty continues to influence projections related to the trajectory of the Coronavirus and various scenarios for economic recovery. Forecasts for Canadian 2020 output show declines between 6.1% and 9.4%.<sup>5</sup> In general, current economic projections forecast an initial and partial bounce-back as economies begin to re-open, followed by a much more gradual recovery due to the uncertainty of global coronavirus containment and following impacts on employment, incomes and consumer confidence.<sup>6</sup> Until an effective vaccine or treatment for COVID-19 is available, varying levels of activity restrictions will be required to contain the coronavirus.<sup>7</sup> The speed and extent of recovery, as with the initial impact of COVID-19, is expected to vary across industries and business size due to government restrictions and policy, consumer responses and business capacity to adapt and survive during the COVID-19 pandemic.<sup>8</sup> Critically, the path of economic recovery will depend on the success of workplaces safely resuming activity.<sup>9</sup>



Source: <https://www.policyuncertainty.com/index.html>

<sup>4</sup> Statistics Canada. 'The Daily - Labour Force Survey, June 2020'. <https://www150.statcan.gc.ca/n1/daily-quotidien/200710/dq200710a-eng.htm> COVID-19's impact upon women has been particularly severe due to the higher representation of women within industries hardest hit (for example, Accommodation and Food Services) but also because of the higher responsibility women bear in terms of providing home and child care services. For example, a greater proportion of core-aged women with children under 18 (14.3%) worked less than half their usual hours compared with their male counterparts (8.7%) in June 2020.

<sup>5</sup> See Appendix 1

<sup>6</sup> Bank of Canada, 'Spending Patterns in a Pandemic'. Speech by Deputy Governor Lawrence L. Schembri. June 18, 2020 <https://www.bankofcanada.ca/2020/06/spending-patterns-in-a-pandemic/>. TD Economics. Perspective: It's Always Darkest Before Dawn. Beata Caranci. June 8, 2020. <https://economics.td.com/ca-darkest-dawn?linkId=90372907>

<sup>7</sup> Current estimates for an effective vaccine suggest availability by 2021 at the earliest. <https://www.weforum.org/agenda/2020/05/coronavirus-pandemic-last-2-years/>

<sup>8</sup> For a review of industry specific forecasts see TD Economics. Canadian Industry Outlook: L-U-V Revisited. Brian DePratto. May 11, 2020. <https://economics.td.com/ca-industry-outlook>.

<sup>9</sup> Bank of Canada, 'Targeting inflation during the pandemic'. Speech by Tiff Macklem to Canadian Clubs, June 2020. <https://www.bankofcanada.ca/2020/06/targeting-inflation-during-pandemic/>





## Section 3:

# Impact on Small Business

## About Small Business and its Importance to the Economy

Small business<sup>10</sup> is the foundation of Mississauga's economy. From traditional main street small businesses to high-growth scale-ups, the economic health and vitality of these establishments directly impact the overall well-being of the local economy:

- In 2019, there were 93,254 small businesses operating in Mississauga, representing **99% of Mississauga's business community**
- These businesses collectively represented **nearly half of employment across Mississauga**

### TYPES OF SMALL BUSINESSES

#### Traditional/Main Street Small Businesses:

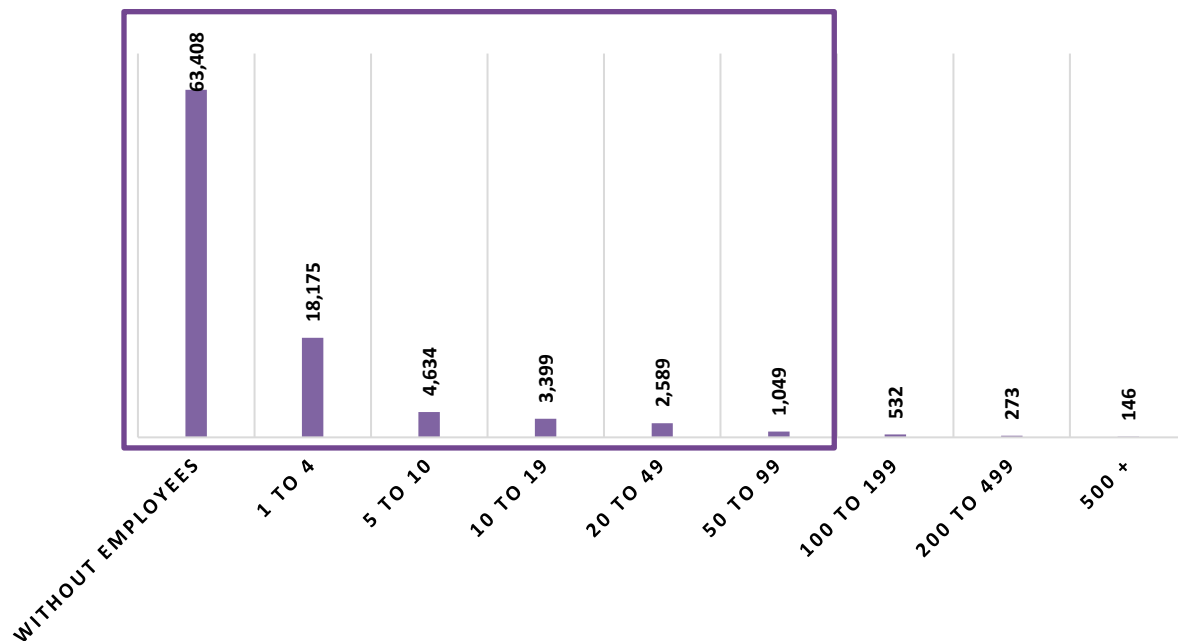
Local small businesses that serve local populations (e.g. restaurants, boutiques, hair salons, auto repair shops etc.). These small businesses are often referred to as 'mom-and-pop-shops' and are often resident favourites within the community.

#### High Growth Scale-ups:

Innovative companies that employ quick growth and export-driven strategies and business models to gain significant market penetration. These companies have large growth potentials and include opportunity-driven entrepreneurs.

<sup>10</sup> Business establishments with less than 100 paid employees.

**Figure 3: Mississauga Businesses by Employment Range (2019)**



Source: Statistics Canada, December 2019 Business Counts

Economic activity across local small businesses is wide ranging, with the most prevalent industries including the following:

- **Number of Small Businesses:** Real estate and rental and leasing (14,887), followed by Professional, scientific and technical services (14,371) and Transportation and warehousing (8,588); and
- **Small Business Employment:** Wholesale trade (43,415), followed by Retail trade (36,296) and Accommodation and food services (30,467)<sup>11</sup>.

## COVID-19 Impact on Small Business

The small business community has been hard-hit by the COVID-19 pandemic. Survey data from the Canadian Federation of Independent Business (CFIB) highlights impacts across Canadian small businesses:

- In March 2020, 48% of small businesses experienced a moderate to significant drop in sales. In comparison, the most recent survey in early June highlighted that nearly half of survey respondents reported sales of half or less of normal sales for this period.

<sup>11</sup> Source: Statistics Canada, December 2019 Business Counts



- In March 2020, 43% of survey respondents reduced working hours for employees, with an additional 20% reporting temporary lay-offs<sup>12</sup>. In comparison, the most recent survey in early June highlighted that 48% of survey respondents temporarily laid off employees with the intention of rehiring, while 10% reported permanent lay-offs<sup>13</sup>.
- Temporary employee lay-offs were most significantly reported in the hospitality (66%), arts, recreation and information (62%) and social services (60%) industries. The industries reflecting the most significant permanent employee lay-offs included transportation (15%), wholesale (13%), manufacturing (12%) and professional services (12%)<sup>14</sup>.

Within Ontario, small business employment across most industries declined. Ontario employment figures for the year-over-year period between May 2019 and 2020 reflect that the small business sector was indeed most hard-impacted, experiencing a more significant drop in employment (-19%) in comparison to the broader business community<sup>15</sup> (-16%)<sup>16</sup>. Further insights highlight the impacts to entrepreneurs, where over the same period, total actual hours worked for self-employed workers dropped significantly across all industries (-46.7%) – a stark contrast in comparison to employees, who experienced a 20% decrease in hours worked over the same period. Entrepreneurs throughout the province operating in the services producing sector were most negatively impacted, experiencing a 48.9% decline in hours worked, compared to a 38.2% decline for entrepreneurs in the goods producing sector. Experiences across Canadian and Ontario small business correlate to the experiences of Mississauga small businesses, where the following provides context and impacts for the types of local small businesses.

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<sup>12</sup> Source: Canadian Federation of Independent Businesses, Your Business and COVID-19 Survey, Preliminary Results, March 16, 2020

<sup>13</sup> Source: Canadian Federation of Independent Businesses, COVID-19: State of Small Business, Key Results – Week 13

<sup>14</sup> Source: Canadian Federation of Independent Businesses, COVID-19: State of Small Business, Key Results – Week 13

<sup>15</sup> Employment across all business size classifications.

<sup>16</sup> Source: Statistics Canada, Labour Force Survey May 2020, Table: 14-10-0067-01 (formerly CANSIM 282-0075): Employment by establishment size, monthly, unadjusted for seasonality

### Traditional/Main Street Small Businesses<sup>17</sup>

#### Mississauga Representation:

- Retail trade: 5,426 small businesses employing an estimated 36,000+ locally
- Accommodation and food services: 2,256 small businesses employing an estimated 30,500+ locally<sup>18</sup>

#### Impacts:

- With many main street businesses having to temporarily close physical locations during the onset of the pandemic, COVID-19 largely impacted this segment of the business community:
  - Across Ontario, the accommodation and food services small business industry represented the most significant year-over-year decline in employment as of May 2020 (-49%)
  - Retail trade small business experienced a more significant decline in employment, compared to employment trends across all employment classes in the same industry<sup>19</sup>
- Throughout Mississauga, the largest impacts on local main street businesses include: business closures, employee layoffs, reduced revenues/business activity and rent challenges

#### Outlook:

- For main street businesses who were unable to transition during the onset of the pandemic (e.g. online sales, take-out, delivery, etc.) and/or had limited financial resources, the impacts may be longer lasting with a higher risk of permanent closure<sup>20</sup>
- Longer-term experiences will provide a clear overview of the actual impact of the COVID-19 pandemic on local main street businesses
- Shifting economic reopening policies are providing these small businesses with the opportunity to resume economic activity

### High Growth Scale-ups

#### Mississauga Representation:

- As of 2017, 1,688 business were identified as being high growth scale-ups, employing 111,000+ people locally
- Various reports estimate that while this segment represents a small share of firms, they generate a disproportionate share of employment growth, contributing up to half of new jobs created and are the most likely of all types of businesses to grow into world-leading firms creating new markets and industries<sup>21</sup>

#### Impacts:

- Nearly half of Canadian high growth tech companies experienced a decrease in company value due to COVID-19
- Average decline of the workforce was -8.5%

<sup>17</sup> For the purposes of analysis, traditional/main street small businesses included the following NAICS: Retail trade; Accommodation and food services

<sup>18</sup> Source: Statistics Canada, December 2019 Business Counts

<sup>19</sup> Source: Statistics Canada, Labour Force Survey May 2020, Table: 14-10-0067-01 (formerly CANSIM 282-0075): Employment by establishment size, monthly, unadjusted for seasonality

<sup>20</sup> Source: McKinsey & Company, Which small businesses are most vulnerable to COVID-19—and when

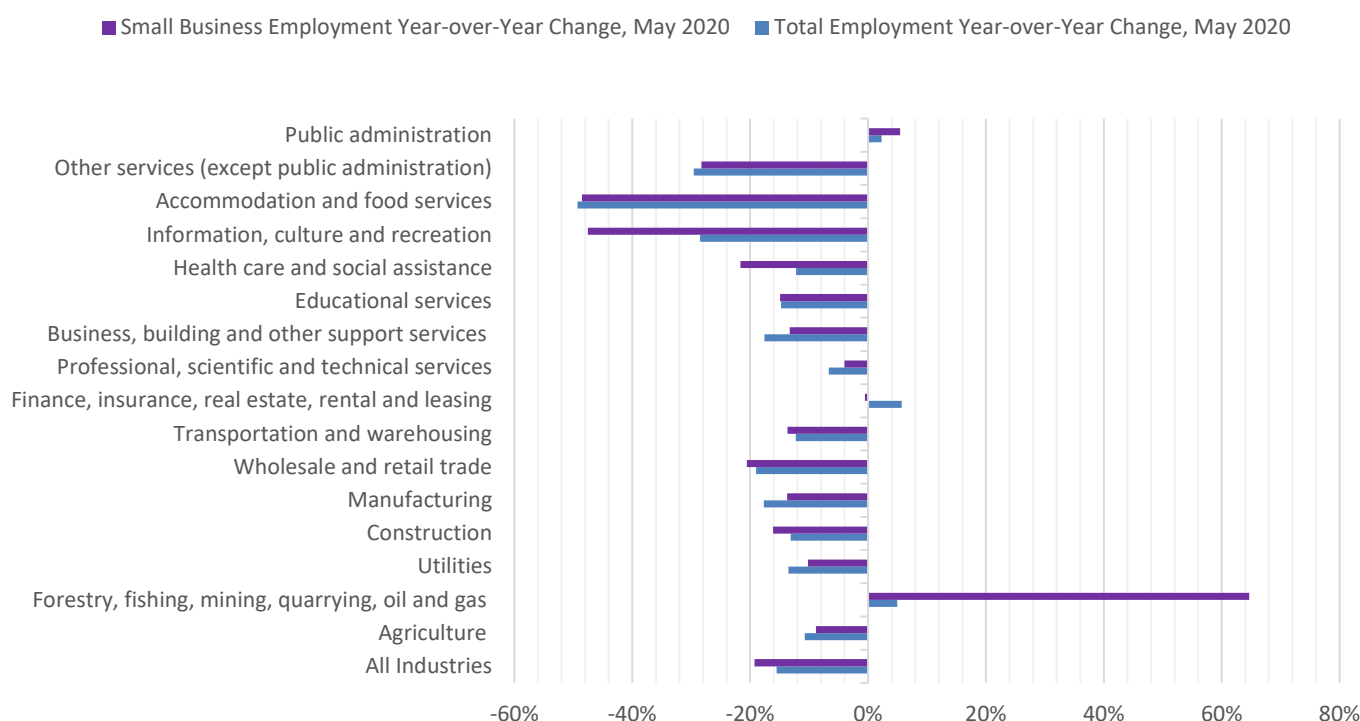
<sup>21</sup> Source: City of Mississauga, Entrepreneurship & Innovation Study

- With many of these businesses in the start-up phases, these firms face unique challenges and have collectively advocated for broader eligibility requirements for government relief resources and access to capital/support to stay afloat<sup>22</sup>
- Small business employment in the professional, scientific and technical services industry experienced a less significant year-over-year drop in employment as of May 2020 (-4% as compared to -6%)<sup>23</sup>

**Outlook:**

- COVID-19 presents new opportunities for innovative companies to address challenges to the broader economy brought on by the pandemic
- Where possible, high-growth firms are pivoting services to address key market demand (e.g. increase demand for communications equipment, telecom services, medtech equipment and supplies, etc.)

**Figure 4: Ontario Year-Over-Year Total and Small Business Employment Change across Industries, May 2020**

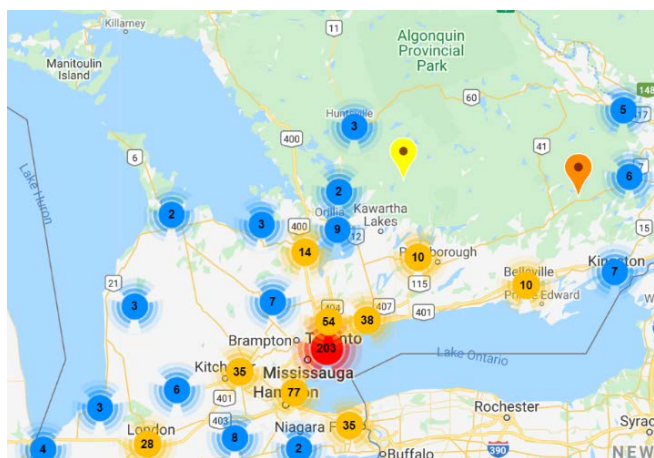


Source: Statistics Canada, Labour Force Survey May 2020, Table: 14-10-0067-01 (formerly CANSIM 282-0075):  
Employment by establishment size, monthly, unadjusted for seasonality

<sup>22</sup> Source: Canadian Council of Innovators

<sup>23</sup> Source: Statistics Canada, Labour Force Survey May 2020, Table: 14-10-0067-01 (formerly CANSIM 282-0075):  
Employment by establishment size, monthly, unadjusted for seasonality

**Figure 5: Small Businesses at Risk of Permanently Closing across the Region**



Source: Canadian Urban Institute, *Small Business in Crisis Interactive Map*

The outlook for small business continues to remain uncertain. Insights from the Canadian Federation of Independent Businesses further reflect that Ontario small businesses face more challenges in comparison to national averages. Some small businesses remain at risk of permanent closure due to the onset of COVID-19 and related impacts (e.g. physical distancing, temporary closures of non-essential workplaces etc.), whereas others were previously at financial risk, but the pandemic worsened the situation. Highlights from the Canadian Urban Institute, *Small Business in Crisis* survey, identified that small businesses are at risk of closing permanently if support is not provided. Figure 5 highlights where these at risk businesses are located across the region.

The longer-term impacts of COVID-19 continue to shift as the pandemic evolves and regional economies reopen, allowing more businesses to resume economic activity. However, recent insights from McKinsey & Company highlight that the most vulnerable small business sectors remain those with limited financial resources:

- Accommodation and food services;
- Arts, entertainment and recreation;
- Educational services;
- Transportation and warehousing; and
- Wholesale trade<sup>24</sup>

As reflected earlier, a number of these vulnerable sectors represent prominent small business industries across Mississauga in relation to business counts and employment. Representing 99% of businesses and half of employment across Mississauga, the support of local small businesses during these challenging times will be paramount to ensure that the local economy is able to recover and grow well into the future.

<sup>24</sup> Source: McKinsey & Company, Which small businesses are most vulnerable to COVID-19—and when

## Section 4:

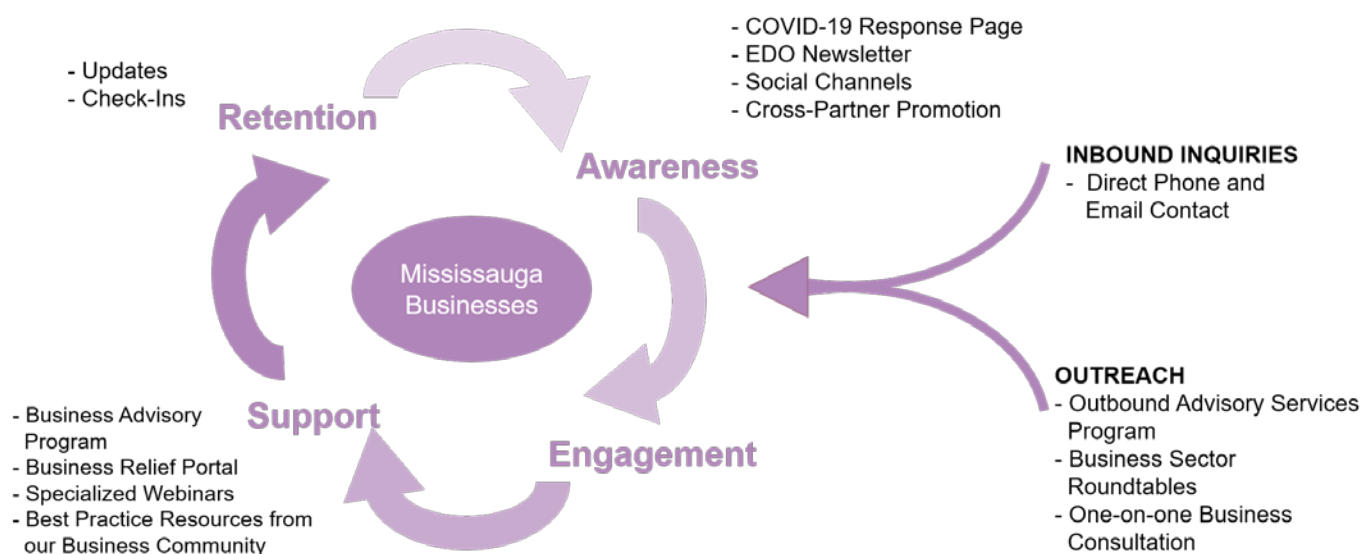
# Economic Development Office Response and Support

From the onset of the pandemic, the Economic Development Office (EDO), that includes the Mississauga Business Enterprise Centre, took immediate and critical action to pivot services to best support the business community. Supporting Mississauga's business community is at the core of EDO's work, and business engagement continues to be a foundational part of EDO's services. Through EDO's COVID-19 Business Engagement Process and continuous customer feedback, EDO is able to engage with business, provide support, and raise awareness of EDO's services.

The EDO cannot deliver all the actions outlined in the Economic Recovery Plan by itself but can take a lead in building awareness among other of the economic priorities and work to ensure investments and policies are appropriately aligned.

EDO role will continue to work with colleagues in the City, as well as vital partners in the private, public and education sectors to use evidence based approach to initiate and encourage other levels of government to stimulate stronger financial and policy support to create new activities that are needed as part of the city's economic recovery.

*Figure 6: Mississauga EDO COVID-19 Business Engagement Process*



Key EDO small business engagement initiatives include:

Business Engagement Stream	Description	Outreach
<b>One-on-One Small Business Consultation</b>	COVID-19 has emphasized the importance of continuous service delivery of one-on-one business support that includes customized resources and guidance	As of August 31, 2020, facilitated over 100 small business cases, some of which include multiple interactions
<b>Outbound Advisory Services Program</b>	Targeted and proactive outreach efforts to the small business community	As of August 31, 2020, facilitated approximately 14 small business cases, some of which include multiple interactions
<b>Specialized Webinars</b>	Free online training to support small business owners and entrepreneurs during the COVID-19 pandemic	Between April and August, delivered 25 webinars to over 1,900 participants
<b>Business Advisory Program</b>	Third party service providers deliver free one-hour legal and accounting advisory services to EDO's small business clients on a case-by-case basis to navigate challenges arising due to COVID-19	As of August 31, 2020, this program has been offered to 27 local small businesses
<b>Business Stakeholder Roundtable Sessions</b>	Roundtables with the business community to facilitate conversations on how to best support local businesses throughout recovery	In May 2020, hosted two Mayor meetings with the local Business Improvement Areas (BIAs) and business associations representing thousands of local main street small businesses
<b>Partner Collaboration</b>	Continued engagement and collaboration with key internal and external partners to find opportunities to support businesses throughout the pandemic and recovery. Key partners include Culture, Tourism, Land Development, Mississauga Board of Trade (MBOT), local Business Improvement Areas (BIAs) and other business associations	Ongoing weekly update meetings

Feedback received on these initiatives continue to help guide EDO develop immediate solutions and identify opportunities to work with our partners to deliver future initiatives.





## Section 5:

# Identifying Economic Recovery Plan Priorities

To be effective, the City's COVID-19 Economic Recovery Plan must be flexible and responsive to the evolving impacts of the pandemic on the global and local economy. Some of the most severely impacted sectors of the economy such as traditional/mainstreet small business will require enhanced service delivery and resources in order to support an inclusive economic recovery for all residents and businesses. Priorities will be identified through continuous engagement with the business community and economic development stakeholders, including: educational institutions, business associations, and regional development organizations. The Plan's framework allows for flexibility to react to the business community's needs through the various phases of economic recovery. In addition, the City will take direction from the strategic priorities outlined in the Economic Development Strategy (2020-2025).

## Challenges & Opportunities Identified by Broader Industry

Insights from the business community have highlighted a number of common challenges impacting Mississauga's small business community. These challenges include the following:

- **Reduced business revenues, business activity and cash flow:** Due to a change in consumer behaviour and the inability to continue operations under normal circumstances, many small businesses reported a decrease in overall business activity and revenues. The most hard-impacted businesses include those that were unable to transform their services to remain operational throughout the pandemic. Statistics Canada's March 2020 insights indicate that nearly half of Mississauga small business survey respondents reported a 30% or more decrease in revenues as compared to the same period in the previous year. Most recently, this continues to be a challenge for local small businesses, as losses continue to widen and business continuity concerns rise.
- **Business closures:** As non-essential businesses were required to close their doors in earlier months, many small businesses reported temporary closures. For those small businesses who have limited financial resources and were unable to continue operations through an altered approach (e.g. remote work, take-out and delivery, virtual, etc.), these businesses remain at risk of permanent closures.
- **Employee layoffs:** Companies that closed their doors also reported temporary staff layoffs. According to Statistics Canada Canadian Survey on Business Conditions, preliminary insights showed that the largest reported staff impacts from Mississauga small businesses included 'Laid

off staff', followed by "Reduced staff hours or shifts'. If businesses are unable to recover and recuperate, these temporary layoffs may become permanent.

- **Rent challenges:** Rent challenges is a major concern amongst small businesses and their ability to cover fixed costs during the slowdown. Despite the Federal and Provincial Canada Emergency Commercial Rent Assistance (CECRA) program and the City of Mississauga's deferral of property taxes, many small businesses reported that some landlords are still requiring full rent. The more recent announcement from the Province on the temporary commercial eviction ban was welcomed by the business community however, some businesses may not be able to benefit due to eligibility requirements and timelines.
- **Businesses accumulating significant debt:** Many businesses reported that they are facing increasing debt, and in some cases, it would be more effective to close or file for bankruptcy than to take on more debt. While small businesses generally welcome business relief support, many relief programs are in the form of loans and deferred payments.
- **Supply chain disruptions:** General uncertainty and delays have impacted small businesses' ability to deliver products and services. Business impacts to suppliers, partners and customers have a direct impact on the viability of local small businesses to continue to operate.
- **Challenges accessing personal protective equipment (PPE):** Small businesses have reported challenges to effectively secure PPE for staff use. This is particularly a challenge in workplaces where the ability to physically distance is limited.
- **Workplace health and safety and employee wellbeing:** Ensuring employee safety, particularly those working on-site, has been consistently identified as a primary concern for local businesses. Business environment, general health and well-being, career stability, and work-life balance are a number of concerns highlighted by small businesses.
- **Uncertainty and information:** The onset of business relief and regulation announcements from all levels of government and programs delivered by various agencies, have created challenges for businesses to effectively navigate the right resources to help them through stages of reopening and recovery.

## Understanding the Opportunities

Despite the challenges, many small business owners remain optimistic, eager to fully operate, and welcome opportunities for economic recovery support. The following are key opportunities highlighted by the local small business community that can support recovery and growth:

- **New ways of work:** Many Mississauga small businesses altered operations to stay operational throughout the pandemic. While some businesses reported the inability to adapt, dialogue with the business community shows that local small businesses have implemented, where possible:

virtual operations, online sales/delivery and take-out, curbside pick-up, remote work, physical distancing, increased cleaning measures, staggered/rotating shifts, reduced operating hours, employee health screening and increased usage of Personal Protective Equipment (PPE).

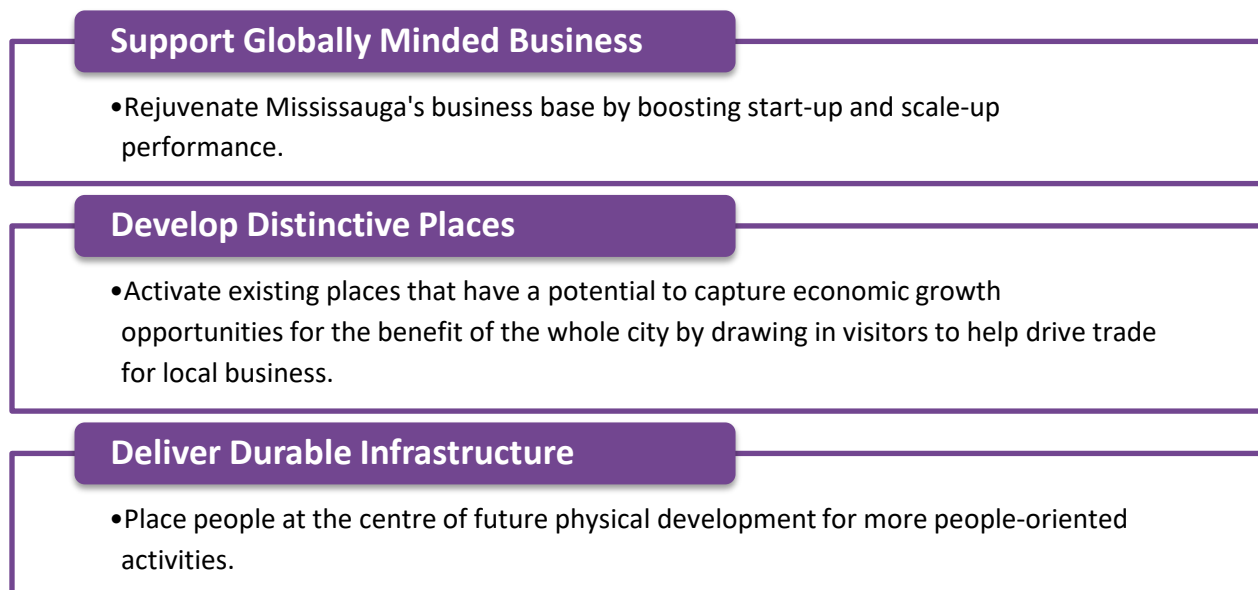
- **Reshaping lines of business to support the fight against COVID-19:** A number of small businesses adapted their services and products to support the international response to COVID-19. Particularly in the manufacturing sector, local small businesses have pivoted services to develop critically-needed PPE, ventilators and other supplies.
- **Joint marketing campaign:** Opportunities for joint initiatives across local businesses for collective branding and marketing to restore consumer confidence and encourage local shopping is a shared insight from Mississauga's small business community.
- **Need for continued business engagement:** Throughout the course of the EDO business outreach efforts, it became evident that the need for continued business engagement remains critical.
- **Need for continued specialized business support webinars and advisory services:** Small businesses highlighted the need for continued delivery of specialized business support webinars and advisory services. Webinar topics will continue to evolve to reflect changing business dynamics, and specialized advisory support will continue to reflect small business individual needs.
- **Opportunity for business-to-business (B2B) connections:** The need to strengthen local supply chains was highlighted from a number of small businesses. The opportunity to participate in forums where local businesses can connect for the purpose of business development emerged through local outreach.
- **Central location to share best practice resources:** The distribution of best practice resources related to business adaptation strategies, workplace health and safety guidelines, and other relevant topics has been identified as a leading request to EDO.
- **Advocacy:** A number of interventions and support can only be delivered through the Federal and Provincial governments. As new program updates are announced, small businesses have expressed concerns about eligibility challenges and continued gaps to address particular needs. Local small businesses have requested opportunities to advocate on behalf of Mississauga small businesses.
- **Support to access personal protective equipment (PPE):** The need for PPE has become an issue impacting many businesses due to limited global supply. Companies have suggested opportunities to effectively source PPE, with ideas ranging from a local demand and supply platform to pooled company bulk order purchasing.

- **Mississauga COVID-19 Economic Recovery Task Force:** As businesses continue to reopen, the idea of establishing a local task force to oversee local economic recovery has been an opportunity shared by the local small business community.
- **Planning & Building support and placemaking:** The planning and development process will continue to drive development across Mississauga. Opportunities to fast track the development application process and continued prioritization of key planned growth areas will be important to restore growth across the city.

## Additional Considerations: Economic Development Strategy 2020-2025

While the COVID-19 pandemic has, and will continue to require a significant shift in the City's immediate economic development priorities, the core priorities for sustained economic prosperity outlined in the Economic Development Strategy (2020-2025) will continue to guide both immediate and long term planning efforts. The Strategy sets out an inclusive and sustainable economic growth agenda for the city that focuses on the following priorities:

Figure 7: Mississauga Economic Development Strategy (2020-2025) Priorities



## Guiding Themes and Priorities: Economic Recovery Plan

The Small Business Economic Recovery Plan priorities reflect both the urgent and evolving needs of the business community that will emerge through recovery, while at the same time, continue to build upon the strategic priorities that will guide the City's path towards sustained economic prosperity.

At the core of these priorities remain three overarching themes that will ensure the plan remains community-driven with opportunities for all. These overarching themes include the following:

## Advocacy



These four priorities will be guided by an overarching theme of advocacy. EDO will continue to engage with businesses in strategic sectors and the hardest hit sectors to understand the challenges and opportunities resulting from COVID-19 and to offer support for a policy or proposal to advocate on their behalf with other levels of government. Given the enormous impact of COVID-19 across business operations, economic recovery will depend upon adequate and effective policy and support from federal and provincial levels of government and this is why advocacy will be critical.

## Inclusion



At the core of these actions will be an emphasis on inclusion as a critical driver for ensuring economic growth and prosperity for all. COVID-19 has disproportionately impacted populations and communities locally. Economic recovery will only be achieved when all community stakeholders have equal opportunities for economic mobility. These four priorities will underscore the five inter-related characteristics of inclusive growth: participation, equity, growth, sustainability and stability<sup>25</sup>.

## Collaboration



The four priorities reflect shared community values that will significantly influence economic recovery. As a community-based plan, it is imperative that EDO continue to collaborate with key partners across diverse backgrounds and sectors to implement the identified action items. These four priorities will be advanced through ongoing strategic partnerships and collaboration.

Drawing upon insights from extensive engagement with the business community during the COVID-19 pandemic, and in review of the Economic Development Strategy (2020-2025), four priorities have been chosen to guide Mississauga's Small Business Economic Recovery Plan, and include the following:

### 1. Business Outreach



The City will play a critical role engaging with the business community to understand evolving needs to inform service delivery, act as a reliable source of relevant information, and effectively advocate on the business community's behalf.

<sup>25</sup> Source: The Rockefeller Foundation, The Five Characteristics of an Inclusive Economy: Getting Beyond the Equity-Growth Dichotomy

## 2. Business Investment Retention, Expansion & Attraction



The City will work to identify and secure business investment retention, expansion and attraction opportunities as they emerge, focusing on our key sectors and those industries hardest hit by COVID-19. Business investment activities will continue to be guided by: the City's sector councils, business leaders, educational institutions and other economic development stakeholders.

## 3. Innovation



The City will continue to develop Mississauga as a place of business innovation and leadership by supporting and enhancing the innovation potential of local start-ups, scale-ups and established businesses. The City's innovation goals will be achieved by leveraging the strengths and resources of existing innovation stakeholders, including educational institutions, innovation service providers and established businesses.

## 4. Distinct Places



The City will continue to develop and support long-term economic growth opportunities within key economic growth centres, as well as restore and strengthen vibrant local business districts. Development of the City's distinct places will be informed by the Economic Development Strategy (2020-2025).





## Section 6:

# Delivering our Small Business Plan

## Role of Economic Development Resiliency Task Force

The new Economic Development Resiliency Task Force will support the delivery and implementation of the City's economic recovery plans. With membership including business and community leaders, the Mayor and select members of Council, the Task Force will be well-positioned to review data, policies and services to inform the Economic Recovery Management Team. The Economic Recovery Management Team includes representation from Land Development, Culture, Tourism (Overseen by Tourism Mississauga Board) and the EDO.

## Role of Economic Development Office

The EDO will be responsible for the following set of portfolios:



### Business Investment and Sector Development

This portfolio oversees EDO's work on business development and sector support and a range of actions to support companies to better harness their innovation potential.



### Business Initiatives and Planning

This portfolio oversees EDO's core work data and intelligence for marketing and research activities and its progress on a range of strategic initiatives such as the Innovation Corridor.



### Entrepreneurship and Innovation

This portfolio oversees the delivery of the Mississauga Business Enterprise Centre (MBEC) and assumes responsibility for providing support to main street business, entrepreneurs, start-ups and scale-ups.

## Section 7:

# Activating the Plan

As mentioned earlier, it is important to note that the City's phases of recovery - Mitigate, Reboot and Grow - are not based on time but the needs of the local business community as the economy transitions through the various stages of provincial recovery. Therefore actions begun in one phase may continue into following phases as needed.

## Business Outreach



### About Business Outreach

Ongoing engagement and support will be provided to the business community through one-to-one consultations, Outbound Business Advisory Services Program, roundtables and other means, on an as-needed basis. Feedback from these engagements will be used to inform responses. Business outreach will continue to be an ongoing priority throughout the various phases of the City's recovery plans.

## Measures of Success

- Number of people attending and engaging in EDO facilitated consultations, roundtables, and webinars
- Number of follow-up and connections made as a result of consultations, roundtables, and webinars
- Number participants in training and mentorship support programs
- Direct feedback from the business community through surveys and/or word of mouth

## Actions under Mitigate

**One-to-One Business Consultations:** Initiate a streamline approach to inbound calls through a consultation form to verify the suitability and needs of each business. In the event that additional support is needed, clients are referred to the Business Advisory Services Program for legal, accounting, or business coaching help.

**Business Advisory Services Program:** Initiate a streamline approach through the business advisory services form to provide the business community with further assistance in the areas of legal, accounting, and coaching services.

**COVID-19 Business Support Web Portal:** Develop and maintain a central one-stop shop digital resource reflecting resources and initiatives from a range of sources to support local businesses throughout the

pandemic and recovery. Utilization of self-selection and filtering tools to help users easily navigate supports will be continuously implemented and enhanced as it relates to government relief programs, countermeasure opportunities, health/safety and reopening guidelines and local economic recovery initiatives.

**Good News Stories:** Promote Mississauga businesses that shifted their operations to contribute to the fight against COVID-19. As businesses start to refocus on reopening and development, stories will include new investments and showcase their resilience through the pandemic.

**Outbound Advisory Services Program:** Conduct proactive outreach to Mississauga businesses to determine COVID-19 business impacts and offer supports to key industry sectors, recent investors, and small business/main street businesses.

**Roundtables with Business Community:** Facilitate consultations with our business community to understand the impact on business operations and inform our response. Roundtables will focus on key sectors, and include business industry associations when appropriate.

### Actions under Reboot

**Awareness Campaign:** Create and deliver awareness campaigns to promote small business programs and services that are available to small businesses to support the recovery and reopening of their business. EDO will leverage local and multicultural media, BIAs, business associations, and Mayor and Council to disseminate information using various tactics to ensure that the business community has access to information.

**Business Planning & Recovery Support Webinars:** Deliver a series of EDO webinars to build essential business skills with a focus on the current crisis environment and build awareness of the support available for our small business community.

**Business Analysis & Economic Indicators:** Undertake regular analysis of local and wider economic trends and business insights to inform ongoing EDO service delivery and advocacy efforts. Explore data options (e.g. surveying, indicator tracking) for Mississauga-specific datasets to enhance monitoring of economic recovery and collaboration opportunities with key partners.

## Business Investment Retention, Expansion & Attraction



### About Business Investment Retention, Expansion & Attraction

Mississauga will maintain its established businesses base and aim to secure the next generation of growth from existing sector strengths and those sectors hardest hit by COVID-19. The EDO will work with business leaders to harness insights and boost their profile to help secure more investment into the City. This will include working with education institutions and industry to develop talent to match the ever-evolving requirements of employers. Actions related to digital adoption and workforce development will be explored in this section as they are critical in driving up business investment retention, expansion and attraction.

## Measures of Success

- Retained, expanded and new investment secured
- New jobs created and retained
- Number of college/university admissions on priority sector relevant courses (by priority sector)

## Actions Under Reboot

**Guidelines on Safe Reopening:** Provide a central digital location of resources to inform and support main street businesses on safe reopening throughout recovery. The recovery and reopening resource page will evolve over time as more programs and initiatives are made public and business needs change throughout the stages of recovery.

**Expand Patios:** Implement more outdoor patios given restrictions on restaurants around physical distancing including waiving of fees.

**Digital Main Street:** Continue the successful partnership with the Province of Ontario and the Ontario Business Improvement Area Associations to help main street businesses embrace technology to grow their operations.

**Starter Company Plus Program:** Deliver Starter Company Plus, a provincially funded program that provides free training, business skills development, mentorship and guidance with the opportunity to apply for a program grant of up to \$5000. This program is for new start-ups, existing businesses in recovery mode, and musicians who have been significantly impacted by the COVID-19 crisis.

**ShopHERE Program:** Join the ShopHERE, powered by Google program that provides independent businesses and artists with resources to develop and launch an online store at no-cost. EDO will work with Tourism, Ontario Business Improvement Area Association and Digital Main Street to promote this initiative to local businesses.

**Digital Adoption:** Support digital technology adoption of local small and medium sized businesses by promoting participation in digital platforms that expand their customer base and increase sales or that give them access to industry experts for guidance, mentorship and practical advice about process modernization and end-to-end digital transformation.

## Actions Under Grow

**Community Improvement Plan for Main Street:** Consider community planning tool to revitalize areas of the city through programs, grants and incentives for main street business designed to ensure resilience and continuity of operations in response to the business disruptions resulting from COVID-19.

**Enhanced Work Opportunities Program:** Initiate a strategic approach to identify work-based learning opportunities in priority sectors to help students better understand career opportunities and to better link education curriculum to current business needs.

**Future Skills Insight:** Work with local education groups to better understand the emerging skills needs of Mississauga's priority sectors and collaborate with industry and education partners to facilitate new programming and delivery methods.

## Innovation



### About Innovation

The City will continue to develop 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. Emphasis will be given to enhance digital networking and collaboration opportunities for innovators and leverage their capacity to address priority challenges and opportunities within the city.

### Measures of Success

- Number of events and programming that facilitate participation, new projects and collaboration between Mississauga entrepreneurs, start-ups, industry mentors, post-secondary institutions and established businesses
- Number of commitments from established businesses to sponsor and partner on program delivery

### Actions Under Reboot

**Virtual Innovation Hub Portal:** Develop, promote and showcase innovation in Mississauga to the broader community, region and world stage through a digital platform. Facilitate collaboration and coordination of innovation support services and ensure access and opportunity to programming is inclusive and representative of Mississauga's diverse community.

**Civic Challenge:** Host a series of challenge-athons in response to identified civic challenges related to COVID-19 that the City is currently facing. Priority should be given to areas that are resulting in revenue pressure.

**Inclusive Public Procurement:** Encourage community development through a targeted approach to the City's public procurement process by embedding an inclusive economic engagement lens as a key concept in assessing competitive bids. Consideration for local small business and start-ups led by traditionally marginalized populations should be explored to encourage public spending that is rooted in local supply chains and provides equal opportunities for economic mobility. This initiative would align with the City's Sustainable Procurement Policy, where social factors of sustainability (e.g. buy local, local economic development, fair wages, etc.) are considered and encouraged. This approach should be further advocated to be embedded amongst other key local anchor institutions' procurement processes, to foster a local environment of sustained local community wealth building.

### Actions Under Grow

**Innovation Hub:** Provide a reimagined Mississauga Business Enterprise Centre (MBEC) as a proactive hub where entrepreneurs, innovators and small businesses can access support and advice, in a refreshed and dynamic space. Facilitate coordination and collaboration of innovation assets across the



City and ensure access and opportunity to innovation programming is inclusive and representative of Mississauga's diverse community.

**Digital Inclusion:** Support the Smart City in the digital inclusion activities to ensure all individuals and communities including the most disadvantaged have access to the Wi-Fi network by expanding the free public use Wi-Fi network across Mississauga and in the City's Living Lab Neighbourhoods.

**Urban Innovation Living Lab:** Build on the City's Smart City Strategy and Lakeview Development Master Plan by positioning Mississauga as North America's capital for urban innovation with living labs that spark technology solutions to solve global city challenges. Considerations for locations across Mississauga include: Downtown Core, Brightwater and Lakeview.

**Angels & Mentors for Scale Ups:** Create a network of private sector angels and mentors to help local entrepreneurs increase scale-up potential, develop rigorous business plans, and navigate investment options. The network of volunteer angels and mentors should be drawn from the investor community and people with first-hand experience on scaling-up their own businesses.

**Innovation Marketing Campaign:** Develop marketing campaigns to position Mississauga as a global innovation centre that connects and strengthens the regional innovation corridor. Campaigns will strategically organize branding efforts across Mississauga's innovation ecosystem and business investment opportunities, where the Innovation Hub will be positioned as a central coordinating asset.

## Distinct Places



### About Distinct Places

Mississauga will continue to capture economic growth opportunities for the benefit of the entire city and prioritize its focus around places with the greatest scope to support the three strategic priorities of the City's Economic Development Strategy (2020-2025). The COVID-19 pandemic has emphasized the importance of developing distinctive places in driving economic prosperity. The following action items will be critical to long-term economic recovery.

### Measures of Success

- Number of engaged community partners
- Targeted square footage build-out of employment space
- Targeted population to employment ratio in key areas

### Actions Under Reboot

**Buy Local Campaign:** Develop a buy local campaign called, Mississauga Made. Work with key partners to showcase local businesses and amenities related to talent and connected communities and identify opportunities to further enhance these localities as vibrant places to live, work and play.

**Electric Connect Network:** Establish a regulatory framework for electric cycle/scooters and secure private sector investment to fast track new low impact travel solutions that can help bridge the gaps



found in existing transit options. There are opportunities to link this to Mississauga's Smart City initiatives and effective integration with digital infrastructure assets.

**Live, Work, Play Nodes:** Work with key partners to ensure that development nodes across the city incorporate live, work, play amenities and social infrastructure for the provision of complete communities where all community stakeholders have equal access to fully participate in the local economy. The City should explore options to provide physical space to small and community-based childcare service providers at preferential rates to address the need for childcare to provide the local labour force with the capacity to return to normalized economic activity.

### **Actions Under Grow**

**Lakeview Innovation District:** Prioritize investment in initiatives aimed at building out the Lakeview Innovation District to maximize its potential as a smart and sustainable site to deliver an environment where people can research and develop innovative solutions that help to educate and drive behavioural change globally.

## Section 8:

# Putting the Plan to Work

The unprecedented nature of COVID-19 places uncertainty around the outlook of the pandemic and resulting business impacts. As such, it will be important that outcomes of the plan be regularly reviewed and assessed to ensure the plan remains a living document that is adaptable and relevant to the rapidly changing environment. EDO will monitor the progress of the plan, and where appropriate, amendments to action items to align with shifting business needs will be considered.

The Small Business Economic Recovery Plan provides a structure to support Mississauga's small business community throughout recovery. The plan sets out the City's priorities and actions that will reset Mississauga's advancement on the path forward to economic growth and prosperity.

## Appendix 1

Table 1: Economic Forecasts, Annual Percent Change in Real GDP		
	2020	2021
<b>OECD Economic Outlook, June 2020*</b>		
World	-6.0 (-7.6)	5.2 (2.8)
Canada	-8.0 (-9.4)	3.9 (1.5)
<b>IMF Economic Outlook, June 2020</b>		
World	-4.9	5.4
Canada	-8.4	4.9
<b>EDC Economic Outlook, June 2020</b>		
World	-4.3	6.9
Canada	-9.0	7.2
<b>TD Economics, Quarterly Economic Forecast, June 2020</b>		
World	-4.1	6.2
Canada	-6.1	5.2
Ontario	-6.2	5.1

\*OECD projections in parenthesis reflect a 'double-hit' scenario in which a significant second wave of the coronavirus occurs in the second half of 2020.

**Source:**

OECD, Economic Outlook, June 2020. <http://www.oecd.org/economic-outlook/june-2020/>

IMF, World Economic Outlook Update, June 2020. <https://www.imf.org/en/Publications/WEO/Issues/2020/06/24/WEOUpdateJune2020>

EDC Economics, Global Economic Outlook, June 2020. <https://www.edc.ca/en/guide/global-economic-outlook.html>

TD Economics, Canadian Quarterly Economic Forecast, June 2020. <https://economics.td.com/ca-quarterly-economic-forecast>