

**Mississauga.
Strong.
Ready.**

Appendix 2: Economic Recovery
Plan – Broader Industry

City of Mississauga

Economic Recovery Plan

Broader Industry

September 2020

City of Mississauga,
Economic Development Office

Table of Contents

Section 1: Economic Recovery Plan Phases	1
Section 2: COVID-19 Economic Impact Overall 2020 Impact.....	2
Recovery	3
.....	4
Section 3: Impact on Broader Industry	4
About Broader Industry and its Importance to the Economy	4
COVID-19 Impact on Broader Industry	4
Section 4: Economic Development Office Response and Support.....	7
Section 5: Identifying Economic Recovery Plan Priorities.....	9
Challenges & Opportunities Identified by Local Business.....	9
Additional Considerations: Economic Development Strategy 2020-2025	10
Guiding Themes and Priorities: Economic Recovery Plan.....	11
.....	14
Section 6: Delivering our Broader Industry Plan	14
Role of Economic Development Resiliency Task Force	14
Role of Economic Development Office	14
.....	15
Section 7: Activating the Plan.....	15
Business Outreach	15
About Business Outreach	15
Measures of Success.....	15
Actions Under Mitigate	15
Actions Under Reboot	16
Business Investment Retention, Expansion & Attraction	16
About Business Investment Retention, Expansion & Attraction	16
Measures of Success.....	16
Actions Under Reboot	16
Actions Under Grow	17

Innovation	18
About Innovation	18
Measures of Success.....	18
Actions Under Reboot	18
Actions Under Grow	18
Distinct Places.....	18
About Distinct Places	18
Measures of Success.....	18
Actions Under Reboot	19
Actions Under Grow	19
Section 8: Putting the Plan to Work	20
Appendix 1	21
Appendix 2	22
Appendix 3	23

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:

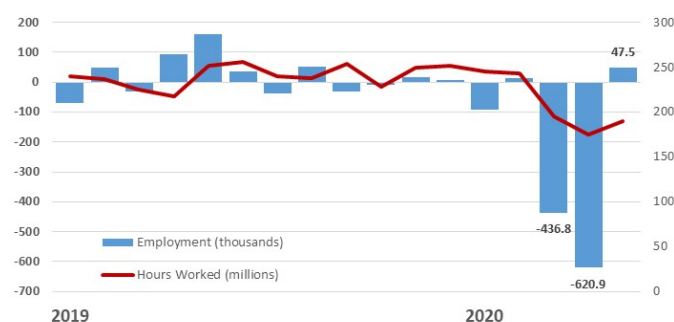
COVID-19 Economic Impact

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).¹ For Mississauga, total employment losses may have exceeded 55,000 jobs by May.² 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.³ 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



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

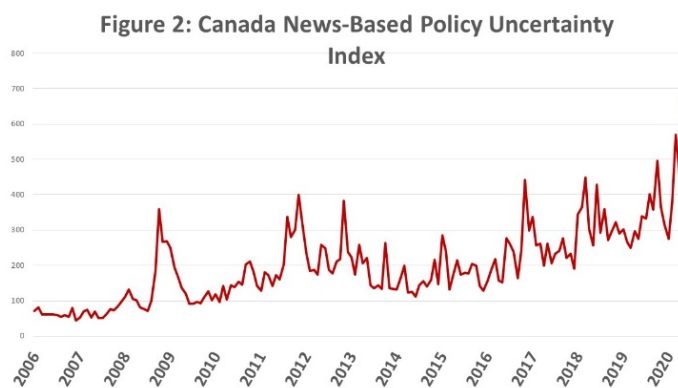
² This is estimated by applying NAICS 2 digit 12 month percentage employment declines in May 2020 for Ontario, to Mississauga's 2019 employment profile (results in loss of 56,321 jobs).

³ 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.⁴

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%.⁵ 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 impacts on employment, incomes and consumer confidence.⁶ Until an effective vaccine or treatment for COVID-19 is available, varying levels of activity restrictions will be required to contain the Coronavirus.⁷ 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.⁸ Critically, the path of economic recovery will depend on the success of workplaces safely resuming activity and effective government policy.⁹



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

⁴ 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.

⁵ See Appendix 1

⁶ 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>

⁷ 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/>

⁸ 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>.

⁹ 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/>



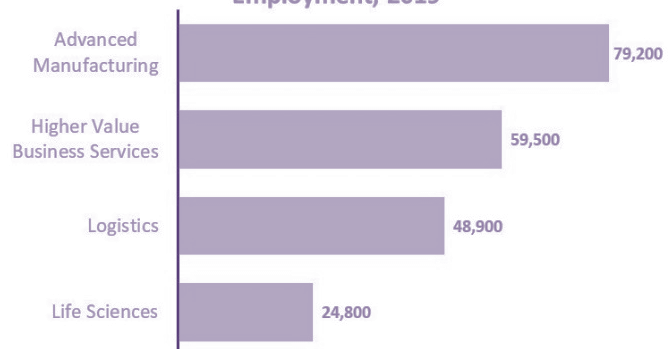
Section 3:

Impact on Broader Industry

About Broader Industry and its Importance to the Economy

Mississauga's diverse business base provides a degree of protection from industry and regional economic uncertainties. The city is home to over 94,000 businesses, including over 1,400 multinational companies, including 76 Fortune 500 companies. The Mississauga Economic Development Strategy (2020-2025) identified four priority sectors in Mississauga that are globally competitive and have strong growth potential: Advanced Manufacturing (Aerospace, Automotive, Cleantech and Food & Beverage), Higher Value Business Services (Finance, Insurance and Information Technology), Life Sciences and Smart Logistics. Together these sectors employ over 178,000 people, accounting for 42.9% of Mississauga's total employment base.¹⁰

Figure 3: Mississauga's Key Sector Employment, 2019

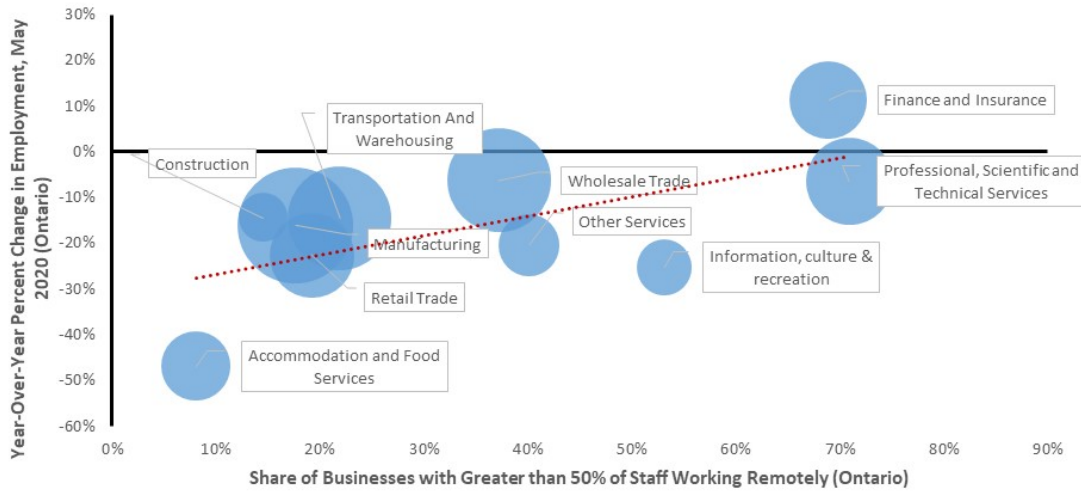


COVID-19 Impact on Broader Industry

The impact of COVID-19 has varied across industry groups, reflecting differences in government restrictions, consumer responses and business capacity to adapt during the COVID-19 pandemic. For example, businesses that were able to remain open and transition to remote work have experienced smaller negative impacts from COVID-19 (see Figure 4). Constrained by government mandated closures and limited capacity to pivot business operations, accommodation and food services have experienced the greatest negative impact by far, with employment levels down by 46.9%, and hours worked down by 65.2% in May 2020 (year-over-year change).

¹⁰ Source: Economic Development Office calculation based on custom sector lists using 2018 Employment Survey data. Advanced Manufacturing can be broken down by subsector with the following employment amounts; Aerospace (30,800), Automotive (19,500), Cleantech (16,300), Food & Beverage (29,500)

Figure 4: Change in Employment & Capacity for Remote Work; By Industry
(Bubble Size Reflects Mississauga Employment)

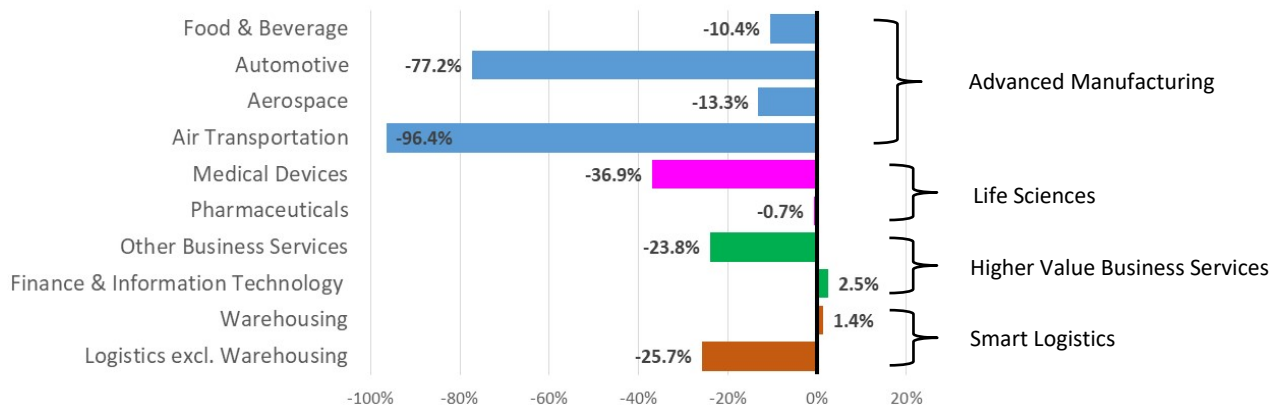


See Appendix 2 for underlying data and sources.

Key Sector Impacts

As with broader industry, there has been a wide variation in COVID-19's impact on and within Mississauga's priority sectors. Below, Figure 5 shows the initial estimated impact on economic output in April 2020 within each of the four sectors and subsectors in Canada. In time, sector impacts are expected to evolve in response to the trajectory of the Coronavirus, policy responses, and economic impacts across the globe.

Figure 5: Key Sectors; April 2020; Year-Over-Year Change in Economic Output; Canada



Source: Statistics Canada. Table 36-10-0434-01 Gross domestic product (GDP) at basic prices, by industry, monthly (x 1,000,000). See Appendix 3 for industry groups included in each subsector.

Advanced Manufacturing: The automotive subsector experienced the most severe initial impact, with output declining by 77.2%. While the decline in aerospace manufacturing was smaller (13.3% decline), this likely reflects the continued fulfillment of pre-COVID-19 contracts. With the drastic decline in air transportation activity (96.4% in April 2020) the aerospace sector is expected to experience a much more severe and prolonged contraction. Export Development Canada forecasts a 35% annual decline in Canadian aerospace manufacturing exports for 2020, with a return of only 6% annual growth in 2021.¹¹ Global airline revenues are forecasted to decline by 50% in 2020 and recover to only 68% of 2019 revenues in 2021.¹²

Life Sciences: COVID-19 has a widely different impact upon two major Life Sciences' subsectors. Pharmaceutical manufacturing showed a very slight decline of 0.7%, while medical device manufacturing dropped by 36.9%. The decline in medical device output was likely driven by delays and restrictions on elective medical procedures and deferrals of equipment spending by hospitals.¹³ Like many other sectors, recovery will be supported by resuming pre-COVID-19 activity.

Higher Value Business Services: Finance and information technology services experienced an initial output growth in April 2020. Importantly, these high value subsectors employ 59,500 people in Mississauga, accounting for 14.3% of total employment. Economic output losses within higher value business services came from administrative and support services within the sector.

Smart Logistics: Initial impacts within the logistics sector have also varied between subsectors. Warehousing and storage activity indicated output growth of 1.4% in April 2020. This is supported by local economic trends, including recent business investments in fulfillment centres in Mississauga such as Goodfood and Printful. On the other hand, the trucking industry experienced significant disruption and is largely responsible for the 25.7% decline observed in logistics, excluding the warehouse and storage subsector.

¹¹ Export Development Canada, Global Export Forecast, June 2020

¹² International Air Transport Association, 2020 Mid-year report

¹³ Ipsos. 'Redefining Risk in Medical Device Markets: Adaptations in the Time of COVID-19'. May 2020

Section 4:

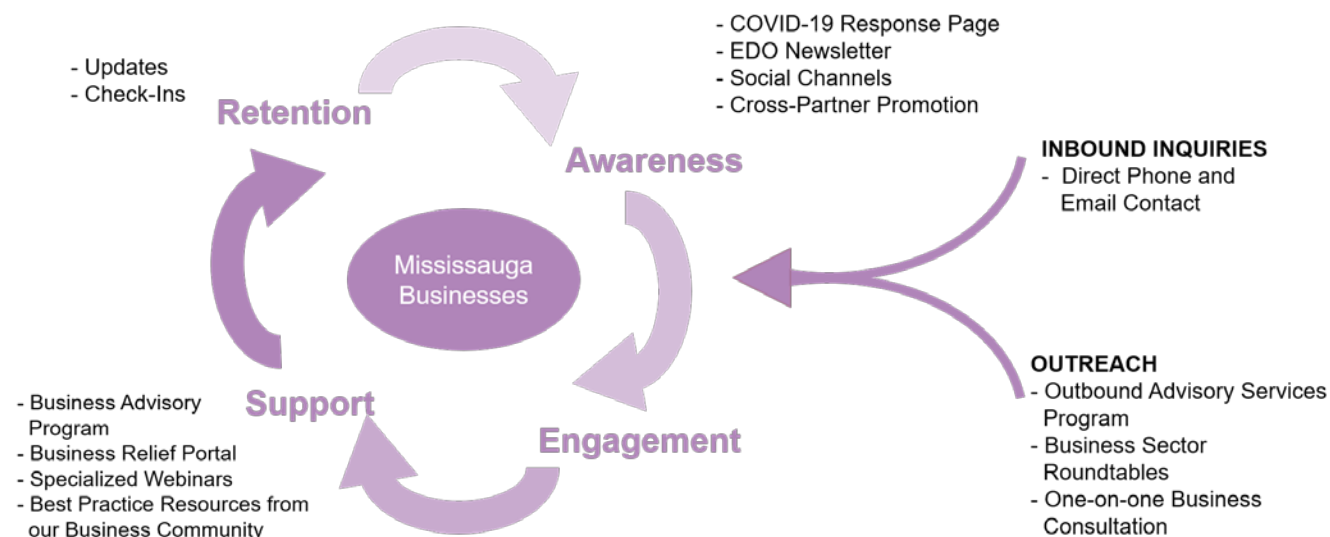
Economic Development Office Response and Support

From the onset of the pandemic, the Economic Development Office (EDO), which 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



Specific engagement initiatives related to our industry and priority key sectors include:

Business Engagement Stream	Description	Outreach
One-on-One Business Consultations	One-on-one consultations with EDO staff and key sector businesses provide support to local businesses, as well help EDO better understand the local impacts of COVID-19	As of August 31, 2020, 70 consultations were provided to key sector businesses.
Outbound Advisory Services Program	EDO initiated a one-to-one outreach program targeting priority key sectors, as well as industries most severely impacted by COVID-19.	As of August 31, 2020, over 350 companies were contacted, with 53 engagements completed and another 55 active (representing over 14,000 employees in Mississauga).
Specialized Webinars	Free online information webinars addressing industry specific issues related to re-opening and recovery.	Five specialized webinars have been hosted or supported by EDO, and have attracted 625 attendees.
Business Sector Roundtable Sessions	Roundtables with the business community to facilitate conversations on how to best support local businesses throughout recovery	EDO hosted eight sector roundtables providing opportunities for local businesses within priority key sectors to share impacts and responses to COVID-19. Together, 54 local businesses participated representing over 19,000 employees.



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 Accommodation & Food Services, fall outside the traditional focus of the EDO and will require a pivoting of our service delivery 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 Local Business

Below is a summary of key findings and themes related to COVID-19 that emerged from EDO's engagement process with local businesses.

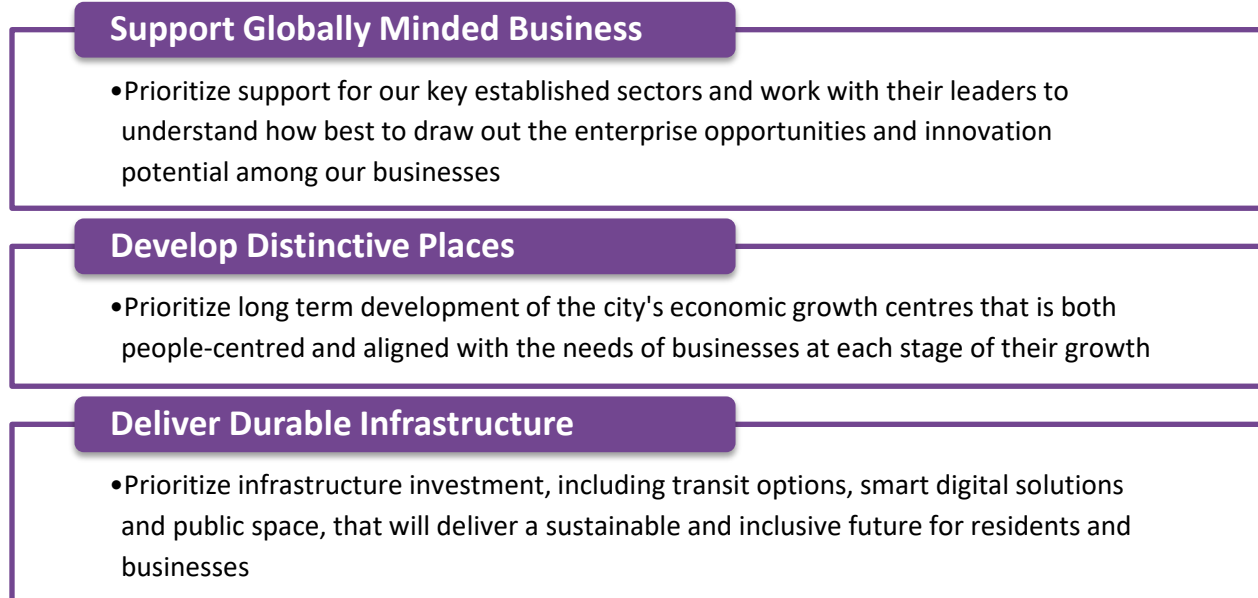
- **Uncertainty:** Businesses have expressed uncertainty and difficulty in finding reliable and timely information from all levels of government and programs delivered by various agencies.
- **Immediate Financial Impacts from Lost Business:** 90% of businesses participating in one-on-one consultations indicated a negative financial impact from COVID-19.
- **Future Business Outlook:** Continued restrictions on activity, cancelled work contracts, limited capacity for networking and business development, and uncertainty surrounding market demand, have left many businesses concerned with their future business outlook.
- **Supply Chain Disruption:** Supply chain disruptions are one of the most frequently cited concerns identified during the business sector roundtables, particularly within manufacturing and life sciences sectors.
- **Workplace Health & Safety:** Ensuring employee safety, particularly those working on-site, has been consistently identified as the primary concern for local businesses.

- **Remote Working:** Over two-thirds of Mississauga businesses employed some level of remote working, yet not all businesses experienced a smooth transition. In a separate survey, almost half of Mississauga businesses reported medium to high productivity declines due to the initial transition to remote work.
- **Accessing Personal Protective Equipment (PPE):** Many local businesses have expressed challenges ensuring an adequate and reliable supply of PPE for their workplaces.
- **Employee Wellbeing:** COVID-19 has placed new stresses upon business owners and employees, including balancing family-care obligations and personal mental health amidst the pandemic. Local businesses have indicated significant challenges in supporting wellbeing within their workforce.
- **Transportation:** Discomfort with the use of collective transportation options continues to persist, with Ontario's use levels into June remaining half of pre-COVID-19 levels. Feedback from local businesses has confirmed there is significant discomfort and challenges with workforce use of public transportation.
- **COVID-19 Related Business Opportunities:** Federal and provincial levels of government are committed to boosting domestic supply capacity for critical medical products and information technologies that can support the response to COVID-19, and any future pandemics. A number of Mississauga businesses have pivoted or indicated a desire to pivot their business operations in response.
- **Business Retention, Expansion & Attraction Opportunities:** Business investment opportunities have continued to emerge since the mid-March economic shutdown, particularly in the areas of advanced manufacturing (food and beverage), higher value business services (information and communications technology), smart logistics and life sciences.
- **Business-to-Business Opportunities:** Business roundtable sessions have indicated an overwhelming business interest and support to expand networking opportunities and share best practices amongst industry peers.

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 Broader Industry 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 stability¹⁴.

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 Broader Industry 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.

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.

¹⁴ Source: The Rockefeller Foundation, The Five Characteristics of an Inclusive Economy: Getting Beyond the Equity-Growth Dichotomy

4. Distinct Places



The City will continue to develop and support long-term economic growth opportunities within its 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 Broader Industry 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
- Direct feedback from the business community through satisfaction surveys and/or word of mouth

Actions Under Mitigate

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 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

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 Planning & Recovery Support Webinars: Collaborate with the business community to deliver a series of webinars on topics that have been identified as valuable by the business community through ongoing engagement.

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 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.

B2B Platform: Develop and implement a B2B platform for businesses & entrepreneurs to crowdsource best practices and build strategic partnerships to address a number of issues arising from COVID-19, such as implementing physical distancing in their operations or sourcing PPE.

Sector Specialist Support: Work closely with our sector councils and established business base to re-evaluate industry environments and respond to challenges and opportunities arising from COVID-19.

Business Investments: Service new and established business retention and expansion investment opportunities, as well as new investment opportunities that emerge from, or are related to COVID-19. Opportunities to target key emerging growth sectors (e.g. Smart Logistics, Higher Value Business Services) should be further explored.

Permit Process: Expedite and prioritize processing applications for developments that are deemed strategic in achieving the City's economic recovery efforts in light of COVID-19. These could include companies who are developing innovative technologies and products for viral and bacterial antigens for the global diagnostics industry or companies adapting to meet new consumer demands such as food delivery operations.

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.

Sub-Sector Working Groups Identify and create industry specific working groups on an as-needed basis in response to opportunities and challenges emerging from COVID-19, such as the aerospace sector and manufacturers pivoting to make medical products.

Next Generation Workforce Skills Development Program: Identify and promote training programs available to local companies (existing base of employees), new grads and recently laid off workers to train/retrain on existing and future skills needs in key employment sectors.

Actions Under Grow

Connected Workplaces: Encourage economic-led strategic planning to align land use policy with long-term growth ambitions in key economic growth centers such as the Downtown, Lakeshore and Pearson 401 Aerotropolis.

Sector Specialist Support 2.0: Create councils for smart logistics and higher value business services (information Communications Technology), similar to existing life sciences and advanced manufacturing councils.

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

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.

Actions Under Grow

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.

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

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.

Lakeview Innovation District Internal Activation Session: Host a session with key internal City and Region staff to confirm the vision and direction for the Lakeview Innovation District. This session will help to create consensus amongst internal staff to implement a shared tangible and actionable program and operational plan to actualize the development of Lakeview Innovation District. The outcomes of the session will initiate the promotional activity to attract investment to the broader public.

Lakeview Innovation District Symposium: Host a Symposium to formally introduce the Lakeview Innovation District to the market. Key outcomes of the Symposium will include identifying key potential investment leads, strategic partnerships to operate and govern the site and creating media exposure of the development opportunity.

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.

Pearson Transit Hub: Work with the Greater Toronto Airport Authority to develop upgraded public surface transport access to the airport from Mississauga and other parts of the GTA and ensure that strategically located mobility hubs, such as the Renforth Gateway, are well serviced and anchored to support the right mix of employment opportunities.

Smart Digital Infrastructure: As the major investments arrive along the Lakeshore in Mississauga, the City should engage with developers to promote and support advanced digital technology and smart infrastructure.

Downtown Placemaking Marketing, Promotion and Investment Attraction: Develop and deliver targeted investment marketing campaigns to attract office investment to Downtown Mississauga. These efforts will drive placemaking in Downtown to ensure a proper balance between residential and employment uses.

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 Broader Industry Economic Recovery Plan provides a structure to support Mississauga's 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		
	2020f	2021f
OECD Economic Outlook, June 2020*		
World	-6.0 (-7.6)	5.2 (2.8)
Canada	-8.0 (-9.4)	3.9 (1.5)
IMF Economic Outlook, June 2020		
World	-4.9	5.4
Canada	-8.4	4.9
EDC Economic Outlook, June 2020		
World	-4.3	6.9
Canada	-9.0	7.2
TD Economics, Quarterly Economic Forecast, June 2020		
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>

Appendix 2

Industry	Percentage of Respondents Indicating Greater Than 50% of Workforce Working Remotely; Ontario	May 2020; Year-Over-Year; Employment Change; Ontario	May 2020; Year-Over-Year; Hours Worked Change; Ontario	Mississauga Employment, 2019
Accommodation and Food Services	8.1%	-46.9%	-65.2%	21,675
Construction	14.5%	-14.3%	-31.0%	10,952
Finance and Insurance	68.9%	11.4%		27,037
Information, culture & recreation	53.1%	-25.3%	-35.0%	13,833
Manufacturing	17.6%	-16.1%	-24.8%	60,538
Other Services	40.1%	-20.4%	-47.7%	17,242
Professional, Scientific and Technical Services	70.9%	-6.4%	-12.5%	34,885
Retail Trade	19.2%	-22.7%		32,168
Transportation And Warehousing	21.9%	-14.6%	-32.0%	48,897
Wholesale Trade	37.2%	-6.3%		48,579

Source:

Remote Working - Statistics Canada. Table 33-10-0228-01 Percentage of workforce teleworking or working remotely, and percentage of workforce able to carry out a majority of duties during the COVID-19 pandemic, by business characteristics

Employment & Hours Change – Statistics Canada. Table 14-10-0022-01 Labour force characteristics by industry, monthly, unadjusted for seasonality (x 1,000). Table 14-10-0036-01 Actual hours worked by industry, monthly, unadjusted for seasonality (x 1,000).

Mississauga Employment – City of Mississauga, Employment Profile 2019

Appendix 3

Logistics excl. Warehousing: Truck transportation [484], Support activities for transportation [488], Postal service [491], Couriers and messengers [492], Warehousing and storage [493]

Warehousing: Warehousing and storage [493]

Finance & Insurance: Finance and insurance [52]

Information Technology Services: Information and communication technology, services [T015]

Other Business Services: Management of companies and enterprises [55], Administrative and support services [561]

Pharmaceuticals: Pharmaceutical and medicine manufacturing [3254]

Medical Devices: Medical equipment and supplies manufacturing [3391]

Air Transportation: Air transportation [481]

Aerospace: Aerospace product and parts manufacturing [3364]

Automotive: Motor vehicle manufacturing [3361], Motor vehicle body and trailer manufacturing [3362], Motor vehicle parts manufacturing [3363]

Food & Beverage: Food manufacturing [311], Breweries [31212], Wineries and distilleries [3121A], Tobacco manufacturing [3122], Farm product wholesaler-distributors [411], Food, beverage and tobacco wholesaler-distributors [413]