
Subject: Economic Recovery Plan Update
Report to: Planning and Economic Development Committee
Report date: Wednesday, September 9, 2020

Recommendations

1. That Planning and Economic Development Committee **RECEIVE** report ED 11-2020 Economic Recovery Plan Update for information.

Key Facts

- The purpose of this report is to provide Planning and Economic Development Committee with an update on the progress on the Niagara Economic Recovery Plan.
- Niagara Economic Development continues to focus its work on supporting local businesses through actions developed in collaboration with the other Economic Development offices in the region as the Economic Rapid Response Team (ERRT).
- Niagara Economic Development is the Project Manager for the Economic Recovery Plan, but the action items included within the plan are owned by the ERRT members and requires the support from these members and business stakeholders across the region, where applicable, to advance and complete.
- The actions in the plan are under the pillars of Research and Information; Advocacy; and Resilience. Each pillar has Immediate, Short-Term and Long-Term actions. This time-line is meant to progress in succession with the Province's Framework for Business Re-opening as best as possible.
- Many of the actions in the plan have been initiated or are in-progress.

Financial Considerations

All financial implications of advancing or completing the action items included within the Economic Recovery Plan are being funded by the operational budget of the Economic Development department. This was achieved by reprioritizing work plans to focus on economic recovery.

Analysis

The Economic Recovery Plan has been through extensive stakeholder consultation with economic development professionals, Chambers of Commerce, Business Improvement Associations, industry associations, private sector businesses, academic institutions, Niagara Workforce Planning Board, Niagara Region staff, Employment Ontario providers, etc.

These stakeholders have reviewed and approved the plan and the action items included within it. For each action item in the plan, there will be a lead person/organization identified that will be responsible for advancing the priority. The actions will also outline a support person/organization(s) that will be contributing resources to drive the action forward to completion.

The actions in the plan are categorized by Immediate, Short-Term and Long-Term/On-going actions. The actions in the plan are intended to progress in conjunction with the Province's Framework for Re-opening.

We are currently in Stage 3 of Phase 2 of the Province's Framework. As a result, the actions in the plan under Immediate and Short-Term are the first actions to be initiated and/or completed. The actions under Long-Term will not be initiated until the Province provides direction that we will be entering into Phase 3. These action items will be monitored and assessed for relevance as we progress through the Province's Framework for Re-opening.

Below is a high-level overview of the action items from the plan that have been completed and/or initiated from the plan:

<u>Action(s)</u>	<u>Status/Progress</u>	<u>Notes</u>
Engagement with stakeholders representing tourism, manufacturing, agri-business and Task Force	Completed, on-going communication	Nearly 10,000 private-sector businesses were consulted on their immediate needs through two (2) surveys. These businesses represented a variety of industry sectors in Niagara. Additional stakeholders consulted include support organizations representing tourism, agri-business and manufacturing in Niagara.

<u>Action(s)</u>	<u>Status/Progress</u>	<u>Notes</u>
ERRT website - as tool for promotion, hosting business directory, showcasing success stories	Completed, on-going maintenance	The website is updated regularly with new announcements. A web form is being created and will be added to continually gather information from businesses on the pandemic's impact. This site will be used to show-case success stories in the future.
PPE Directory	Completed, on-going maintenance	The list includes NIA members and non-member companies from Niagara who produce different types of PPE or have pivoted to produce PPE. The directory has been built and is hosted on Economic Development's website at https://niagaracanada.com/covid-19/ppe/
COVID-19 Business Impact Surveys 1 and 2; prepare and circulate reports	Completed	The first survey was completed in April and the COVID-19 Business Impact Survey report was released in May with the results being widely circulated. The second survey was completed in May 2020 and the report was circulated to all stakeholders in June.
Encourage "buy local" with OpenInNiagara.com tool	Completed, on-going maintenance	The online OpenInNiagara.com directory was launched in May to allow businesses in Niagara a free channel to promote that they were open and/or offering modified services. Nearly 375 businesses are listed on the directory. A promotional campaign was launched at the same time as the tool to encourage sign-ups.
Partner with Venture Niagara on Regional Recovery and Relief Fund (RRRF)	Completed, on-going until funds are disbursed	Niagara Economic Development partnered with Venture Niagara CFDC to provide administrative, loan preparation and approval, and marketing support for the new fund. To date, approximately 40 businesses

<u>Action(s)</u>	<u>Status/Progress</u>	<u>Notes</u>
		across Niagara have accessed the interest-free loan ranging from \$2,500 to \$40,000 to support their business's recovery efforts.
GTA Economic Development Alliance participation	Completed, bi-weekly attendance	Niagara Economic Development continues to represent the region on bi-weekly GTA Economic Development Alliance meetings. This group is jointly promoting the impact being felt by businesses across the GTA to the provincial and federal governments and serves a resource for discussion on recovery planning best practices.
Targeted BR&E, specific to businesses in distress	Initiated and on-going	Economic Development professionals in each community were provided the survey results for their municipality. The EDOs undertook follow-up efforts to connect with businesses that identified that they required additional support and/or were vulnerable to closure.
Business Reopening Calls in partnership with Public Health and Emergency Services	Initiated and conducted bi-weekly	The Economic Development division has partnered with Emergency Management and Public Health to facilitate weekly calls with business membership organizations across the region, including but not limited to Chambers of Commerce, BIAs, etc. The calls focus on relevant safety guidelines and documents that are meant to assist businesses in safely reopening. Calls are now moving to bi-weekly schedule.
Training and education for businesses, hosting online webinars	Initiated, running until Dec 2020 as pilot	Niagara Economic Development invested in the expansion of the Small Business Enterprise Centre services in Niagara to ensure all businesses have access to advisory support and

<u>Action(s)</u>	<u>Status/Progress</u>	<u>Notes</u>
		training opportunities to build their business's resilience. Webinars will include business-planning, ecommerce, building their online presence, etc. The pilot runs from July 2020 – Dec 2020.
Supply chain replacement action	Initiated and underway	Local Economic Development representatives are surveying businesses in their community to identify what key supplies are being sourced and to explore opportunities for replacement (localized) suppliers. The surveying is underway and a report will follow.
Monitor and assess the impact of remote education on Niagara's economy and employment needs	Initiated	A proposal outline has been developed and Niagara Economic Development is working to identify a lead organization that can assist in executing this research. The research will look at all potential impacts including: real estate, transportation, housing, discretionary spending, labour market, etc.

There are additional action items in the Immediate and Short-Term timeframe that have not been advanced on to date. These items require coordination of external support or resources in order to advance. The ERRT is working with business stakeholders from across the region to identify resources available to action these items and will be reported on in a future update.

Regular updates on the progress of these actions will be provided to the Economic Recovery Plan Task Force members noted in the Economic Recovery Plan. The ERRT's Project Manager (Acting Manager of Strategic Initiatives, Niagara Economic Development) will manage this communication.

The Economic Recovery Plan will be branded as a stand-alone document and will be placed on the [ERRT website](#), as well as circulated to all Niagara stakeholders and GTA Economic Development Alliance members.

Alternatives Reviewed

No alternatives.

Relationship to Council Strategic Priorities

The ERRT Economic Recovery plan supports the Council Strategic Priority of “Supporting Businesses and Economic Growth”.

Other Pertinent Reports

- ED 9-2020 - COVID-19 Response and Business Continuity in Economic Development
- ED 10-2020 COVID-19 Response and Business Continuity in Economic Development

Prepared by:
Kelly Provost
Acting Manager, Strategic Initiatives
Economic Development

Recommended by:
Valerie Kuhns
Acting Director
Economic Development

Submitted by:
Ron Tripp, P.Eng.
Acting Chief Administrative Officer

Appendices

Appendix 1 Niagara Economic Recovery Plan (final version)

Niagara ERRT's Economic Recovery Plan

On March 18, 2020, Niagara's mayors and Regional Chair came together to launch the Niagara Economic Rapid Response Team (ERRT). Upper levels of government mandated the closure of all businesses and the subsequent provincial and regional state of emergency due to the emerging COVID-19 pandemic. Local municipal leaders recognized the detrimental impact these closures would have on local businesses and the regional economy and took action to mitigate the effects as much as possible.

Through this team, Niagara's economic development professionals have been collaborating throughout the pandemic to connect Niagara businesses with the supports and resources they need to survive and recover.

Niagara is united in its support of the business community during this unprecedented crisis and will foster collaboration, innovation and resilience as we seek to safely re-open. The ERRT is committed to offering long-term, ongoing support to help ensure Niagara's businesses remain supported and connected throughout this process and will re-emerge prosperous and sustainable.

The 13 municipalities across Niagara have each taken measures to relieve the burden on local businesses in their communities. These activities include deferrals of taxes and utility fees, increased online advisory services, access to personal protective equipment (PPE) waiving various penalties and interest on outstanding accounts, and launching shop local campaigns promoting businesses that are open and offering modified services.

Additional stakeholders like the Chambers of Commerce, Niagara Workforce Planning Board, and Employment Ontario providers have been, and will continue to be, critical partners in assuring that communications about new programs are widely shared and businesses' challenges are being brought to the forefront. They are part of a larger network of community enablers that will play an active role in the ERRT recovery planning process and implementation.

The Niagara Economic Recovery Plan (the "Plan") and its identified actions are reflective of the responses and input received from businesses through the survey responses, input from further by industry and sector consultation, as well as the results from corporate calling efforts.

The Plan will focus on local initiatives to address the needs of our businesses and connect them with resources to provide further assistance. This will include both strategies to re-open safely and to build more resilient businesses by learning from changes realized as a result of the pandemic. The plan is centred on encouraging and supporting businesses, investment, and job creation in order to proactively recover from the COVID-19 pandemic.

The Plan has been developed in a way that aligns with local economic recovery efforts, as well as broader, province-wide priorities. This alignment has been obtained by engaging the local area municipality (LAM) staff responsible for economic recovery planning and through participation in the GTA Economic Development Alliance.

The GTA Economic Development Alliance is recently formed group, composed of 20+ municipalities that have come together to support economic recovery across Ontario. Current members are Aurora, Brampton, Burlington, Durham Region, Georgina, Halton Hills, Halton Region, King, Markham, Milton, Mississauga, Niagara Region, Oakville, Richmond Hill, Toronto, Vaughan, Whitchurch-Stouffville, York Region, the Economic Developers Council of Ontario (EDCO), as well as the regional investment attraction agency Toronto Global.

Based on the initial reporting through the first COVID-19 Business Impact survey, the impact of the pandemic was projected to be close to \$576.3 million within the first 3 months. It is recognized that for many Niagara businesses, the road to economic recovery will be long and difficult.

ED 11-2020 Appendix 1

The Accommodation and Food Service and Tourism sectors were especially hard hit, being the first to be mandated closed and experiencing the highest reported staff lay-offs and revenue losses. Retail and Arts, Entertainment and Recreation were also hard-hit and experienced a significant loss in revenue and high lay-offs. An unprecedented number of people have left the workforce as a result of lay-offs due to COVID-19. There are significant workforce and labour market challenges that lie ahead to combat the negative effects of the pandemic.

The Niagara COVID-19 Business Impact Survey – Part 2 was distributed to approximately 10,000 businesses from May 15 until June 1, 2020, mainly through direct email.

This survey's questions centred on recovery, with questions that address the aid programs that businesses accessed, the areas where they require further assistance, the largest barriers to re-opening, and the like. The survey yielded responses from 1,382 business across all 12 municipalities in Niagara. The responses are representative of all industry sectors in Niagara's economy and respondents reported employing 47,456 staff.

The industry sectors where respondents reported the highest number of employees included accommodation and food services; arts, entertainment and recreation; manufacturing; retail trade; and, health care and social assistance. Respondents reported total layoffs of 17,950 staff across industry sectors, with 58% being full-time staff and 42% being part-time staff.

Through the survey, businesses reported a combined loss of \$425.11 million in revenue. It is apparent some industry sectors were affected disproportionately. Arts, entertainment and recreation and accommodation and food services reported the highest revenue losses.

Although many businesses reported accessing a number of aid programs, it is apparent that additional supports are required to assist them in re-opening and recovering. Respondents reported the highest needs as property tax deferrals, promotion and marketing assistance, deferrals on utilities, and advocacy to other levels of government.

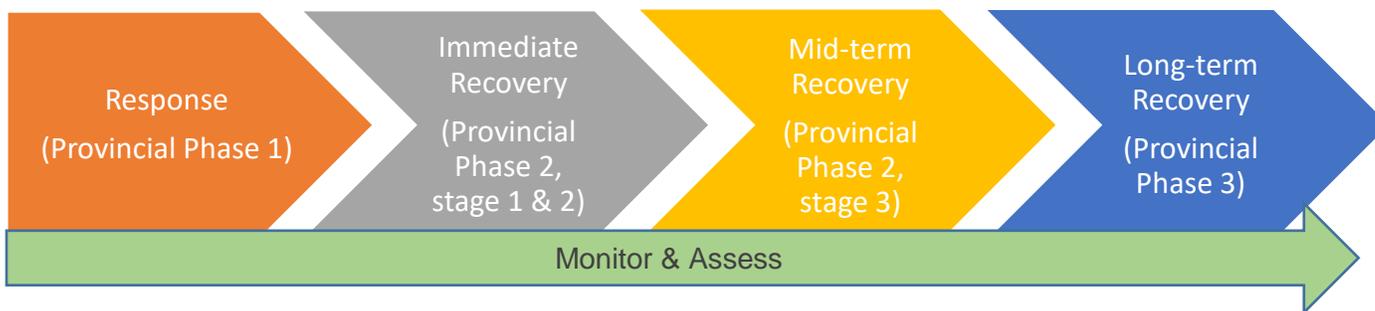
We acknowledge the overall responsiveness of policymakers that introduced support and relief measures for many businesses and employees impacted. As the Province looks to re-open parts of the economy through the [Re-Opening Ontario after COVID-19 framework](#), the ERRT has shifted its focus and efforts to recovery planning.

The proposed Plan is a series of actions that will create a positive investment climate in Niagara and help its local economy by supporting local businesses. Specifically, the plan is centered on the following 3 main themes: Research and Information, Advocacy, and Resilience.

In order to help move the economy forward, a series of actions will be taken immediately, while other measures will be actioned subsequently. The Plan uses a phased approach that will follow the Province's framework for re-opening. Guidance will be taken from the Province to guide how we move between phases. Input from the local Medical Officer of Health will be sought to help advise decisions locally on how to move between phases as well.

The Plan will be updated regularly and will likely change as the COVID-19 emergency evolves, as more information becomes available, and as the Province of Ontario updates its Emergency Orders. This will not be a linear progression through the framework, as any sharp increase in the number of cases would require movement back to previous phases.

The proposed progression of this Plan is as follows:



The actions in the plan are intended to progress in conjunction with the Province’s framework. Any adjustment in the progression through that framework by the Province would require an assessment on the impact locally to this plan. As such, the plan will continue to assess, evolve, and adjust as necessary depending on the advice directed by the Province and in consultation with the local Medical Officer of Health.

Niagara’s ERRT will work in consultation with Niagara Region’s Strategic Communications and Public Affairs division to create a comprehensive communications strategy to support the Plan. This strategy will ensure local businesses remain engaged with the progression of the plan, and remain connected with the supports and initiatives outlined in the Plan.

As the region moves into Phase 3 and beyond, the efforts in the Recovery Plan will lead into the Long Term Economic Development Strategy that has been identified as a Regional Council strategic priority.

	Immediate	Mid-term	Long-term
Research and Information Pillar	<p>Conduct a second COVID-19 economic impact (Business Impact) survey</p> <p>Maintain a strong base of data on the local economy and businesses, available to stakeholders to inform decision making</p> <p>Promote and post new Federal and Provincial initiatives and announcements on the ERRT website page</p> <p>Promote Provincial and Federal aid programs, including the Resiliency Help Desk at 1-866-989-1080 where businesses can access accountants or financial advisors</p> <p>Monitor and assess the impact of remote (online) education at Brock/Niagara College on Niagara's economy and business's employment needs</p>	<p>Prepare a report on the second regional COVID-19 Business Impact survey results</p> <p>Identify vulnerable companies and sectors from the survey as a focus for municipal BR+E efforts</p> <p>Prepare and circulate sector- and municipal-specific reports from second COVID Business Impact survey</p> <p>Monitor development application activity upon re-opening of economy, including year over year analysis as indicator of economic growth post-pandemic</p> <p>Recognize and showcase businesses that are successfully pivoting through the ERRT website and other channels</p> <p>Add a COVID-19 business impact feedback form on the ERRT website for ongoing data collection</p> <p>Provide regular/on-going updates to Regional Council on COVID-19 impact related activities, issues and efforts</p> <p>Monitor activities and impacts in other comparable municipalities to benchmark Niagara and learn from best practices</p>	<p>On-going: Provide regular research updates to stakeholders on general market conditions, including local workforce changes, large expansion investments, business closures, etc. as available/released</p> <p>Conduct a third COVID-19 Business Impact Survey in phase 3 to determine the status of recovery of businesses</p>

		<p>Host online webinars on topics relevant to supporting business</p> <p>With Emergency Management and Public Health, support businesses in re-opening in a safe and responsible way by sharing guidelines and protocols through update calls, as needed</p> <p>Survey businesses for commonalities in supply demand locally. Identify essential supplies and support companies in sourcing Niagara/Canada suppliers</p>	
--	--	--	--

	Immediate	Mid-term	Long-term
Advocacy Pillar	<p>Continued alignment between Regional and LAMs' Government Relations strategies and advocacy efforts.</p> <p>Advocate for alignment and longer-term repayment schedules for all deferral programs to allow businesses reopening to generate sufficient cash-flow</p> <p>Continue to provide research and anecdotal findings from Niagara businesses to the appropriate levels of government within relevant Ministries, as well as AMO, FCM, FedDev and the joint Ontario government committee</p> <p>Continue participating in the GTA and provincial recovery planning efforts to identify best practices and synergies across communities in recovery efforts</p> <p>Monitor Provincial direction and decisions on childcare services through communication with Niagara Region Children's Services department and communicate to ERRT for assessment on local impact</p>	<p>Strive for consistent application of bylaw enforcement across LAMs and the Region</p> <p>Advocate for COVID-19 relief programs to continue into 2021 for tourism and hospitality sectors, including but not limited to CERB, CEWS, and rent relief programs</p> <p>Support Planning departments in review of red-tape reduction efforts to increase speed for development to re-start</p> <p>Advocate for digitization of Region permits and applications, where possible, to assist business cost savings</p> <p>Advocate to keep COVID-19 relief programs in place for employees while they are in re-training or re-skilling process</p> <p>Advocate for expedited planning approvals at the Provincial level including MTO, Greenbelt, Niagara Escarpment Commission, etc.</p>	<p>Immediate and longer term: Advocate for changes to the Ontario Planning Act to allow existing CIP funding programs to support COVID-19 related relief efforts. For example: CIPs allowing for an enhancement of virtual a presence (e.g. website design)</p> <p>Immediate and longer term: Advocate for accelerated broadband infrastructure investment in areas with limited/no service, working with SWIFT and other available programs</p> <p>Immediate and longer term: Continued advocacy for infrastructure investments for major/regionally significant projects and expediting those already in process</p>

	Immediate	Mid-term	Long-term
Resilience Pillar	<p>Conduct significant engagement with stakeholders representing tourism, manufacturing and agri-business and Task Force members (see below)</p> <p>Expedite approval and coordination of use of public realm spaces by businesses to allow for distancing while supporting business resiliency</p> <p>Execute targeted business retention efforts (BR&E) led by the EDOs in the local area municipalities with specific strategies to assist businesses in distress</p> <p>Encourage “buy-local” promotion via Social Media, particularly Linked-In & www.openinniagara.com. and amplify existing or complementary buy-local initiatives across Niagara</p> <p>Strive for increased digitization of government services including but not limited to: digital business advisory/support services, consultations and webinars, pre-consultation meetings, online applications, virtual town hall meetings, etc.</p> <p>Assist businesses that need access to capital by partnering on the promotion of the Regional Recovery & Relief fund at Venture Niagara</p> <p>Maintain a listing of Niagara PPE suppliers on the ERRT website.</p>	<p>Work with Public Health to provide clear guidance on public safety and appropriate PPE for businesses</p> <p>Assist businesses in procurement of PPE by maintaining database on ERRT website and other tools</p> <p>Work with partners in workforce development – helping displaced workers find employment and deploy talent attraction initiatives to fill gaps</p> <p>Identify programs/funds for workforce training/re-training/re-skilling for a more flexible and adaptive workforce and assist employers in accessing them</p> <p>Assist businesses in increasing their online presence – promotion of Digital Main Street and/or other resources to get gain virtual presence</p> <p>Review decision-making process to allow for expedited approvals on development initiatives to support business re-opening</p> <p>Monitor any future wave of business closures or bankruptcies that may occur when relief programs end</p>	<p>Monitor level of demand for office and retail space due to increased adoption of online technologies and work-from-home options by business. Creative thinking to repurpose use of any excess space made available.</p> <p>Supply chains have been strained. Seek opportunities for import replacement – sourcing new domestic suppliers, or supporting repatriation of manufacturing.</p> <p>Re-focus FDI strategies and messaging to opportunities post- COVID. Develop new tools to undertake investment attraction, including site selection virtually</p> <p>Retain and develop OpenInNiagara tool to be a comprehensive online, regional business directory tool with input from municipalities</p> <p>Include a portion in the Long Term Economic Strategy that addresses mitigation plans for future pandemic impact</p>

ED 11-2020 Appendix 1

The ERRT cannot achieve these actions on their own. There is a large group of community enablers whose support and resources will be necessary to achieve these actions. This group will provide input to the plan and provide resources and feedback.

This group of supporters will be referred to as the Niagara Economic Recovery Task Force (“the Task Force”). This group will be used as a channel for communication to provide updates on the recovery plan actions, as well as solicit feedback and engage in assessment of relevancy of these actions as time progresses. Information will be shared by Niagara Economic Development at regular intervals, through email and virtual meetings.

The proposed Economic Recovery Task Force members would include, but not be limited to:

- Niagara Region Economic Development
- EDO representatives from each of the Local Area Municipalities
- Niagara Workforce Planning Board
- Chambers of Commerce
- Innovate Niagara
- Niagara Falls Small Business Enterprise Centre & St. Catharines Enterprise Centre
- Niagara Association of Realtors
- Employment Ontario service providers
- Niagara Region Social Assistance and Employment Opportunities
- Niagara Region Children’s Services
- Business Development Bank of Canada and Venture Niagara
- Brock University and Niagara College
- Private sector participation
- Tourism, manufacturing and agri-business stakeholders
- Niagara Industrial Association
- Niagara Home Builders Association
- Niagara Construction Association
- St. Lawrence Seaway Management Corporation
- Tourism Partnership of Niagara and local DMOs
- Any additional members will be added where applicable to deliver on pillar activities

Underscoring the work being done by the Economic Recovery Task Force, there will be extensive public-private sector consultation and participation from Tourism, Manufacturing and Agri-business sectors to guide the work being done by the group. Additional industry sector consultation will be pursued as needed.

The Niagara Region Economic Development department will act as a Project Manager on this recovery plan. Encouraging participating in the Pillar groups, liaising with the Pillar Leads (where applicable), coordinating the meet-ups of different advisory stakeholders, compiling the updates and sending communications to all Task Force members.