



**To:** COUNCIL

**Meeting Date:** 06/16/2020

**Subject:** Cambridge Economic Response Plan

**Submitted By:** James Goodram, Director, Economic Development

**Prepared By:** James Goodram, Director, Economic Development

**Report No.:** 20-146(CRE)

**File No.:** C1101

---

## Recommendation(s)

THAT Report 20-146 (CRE), re: Cambridge Economic Response Plan be received;

AND THAT Report 20-146, be referred to the Cambridge Economic Development Advisory Committee for information.

---

## Executive Summary

### Purpose

The purpose of this report is to update Council and the public of the activities of the City has undertaken to support residents and the business community during the COVID-19 pandemic.

### Key Findings

The City continues to monitor and bring forward opportunities to support both businesses and residents in the City of Cambridge during the pandemic. The City of Cambridge Economic Response Plan details its activities and programs to date.

The next step in the City's economic response is to complete its Business Outreach Survey to collect feedback on the impact of COVID-19 on Cambridge businesses. The results of this survey will assist in forming the City's economic recovery plan, with focused actions and advocacy opportunities that will best assist the Cambridge community.

## Financial Implications

The COVID 19 pandemic has had an unprecedented impact on the global economy. All levels of government have announced programs to support people and businesses who have been impacted by the downturn in the economy.

As of April 30, 2020 the City is forecasting a deficit of \$499,971. Staff continue to monitor the impact of the downturn in the economy and the City's financial position and will be preparing an updated financial projection as of June 30, 2020.

The pace of recovery and economic impact will continue to be monitored and the City will be prepared to react accordingly.

---

## Background

On March 25, 2019, staff provided Council with a report titled Financial Implications Related to COVID-19 (Report 20-108 CRS). That report contained the City's Economic Response Plan. This report is for information purposes to provide an update to Council and the public of the activities of the City has undertaken to support residents and the business community during the COVID-19 pandemic.

---

## Analysis

### Strategic Alignment

PROSPERITY: To support and encourage the growth of a highly competitive local economy where there is opportunity for everyone to contribute and succeed.

Goal #6 - Economic Development and Tourism

Objective 6.3 Identify local economic strengths and leverage opportunities through collaboration with our partners.

The City of Cambridge's response to the COVID-19 pandemic aligns has been guided in part by the objective of sustaining local economic strengths and finding opportunities for community support through a challenging time.

---

## Comments

### City activities to support local businesses during the COVID-19 pandemic

Since the beginning of the pandemic, the City has continuously endeavored to evaluate opportunities to support both residents and businesses. The attached Appendix "B" provides the City's Economic Response Plan, updated with the additional activities that have taken place since the March 25<sup>th</sup> report was provided to Council.

The next step in the City's economic response is to complete its Business Outreach Survey to collect feedback on the impact of COVID-19 on Cambridge businesses. The results of this survey will assist in forming the City's economic recovery plan, with focused actions and advocacy opportunities that will best assist the Cambridge community.

#### Good News Stories:

In addition to the City's Economic Response Plan, Staff are tracking good news stories from our business community.

Prescientx - Cambridge Company Building N95 Mask Disinfection Units -

<https://www.kitchenertoday.com/local-news/local-cambridge-company-building-n95-mask-disinfection-units-2208119>

Eclipse Automation - Cambridge's Eclipse Automation diving deep into respirator business with new agreement - <https://www.cambridgetimes.ca/news-story/9960162-cambridge-s-eclipse-automation-diving-deep-into-respirator-business-with-new-agreement/>

ATS - ATS awarded \$65M order for rapid scale-up of virus test kit -

<https://www.plant.ca/general/ats-awarded-65m-order-for-rapid-scale-up-of-virus-test-kit-192111/>

Dare Foods - Dare Foods Steps Up to Support Canadians during COVID-19 -

<https://www.newswire.ca/news-releases/dare-foods-steps-up-to-support-canadians-during-covid-19-819413407.html>

Canway Cleaning - Cambridge Company killing COVID-19 -

<https://www.kitchenertoday.com/coronavirus-covid-19-local-news/cambridge-company-killing-covid-19-2334352>

Driverseat Cambridge - Cambridge driving company offers free grocery delivery to

seniors, those in need - <https://www.cambridgetimes.ca/community-story/9958057-cambridge-driving-company-offers-free-grocery-delivery-to-seniors-those-in-need/>

Sensor Health - <https://www.youtube.com/watch?v=TNM1r35C4mQ>

#### Local companies supplying PPE:

34 local companies supplying PPE (list is still being generated)

Disinfection	6
Face Shields	2
Floor Markings	4
Hand Sanitizer	5
Masks/Gloves and Gowns	8
Tabletop Shields	3
Other	6

Local companies pivoted regular operations to assist with COVID-19 related items

Company	Product
Septodont	Hand Sanitizer
Avaria Beauty	Hand Sanitizer
Plastics Redeemed	Lexan for creation of face shields
<u>Prescientx</u>	Portable disinfectant conveyors for medical masks
Driverseat	Shuttle service turned free grocery delivery for seniors
Allcard	Development of a Germicidal Irradiation Unit
Dare foods	Donation of 100,000 boxes of Bear Paws to Canadian foodbanks
Eclipse	N95 and surgical mask production for domestic use
ATS	Automated system for testing kits, filtering face piece respirators, ventilator components
City-wide Building	Donations of food and industrial strength disinfectant materials

Company	Product
Maintenance Solutions	to local foodbanks.
Lens Mill	Selling fabric mask, cap and gown DIY kits
Canway Cleaning	Specializing in office/industrial disinfecting
OTHER:	
Crunch	Social media promotion of open businesses
Cambridge Chamber	Free advertising for restaurants on Gateway TV

The two attachments to this report outline Federal, Provincial and Municipal programs as well as an updated Economic Response Plan. More details around our Economic Response can be found within the second attachment.

---

### Existing Policy/By-Law

There is no existing policy/by-law.

---

### Financial Impact

The COVID 19 pandemic has had an unprecedented impact on the global economy. The initial impact of the pandemic has forced businesses to shut down, people are out of work and the Bank of Canada cut interest rates drastically to ensure credit was available to businesses and people who need support. We are now starting to see recovery with businesses being permitted to reopen and people are getting back to work.

The City has responded to help residents and businesses facing financial pressures through programs such as waiving penalties and interest on property taxes through April to June, deferring property taxes by 60 days for the July and September installments, waiving late payment charges on utility bills and miscellaneous receivable invoices, suspending collection activities on accounts in arrears, providing relief to tenants who lease City properties, waiving temporary sign permit fees, eased enforcement of parking restrictions and suspended collection of monthly parking permits. To offset the financial burden to the City associated with these measures, a cost containment plan has been implemented to reduce the impact to the City's financial position at the end of the year and reduce reliance on drawing funds from reserves to offset a deficit.

The pace of recovery and economic impact will continue to be monitored and the City will be prepared to react accordingly.

---

## Public Input

Posted publicly as part of the report process.

---

## Internal/External Consultation

There was no internal/external consultation undertaken.

---

## Conclusion

This report is to be received as information so Council, the Economic Development Advisory Committee and the public are aware of City Initiatives to support residents and the business community as part of the City's response to the COVID 19 pandemic.

---

## Signature

### Division Approval



Reviewed by the CFO

Reviewed by Legal Services

**Name:** James Goodram

**Title:** Director of Economic Development

### Departmental Approval



**Name:** Cheryl Zahnleiter

**Title:** Deputy City Manager Corporate Enterprise

### City Manager Approval



**Name:** David Calder

**Title:** City Manager

---

## Attachments

Attachment A - List of Federal, Provincial and Municipal Programs that apply to the City of Cambridge Businesses and Residents

Attachment B – Cambridge COVID 19 Economic Response Plan

## Attachment A

### List of Federal, Provincial and Municipal Programs that apply to the City of Cambridge Businesses and Residents

#### Government of Canada Programs

##### Business Programs:

- [Canada Emergency Wage Subsidy \(CEWS\)](#) - Temporary wage subsidies of up to 75% for businesses that have experienced a downturn in revenues. Eligible employers may calculate the estimated benefit using the federal government's online calculator.
- [10% Wage Subsidy](#) - In addition to CEWS, eligible businesses may reduce their current payroll remittance of federal, provincial, or territorial income tax that are sent to the CRA by the amount of the subsidy for a period of three months.
- [Canada Emergency Business Account \(CEBA\)](#) - An emergency loan (for qualifying businesses) of up to \$40,000 that are interest free for the first year, with up to \$10,000 of loan forgiveness if certain conditions are met.
- [Business Credit Availability Program \(BCAP\)](#) - Will provide additional support through the Business Development Bank of Canada (BDC) and Export Development Canada (EDC).
- [HST/GST and Customs Duty changes](#) - Deferral of sales tax remittance and customs duty payments.
- [Waiving Tariffs on Certain Medical Goods](#) - Tariffs on certain medical goods, including PPE such as masks and gloves will be waived.
- [Canada Summer Jobs Program](#) – New changes to provide extension to employment end dates, increased wage subsidy up to 100%, allowing employers to hire on a part time basis and adaptation of project and job activities to support essential services.
- [Ontario-Canada Emergency Commercial Rent Assistance \(OCECRA\)](#) - Is a partnership between the provincial government, federal government and property owners to support our entrepreneurs through the reduction of rent by 75% for eligible small businesses that have been severely affected by COVID-19.
- [Large Employer Emergency Financing Facility \(LEEFF\)](#) - Will provide bridge financing to Canada's largest employers over \$300 million in sales, whose needs during the pandemic are not being met through conventional financing, in order to keep their operations going.
- [Regional Relief and Recovery Fund \(RRRF\) FedDev Ontario](#) – This program Provides zero interest loans to those hardest hit by COVID-19. Priority may be given to SMEs in the manufacturing, technology, tourism and other sectors key to the region, that are major employers in small communities or that support the government's commitment to underrepresented groups.

- [Industrial Research Assistance Program \(IRAP\) program expansion](#) - Investing \$250 million to assist innovative, early-stage companies that are unable to access other COVID-19 business supports through IRAP.
- [Futurpreneur Expansion for New Businesses](#) – An additional \$20.1 million in support for Futurpreneur Canada to continue supporting young entrepreneurs across Canada who are facing challenges due to COVID-19. The funding will allow Futurpreneur Canada to provide payment relief for its clients for up to 12 months.
- [Women Entrepreneurship Stream Funding Expansion](#) - This funding will be available to existing WES Ecosystem Fund recipient organizations, enabling these third-party organizations to provide timely support and advice to women entrepreneurs facing hardship.
- [Youth Employment and Skills Strategy](#) – Additional funding to help youth develop the skills and gain the experience they need to successfully transition into the labour market.
- [Deferring Payments on Commercial Leases and Licenses of Occupation](#) - Tourism operators in national parks, historic sites, and marine conservation areas will be able to defer payments on commercial leases and licences of occupation without interest until September 1, 2020.
- [Emergency Support Fund for Cultural, Heritage and Sport Organizations](#) - A \$500 million Emergency Support Fund as a temporary relief measure to help alleviate the financial pressures of cultural, heritage and sport organizations facing significant losses due to the COVID-19 pandemic.
- [Farm Credit Canada Lending](#) - To provide an additional \$5 billion in lending to producers, agribusinesses, and food processors.
- [The Mandatory Isolation Support for Temporary Foreign Workers Program \(MISTFWP\)](#) - Provides support of \$1,500 for each temporary foreign worker, to employers or those working with them to ensure requirements are fully met. The funding is conditional on employers not being found in violation of the mandatory isolation.
- [Business Resilience Service](#) - allows businesses to connect with experienced business advisors from across Canada for guidance on which government relief programs will be most appropriate to support your small- to medium-sized business, not-for-profit or charity on how to respond and reshape amid uncertainty.

#### Programs for Residents:

- [Canada Emergency Response Benefit \(CERB\)](#) - CERB is a \$2,000 per month (for four months) taxable benefits to assist individuals who do not have access to paid leave or other incomes support.
- [Canada Child Benefit \(CCB\)](#) - Payments will be increased by \$300 per child beginning in May, 2020. No application is necessary for current recipients.

- [Goods and Services Tax credit \(GST\)](#) - One-time special payments to eligible recipients. No application is necessary for current recipients.
- [Income Tax Returns](#) - The deadline for filing income tax returns has been extended to June 1, 2020.
- [Mortgage Payment Deferral](#) - Homeowners facing financial hardship may be eligible for a mortgage payment deferral of up to six months.
- [Wellness Together Canada](#) - is an online portal that provides Canadians with free resources, tools, and professional support services to help with wellness and resilience, as well as mental health and substance use.

#### Students and Youth

- [Pause of student loan repayments](#) - Further information regarding this program may be found on the National Student Loans Service Centre website.
- [Canada Emergency Student Benefit](#) - Provides support to students and new graduates who are not eligible for the Canada Emergency Response Benefit between May and August of 2020. This benefit would provide \$1,250 per month for eligible students or \$2,000 per month for eligible students with dependents or disabilities.
- [Canada Student Service Grant](#) - will help students gain valuable work experience and skills while they help their communities during the COVID 19 pandemic. For students who choose to do national service and serve their communities, the new Canada Student Service Grant will provide up to \$5,000 for their education in the fall.
- [Canada Student Loans Program](#) - Changes to the Canada Student Loans Program (CSLP) to allow more students to qualify for support and be eligible for greater amounts.

#### Seniors

- [Reduced Minimum Withdrawals for Registered Retirement Income Funds](#) - Reduced the required minimum withdrawals from Registered Retirement Income Funds (RRIFs) by 25 per cent for 2020.
- [Providing a One-time Tax-free Payment](#) - We are providing a one-time tax-free payment of \$300 for seniors eligible for the Old Age Security (OAS) pension, with an additional \$200 for seniors eligible for the Guaranteed Income Supplement (GIS).

For a list of additional programs that have been released you can visit [Canada's COVID-19 Economic Response Plan](#).

## Government of Ontario Programs

### Business Programs:

- The province is providing a [five month interest](#) and penalty-free period to make payments for the majority of provincially administered taxes and deferring the June quarterly remittance of education property taxes to school boards.
- [WSIB Deferral](#) - Employers will be allowed to defer Workplace Safety and Insurance Board (WSIB) remittances for up to six months.
- [Provincial Energy Relief](#) - Province suspended time-of-use rates.
- [Agri-Food Open for E-Business](#) - will help businesses/organizations quickly expand their marketing channels and respond to new market challenges, increase online sales in the sector and provide consumers with access to more local food.
- [Ontario Tools Grant](#) - This will help new eligible apprentices purchase the equipment they need to start their careers.
- [Ontario COVID-19 Rapid Research Fund](#) - Ontario's publicly-assisted colleges or universities, research hospitals or research institutes, can apply for funding to conduct research to fight COVID-19 and support the province's response effort.
- [Pandemic Pay for Frontline Workers](#) - This increase will provide four dollars per hour worked on top of existing hourly wages, regardless of the qualified employee's hourly wage.

### Programs for Residents:

- [One time payments](#) of \$200-250 to families with children (under the age of 12), to offset extra costs due to school and daycare closures.
- Six month of [Ontario Student Assistance Program](#) (OSAP) loan and interest accrual relief for student borrowers.
- Provincial Energy Relief - Province suspended time-of-use rates.

### Municipal Programs:

- Suspend any water meter disconnections
- Suspend the transfer of overdue water accounts to the property tax account to assist landlords
- Eased enforcement of parking, including, on and off street parking time limits, paid parking and core area parking lots
- Suspend collection of rent from vendors of the Cambridge Farmers' Market and examine other leased properties owned by the City
- Credits or refunds for cancelled community programs and services;
- Waiving penalties and interest on property taxes by an additional 30 days, for the month of June 2020;

- Waiving late payment charges on utility bills and miscellaneous receivable invoices by an additional 30 days, for the month of June 2020
- Suspending collection activities for water and wastewater accounts in arrears until August 31, 2020
- Waiving Non-Sufficient Fund (NSF) fees charged by the City on customer accounts by an additional 30 days, for the month of June 2020
- Waiving of any penalties, interest and collection activities on City property leases through to August 31, 2020
- Waiving temporary sign permit fees until December 31, 2020 to aid businesses in their promotion efforts during the recovery phase
- Develop an application-based property tax deferral program to extend the 2020 final property tax due dates by 60 days for residents and businesses who qualify; and,
- Credits or refunds for cancelled community programs and services.



**COVID-19  
ECONOMIC RESPONSE PLAN**

[investcambridge.ca/COVID19](https://investcambridge.ca/COVID19)

## **Cambridge Economic Response Plan**

### **Goals**

To minimize the loss of local business, jobs and development as businesses transition through re-opening and recovery phases.

To support local businesses with information on best practices, equipment and standards as they look to adhere to public health standards for the safe operation of their establishment.

To continue to understand the impacts of COVID-19 on our local economy, utilizing professional expertise, best practices and input from industry experts, to ensure effective recovery strategies and actions.

To ensure Cambridge and our municipal partners in Waterloo Region remains an innovative, high growth economy – a global leader in post-pandemic transformation.

### **Guiding Principles**

- That area municipalities continue to collaborate with each other and with key industry partners and stakeholders.
- That each municipality retains its own autonomy in leading economic development strategies and actions.
- That municipal strategies, efforts, initiatives and investments consider short, medium and long term economic growth, including opportunities to establish new industries that may emerge as a result of the pandemic.
- That municipal strategies, efforts, initiatives and investments prioritize support for, and the growth of, the region's current economic base, including:
  - A highly diversified economy, both between and within industries;
  - A strong supply chain;
  - A strong and growing small business and start-up ecosystem;
  - A globally renowned academic system; and,
  - A culture of innovation and collaboration.
- That area municipalities will continue to support arts, culture and not-for-profit agencies as key contributors to the vibrancy and well-being of our community.

- That municipal strategies, efforts, initiatives and investments will be developed based, where possible, on evidence-based expertise, with input from industry stakeholders and partners.
- That municipal strategies, efforts, initiatives and investments will identify opportunities to support businesses while exercising prudent financial stewardship, including opportunities to support businesses without direct municipal financial consideration.
- That area municipalities continue to collaborate with industry partners to jointly advocate for support from Provincial and Federal Governments.
- That area municipalities continue to actively support workforce development initiatives (such as the Workforce Planning Board, Future of Work and Learning, etc.) which facilitate collaborative efforts in retraining, skill development, employment services, etc.
- That municipalities are properly prepared for public sector infrastructure/stimulus applications to ensure our region has the ability to take advantage of these programs when they become available. That municipalities openly communicate on potential stimulus applications to ensure collaboration where possible.

### **Collaboration and Cooperation**

- As a collective community of business support organizations (municipalities, Waterloo EDC, BIAs, Chambers of Commerce, etc.), we are moving from a crisis-structured response framework to a recovery framework focused on business retention, recovery, adaptation, development and attraction.
- Since the beginning of the pandemic, the City has participated in a variety of collaborative and cooperative initiatives within the Region in order to ensure timely and consistent support to the business community. These initiatives include:
  - Weekly meetings of the respective Executive Directors of Economic Development of each municipality within the Region;
  - Regular meetings of Business Development Officers facilitated by Waterloo Economic Development Corporation (WEDC). The

Waterloo Region Economic Development Corporation is the investment promotion agency of the Regional Municipality of Waterloo. This includes the cities of Cambridge, Kitchener and Waterloo, as well as the townships of North Dumfries, Wellesley, Wilmot and Woolwich;

- Monthly meeting of the Waterloo Regional Small Business Centre Advisory Board. The Waterloo Regional Small Business Centre encourages and contributes to the enterprising spirit and economic vitality of the communities in the Region by assisting entrepreneurs with the development of new or existing businesses;
- Continued Chief Administrative Officer/City Manager participation with Waterloo Region Tourism Marketing Corporation (WRTMC). The Waterloo Regional Tourism Marketing Corporation (WRTMC) is the destination marketing organization for the Region of Waterloo. They are a non-profit organization responsible for marketing destination to increase the number of visitors and length of stay; and,
- Continued participation in the Business and Economic Support Team of Waterloo Region (BESTWR) Industry Sub-Committees. Leaders from Waterloo Region have joined forces to form the Business and Economic Support Team of Waterloo Region (also known as BESTWR) which includes representatives from local Chambers of Commerce, Communitech, Business Improvement Areas (BIA), Tourism and top officials from municipal government, and is focused on helping businesses of all types and sizes address COVID-19-related challenges by using an array of newly designed government support programs.
- Municipalities will continue to collaborate on joint initiatives, such as:
  - Small Business Recovery Outreach;
  - Long-term Economic Recovery Analysis identification;
  - Regional restaurant availability map;
  - Future of Work and Learning; and,
  - Smart Waterloo Region.

## **Cambridge Specific Actions to date**

### **Pillar 1 - Communicate/Inform**

- **Online:**
  - Developed and continue to update a Covid – 19 Business Resources page at [www.investcambridge.ca](http://www.investcambridge.ca)
  - Development of a Business Recovery web page is underway
- **Provincial Government:** Provided Province with a list of Cambridge businesses that manufacture or supply products that are required
- **Community:**
  - Initiated and continue Business outreach activities
  - Initiated and continue dialogue with the City's 3 Business Improvement Areas (BIAs)
  - Communicate via social media Provincial and Federal programs including calls for supplies and retooling
  - Provide clear messaging, through media, social media, city newsletters, etc., of the City's support for businesses in the short term and commitment to understanding long term opportunities to support their full recovery
  - Provide clear messaging of the City's financial investments that provide economic stimulus, including \$80 million in capital investment
  - Provided several #businesstips to communications division to share with local small businesses. Also shared various posts with communications on small business and helped to share information through corporate channels.

### **Pillar 2 - Business Services**

- Continue all Economic Development business services remotely
- Continue business consultations and providing business assistance
- Work with Small Business Centre partners to look at the creation of webinar/virtual meetings to provide information on grants/funds/business recovery/other relevant topics such as:
  - **Ask the Advisor Series (Ran Weekly March 20 to end of April)** – All of the business advisors from across the region held a webinar once a week where businesses could ask any questions they have and be directed to government programs.

- **Ask the Expert Series (5 seminars on different topics)** – Topics covered were social media, web site design, accounting, SEO and digital content creation. Experts gave one hour seminars on best practices in their respective fields followed by a free Q and A period.
  - **Mental Wellness Wednesdays (Ran Weekly March 20 to end of April)** - Different wellness experts were brought in to provide help and guidance to businesses during a stressful time.
  - **Peer to Peer Assistance Programs (Weekly sessions have run from May 1 and will continue to the end of June)** – Three sessions were held each week (Retail, Food Services and professional services) facilitated by SBEC staff. Well established entrepreneurs in their respective industry are brought in to start a discussion and share information with their peers.
  - **Business Plan Essentials** – A seminar designed to help people write or rewrite their business plan to adapt to Covid. This was done to help aid discussions on financing with the banks.
  - **How to Manage your Cash Flow Through the COVID CRISIS** – Topics covered were How to update your cash flow, where to find relief programs for small businesses, what you can do immediately to stay in business and funding for small business.
- Provide letters of support etc., to confirm City's ongoing support of development projects etc. as required
  - Implemented a streamlined approval process and waiving permit fees to make it faster and easier for restaurant owners to expand or create new patios and outdoor dining areas. Restaurant owners wishing to expand or create new patios can submit an application form online [www.cambridge.ca/BusinessLicence](http://www.cambridge.ca/BusinessLicence).
  - **Business Outreach Program**

Staff has already made 324 connections of various sorts (connected with the Province, business to business connections, assistance with new products, etc.) and staff continues the support.

The Economic Development team has launched a Business Outreach Program. reaching out to businesses in the City to gain a better understanding of how they have been affected by COVID -19. The goal of the program is to understand the effectiveness of Federal and Provincial assistance programs and identify any

gaps while understand any unique issues that Cambridge is facing. This valuable feedback will position the City to advocate on behalf of the community as well as lead to actions that the City can undertake to support the local business community. The program utilizes Engage Cambridge and consists of a 13 question survey. The program is scheduled to launch the week of May 25, 2020 and run for approximately 2 weeks

- **Business Connections**

Throughout the pandemic staff have been making connections between businesses and government as they look for supplies or instruction on restarting their operations. Successful connections to date include:

1. Plastics Redeemed and Ontario Die International – Staff connected these companies for Lexan material for creation of face shields and custom injection moldings.
2. Versocet and Sensor Health – Staff connected Versocet who had additional space with a local company looking for space (did not come to fruition).
3. F5 industries – connected to the Province of Ontario for assistance with manufacturing PPE.
4. RoadTrek – connected to the Province of Ontario as they were looking to restart their operations.

- **Order from Home Series**

- [#DineFromHome](#)

This initiative was developed as a means to support the local restaurants and food service industry, staff identified this industry as one of the first feeling the effect of provincial emergency orders and closures.

- Development and maintenance of mapping to promote restaurants/food service businesses open and offering service to the community.
- Development of #OrderFromHome website to promote both the #DineFromHome and #ShopFromHome initiatives.
- Development of communications plan and graphics to support.
- Monitoring of social media impact on page views and reach.

## #ShopFromHome

This initiative was developed as a means to support the local retail establishments as they pivot to offer unique and innovative services to our community as a result of provincial emergency orders and closures.

- Development and maintenance of a listing of retail businesses open and offering service to the community.
  - Development of #OrderFromHome website to promote both the #DineFromHome and #ShopFromHome initiatives.
  - Development of communications plan and graphics to support.
  - Monitoring of social media impact on page views and reach.
- **Small Business Program Initiatives**
    - Outreach Recovery Program - is geared toward supporting small businesses of all kinds. Helped to provide consultations and support to the businesses that reached out.
      - Digital Main Street Program - The Waterloo Region Small Business Centre is re-launching its Digital Main Street Service Squad to help small businesses reopen and recover from the impacts of COVID-19.
      - Peer2Peer Group - Peer2Peer groups help professionals in the Waterloo Region share challenges and lessons-learned in a friendly, informal environment. Participated and lead several of the peer2peer groups for various industries.
      - Ask an Expert Panel – Provided advice and support to many local small businesses looking for assistance across the 4 weeks of the program.
  - **Financial Support for “Explore the Core From Home”**

Each BIA created a new “Explore the Core from home” series for their Instagram pages. The purpose is to invite their followers to get to know some of the businesses in a new way. Each segment is 10-15 minutes in length hosted on the BIA’s IGTV (Instagram TV) showcasing select business owners in a cross-section of categories; bakeshops sharing how-to recipes, restaurant chefs walking us through a simple at-home dinner inspired by their restaurant's menu, etc. This is all about the businesses connecting with our community during a time

of self-isolation. Economic Development supported this program by providing \$250 per video up to \$2,500 per BIA.

### **Pillar 3 - Land Development**

- Continuation of development facilitation services
- Enhanced online processing of development applications
- Enhanced online processing of building permit applications, and continued building inspections

### **Pillar 4 –Partnerships**

- Work with regional partners to ensure clear and consistent messaging and access to upper level of government funding programs
- With Regional partners and in consultation with local businesses assess any gaps in federal and provincial measures
- With Regional partners and in consultation with local businesses assess training and support requirements
- Additional key action items underway with partner organizations:
  - **Collaboration** – continue municipal collaboration among economic development teams as noted in the Collaboration and Cooperation Section.
  - **Industry Consultation** – continue to conduct coordinated outreach to business sectors, subject matter experts and partners, whose input will be critical to ensure we are dealing with timely fact based information essential for sound analytical decision making. Lead-by municipal Economic Development Officers (including Waterloo EDC).
  - **Joint Advocacy to the Federal and Provincial Governments** – based on industry consultation, continue to utilize the BESTWR framework (even if in a scaled back or modified manner) to ensure coordinated advocacy among all regional economic development partners. Continue to utilize the Regional Control Group as the appropriate body for coordinating municipal advocacy.
  - **Local Economic Development Strategies** - municipalities will continue to advance their own Economic Development Strategies, either through the

implementation/adaptation of existing strategies, or the development of new strategies. This could include, for example, the development of new financial incentives, support programs, etc.

- Worked with City of Waterloo and Kitchener on a google my maps solution for the three cities, this includes all City of Cambridge food based businesses open. The map to date has received over 61,000 views.

### **Pillar 5 – Financial Relief**

- Suspend any water meter disconnections;
- Suspend the transfer of overdue water accounts to the property tax account to assist landlords;
- Eased enforcement of parking, including, on and off street parking time limits, paid parking and core area parking lots;
- Suspend collection of rent from vendors of the Cambridge Farmers' Market and examine other leased properties owned by the City;
- Credits or refunds for cancelled community programs and services;
- Waiving penalties and interest on property taxes by an additional 30 days, for the month of June 2020;
- Waiving late payment charges on utility bills and miscellaneous receivable invoices by an additional 30 days, for the month of June 2020;
- Suspending collection activities for water and wastewater accounts in arrears until August 31, 2020;
- Waiving Non-Sufficient Fund (NSF) fees charged by the City on customer accounts by an additional 30 days, for the month of June 2020;
- Waiving of any penalties, interest and collection activities on City property leases through to August 31, 2020;
- Waiving temporary sign permit fees until December 31, 2020 to aid businesses in their promotion efforts during the recovery phase; and
- Develop an application-based property tax deferral program to extend the 2020 final property tax due dates by 60 days for residents and businesses who qualify.



## **Summary**

The City of Cambridge is committed to support and innovate in the area of economic response and recovery for businesses and residents alike. This Plan will provide a framework that will assist Staff in the ability to continue working closely with the business community and to make sure that our responses are as effective and inclusive as possible.

In addition, Staff will be creating an Economic Recovery Framework that will include the short, medium, and long term strategies to move forward and ensure economic stability and recovery.

Both businesses and residents are the backbone of Cambridge and it is, and will continue to be, the City's mandate to keep both its residents and its economy strong and healthy.