

Document 1 – Strategic Priorities and Actions

Timelines: Ongoing, Short-Term (1-3 years), Medium-Term (4-5 years)

Priority 1: Partnerships and Collaboration

Objective: Collaborate with new and existing partners across sectors, diverse communities, geographies, and other levels of government to align economic priorities, enable inclusive and equitable economic development, and cultivate a one-economic region approach for Ottawa-Gatineau.

Rationale: Partners are an essential component of economic development. They enable efficient, sector specific, and inclusive program and service delivery to benefit entrepreneurs, businesses, and the broader economic development ecosystem. Partners also help identify new opportunities, leverage resources and funding, build program delivery capacity, and share industry best practices.

Ottawa boasts several well-established economic development organizations responsible for delivering sector specific priorities, initiatives, and advocacy. The city is also home to organizations that represent and advance the economic development needs of diverse stakeholder groups as well as important economic partners like the Ottawa Airport Authority and post-secondary institutions.

To maximize collaboration with partners and stakeholders and ensure efficiency across sectors and initiatives, Economic Development Services will assume a substantive leadership role in shaping, aligning, facilitating, and communicating Ottawa's economic priorities.

To ensure an inclusive approach to economic development, Economic Development Services will develop new partnerships with diverse and under-represented stakeholder groups to support equitable participation in the local economy and foster economic diversification and prosperity.

Economic Development Services will also build-upon its relationships with senior levels of government to ensure alignment of priorities and to seek new funding and partnership opportunities, where applicable.

In the context of the Ottawa-Gatineau region, Economic Development Services will develop a framework to work collaboratively with the Ville de Gatineau, the National Capital Commission, and other regional partners to advance opportunities of mutual interest and benefit for the broader economic region.

To advance economic growth, prosperity, diversification, and resilience for both Ottawa and the region, coordination and engagement with and between partners, stakeholders, and other levels of government is critical.

Actions:

#	Action	Timeline
1.1	Enhance existing and develop new relationships and partnerships with diverse economic development organizations and stakeholders focused on under-represented groups including Indigenous, Black, racialized, immigrant, and Francophone communities to support broad and equitable participation in the local economy.	Ongoing
1.2	Expand relationships with senior levels of government to identify and capitalize on economic development project and funding opportunities.	Ongoing
1.3	Seek opportunities to partner, collaborate, and learn from national and international jurisdictions that share similar economic objectives, priorities, and challenges.	Ongoing
1.4	Establish a City of Ottawa Economic Development Roundtable to convene and coordinate key economic development partners and stakeholders on shared priorities and issues important to Ottawa's economy.	Short-Term
1.5	Create a framework to partner with the Ville de Gatineau, the National Capital Commission, and other regional partners to advance a "one region" approach to issues and opportunities of mutual economic interest and benefit.	Short-Term

Priority 2: City Building Projects

Objective: Facilitate key city-building projects to support economic growth, quality of life, and the attraction and retention of investment, talent, and visitors.

Rationale: City-building projects take many forms, including new destination and cultural attractions, event and sporting facilities, and transportation, healthcare, and education infrastructure.

Large-scale projects generate broad-based economic activity through direct and indirect economic impacts and are an important component in the attraction and retention of investment, talent, visitors, immigrants, and students, creating spaces and places where residents and businesses can thrive. They also enhance the city's competitiveness in key economic sectors and present an opportunity to advance the City's climate change

and resiliency goals by showing leadership in areas such as sustainable building practices.

City-building projects are led by the private sector, public sector, or a combination of both. In cases where the City is not the project lead, the City still plays an important role in the delivery of these projects, from site selection and market intelligence assistance, to advocacy, and planning approvals. Current city-building projects include LeBreton Flats, the Central Library Ādisōke, Lansdowne 2.0, LRT Stage 2, and the new Ottawa Hospital Campus.

To advance this priority, the City and Economic Development Services will work to support projects underway as well as collaborate with economic development partners to identify new transformational projects and provide the required advocacy to secure government funding, where applicable.

Actions:

#	Action	Timeline
2.1	Support the implementation of projects underway such as LeBreton Flats, the Central Library Ādisōke, Lansdowne 2.0, LRT Stage 2, and the new Ottawa Hospital Campus.	Ongoing
2.2	Leverage the High Economic Impact Projects (HEIP) program and create an Economic Development Strategic Projects Office to support and advance key city-building projects.	Medium-Term
2.3	Identify and support new city-building projects that prioritize Ottawa’s knowledge-based sector, tourism and creative industries sector, and major events, including a potential innovation district, new visitor attractions, a soundstage for Ottawa’s film and television industry, a downtown arena, and new competition sized aquatics and athletics facilities.	Medium-Term

Priority 3: Connectivity

Objective: Improve transportation connectivity and access to and from other jurisdictions to enable economic activity, support environmental sustainability, and leverage Ottawa’s central location and competitive attributes to attract and grow investment.

Rationale: Improving connectivity for residents, visitors, and businesses within Ottawa, as well as to and from other destinations, facilitates employment, tourism, the movement of goods, and overall economic activity and quality of life.

Expanding transportation options to and from Ottawa, including new airline routes and high-frequency rail along the Quebec City to Windsor corridor, increases the city's attractiveness and competitiveness and supports investment and talent attraction. It also supports access to economic opportunities locally, nationally, and internationally.

The Ottawa Airport Authority continues to recover from pandemic impacts which significantly reduced passenger volumes and decreased the number of international and direct flights. Although a new direct flight to Paris and more options for travel to the United States are an important recovery measure, the ability to get to and from Ottawa efficiently remains a challenge and barrier for business and a disincentive for leisure and meetings and convention travel.

Local transportation options, including accessible, frequent, and reliable transit, plays an important role in the growth and prosperity of Ottawa's economy by ensuring that employees can easily reach their workplaces and residents and visitors can attend major sporting and cultural events and other businesses and attractions. The increasing availability of public electric vehicle chargers signals a commitment to mitigating the impacts of climate change and fostering resiliency.

Transportation networks facilitate the movement of goods, improve supply chains, and better connect people to products and employment. Ottawa's access to 400 series highways and proximity to large populations in Toronto and Montreal positions the city as a prime location for logistics and light-industrial hubs.

Ottawa's knowledge-based sector is actively advancing opportunities in smart mobility and autonomous vehicles through initiatives such as Area X.O, conceived and operated by Invest Ottawa.

To facilitate economic opportunity in all sectors of Ottawa's economy, Economic Development Services will advocate for improved transportation connectivity to and from Ottawa and, through the policies of the new Transportation Master Plan, support the delivery of an accessible, sensible, and sustainable transportation network that enhances the region's competitiveness and expands and improves mobility and connectivity citywide.

Actions:

#	Action	Timeline
3.1 Support Connectivity within Ottawa		
3.1.1	Support advancements in innovative and alternative means of transportation and smart mobility through continued support for Area X.O and pilots in areas such as low-speed vehicles, autonomous vehicles and shuttles, e-cargo bikes, etc.	Ongoing
3.1.2	Increase the availability of public electric vehicle chargers, particularly in areas important to Ottawa's visitor economy.	Short-Term
3.1.3	Identify opportunities to stimulate public transit usage to access downtown businesses, amenities, and attractions with an emphasis on the nightlife economy.	Short-Term
3.2 Improve Connectivity to and from Ottawa		
3.2.1	Encourage investment in air service development to make Ottawa a globally attractive destination for talent, investment, tourism, immigrants, and students.	Ongoing
3.2.2	Advocate for high-frequency rail to improve connectivity and access to economic opportunity along the Quebec City to Windsor corridor.	Ongoing
3.2.3	Advance the Airport's Special Economic District designation in the Official Plan through the development of the Airport Special District Plan.	Medium-Term
3.3 Explore Opportunities in Logistics and the Movement of Goods		
3.3	Capitalize on Ottawa's proximity to Toronto and Montreal and access to 400 series highways and pursue investment in light-industrial uses and logistics hubs to serve these markets by identifying and marketing appropriate development sites.	Medium-Term

Priority 4: Talent

Objective: Strengthen Ottawa's ability to attract, develop, and retain a diverse workforce that meets current and future employment needs.

Rationale: Attracting, developing, and retaining a skilled workforce is fundamental to a city's economic growth and competitiveness. Having access to a talent pool with the right skills, experience, and education in the right numbers - at the right time - is a key decision-making factor for businesses looking to invest and expand.

Talent is one of Ottawa's greatest economic assets with the city fortunate to have a highly educated and bilingual workforce. The city also has the highest concentration of technology talent across 50 North American markets, as reported in the CBRE 2023 North American Top Tech Talent Report. Nonetheless, structural shifts in the labour force such as an ageing population, as well as factors like global competition for talent and sector specific skills shortages, have resulted in talent recruitment and retention challenges for Ottawa employers across all sectors.

Although there are several organizations in Ottawa that provide specific talent related programs and services, there is no single organization that takes a broad and coordinated approach to talent attraction and retention. To address this gap, Economic Development Services will work with its economic development partners, post-secondary institutions, and employers to assess Ottawa's workforce needs to understand current and future challenges and opportunities. This will include collaborating with partners to develop resources to connect talent to opportunity, such as the creation of a talent attraction campaign and a resource portal for employers and job searchers. These efforts will ensure that talent is not lost to other cities in Canada and globally, many of which are already working on talent attraction and retention by promoting themselves as destinations of choice for employment.

Economic Development Services will also continue to support sector specific talent efforts by leveraging Invest Ottawa's Knowledge-Based Talent Program and collaborating with industry partners to address sector specific shortages. For Ottawa's knowledge-based sector, access to a skilled workforce is essential to the sector's future growth and success. Although there are thousands of STEM students studying at Ottawa's post-secondary institutions, more effort is required to retain this talent and ensure that employers have access to the specific skills they require. For the food service and accommodation sectors, labour shortages over the past few years continue to strain business operations. In Ottawa's construction sector, a shortage of skilled trades is hindering productivity at a time when new affordable housing is in high demand and several significant city-building projects are underway.

To address skills shortages and workforce challenges across the country, the federal government has set ambitious immigration targets for the next several years. While immigrants have traditionally located in Canada's largest cities -Toronto, Montreal, and Vancouver- recent Statistics Canada data shows that new immigrants are increasingly settling in other, more affordable, urban areas such as Ottawa. From 2016 to 2021,

Statistics Canada data reported that the Ottawa-Gatineau region saw an increase in the share of immigrant population rise from 3.1 per cent to 4.4 per cent. To ensure Ottawa is seen as a welcoming and inclusive destination for immigrants to Canada, Economic Development Services will work closely with the Ottawa Local Immigration Partnership by co-leading its Economic Sector Table and collaborating on projects and programs centered on the economic integration of immigrants who often face barriers and challenges to employment.

Actions:

#	Action	Timeline
4.1 Connect Talent to Opportunity		
4.1.1	Undertake an assessment of Ottawa’s labour market and work with partners, employers, and talent to understand Ottawa’s workforce trends, needs, and opportunities.	Short-Term
4.1.2	Develop a comprehensive Talent Campaign and Resource Portal (pitch decks, quality of life sell sheets, talent settlement guides, etc.) to attract, retain, and connect talent to employment opportunities.	Short-Term
4.1.3	Collaborate with Invest Ottawa, other economic partners, and Ottawa’s post-secondary institutions to develop and leverage student attraction programs, co-ops, work-integrated learning opportunities, and post-graduate retention.	Short-Term
4.2 Lead with a Sector Focus		
4.2.1	Provide continued support to Invest Ottawa for the delivery of their Knowledge-Based Talent Program.	Ongoing
4.2.2	Collaborate with industry associations and partners to identify specific sector talent shortages i.e., skilled trades, food services and accommodations, etc. requiring intervention and support.	Short-Term

#	Action	Timeline
4.3 Integrate Immigrant and Newcomer Talent		
4.3.1	Co-lead the Ottawa Local Immigration Partnership Economic Sector Table and support its Regional Immigrant Attraction and Retention Strategy through collaboration on programs and projects that address challenges related to the economic integration of immigrants into the local workforce.	Short-Term

Priority 5: Downtown and the ByWard Market

Objective: Revitalize downtown and the ByWard Market to increase economic activity and improve long term economic growth and resiliency, while enhancing cultural vibrancy, tourism, place making, livability, and safety.

Rationale: The pandemic significantly impacted the nature of work, socio-economic conditions, and the visitor economy. Ottawa’s downtown and the ByWard Market precinct, both key employment, residential, and tourist areas located in the heart of the city, have experienced disproportionate and lasting consequences. These include decreased daytime workforce, reduction in foot traffic, and overall decline in economic activity. Impacts also include increased office and commercial vacancies, decreased transit ridership, and escalating social issues and safety concerns. With downtown often providing visitors with their first impression of the city, these challenges present both an economic and image problem for the city. The decline, perceived or otherwise, in the overall vibrancy and safety of the area is a disincentive for residents to live in, and visit, downtown.

By June 2023, Ottawa’s downtown pandemic recovery rate, measured by mobile phone activity as part of a study by the University of Toronto School of Cities, was at 82 per cent, ranking 21 out of 66 large and mid-sized North American cities. While this metric has improved over the past few years, the city’s recovery rate remains behind Vancouver, Calgary, and Halifax, but ahead of Edmonton, Winnipeg, Toronto and Montreal. In particular, downtown areas that have relied on the presence of a professional service-based workforce for economic activity, continue to see a prolonged return to pre-pandemic economic activity levels with a large proportion of employers maintaining remote and hybrid work models. This has prompted many cities to undertake a comprehensive review of their downtowns to identify areas of opportunity to reinvigorate and rebalance the urban environment.

For Ottawa, where over half of the downtown workforce is employed in the public sector and, along with thousands of private sector employees, is now working remotely or hybrid, a plan is required to reimagine the city's downtown, recognizing that recovery and future resiliency will be dependent on the diversity of economic activity and new residential and institutional uses. This is especially important with the federal government planning a reduction of its real property footprint in Ottawa and the City working to address housing and climate change emergencies.

This presents a significant opportunity for the City to collaborate with residents, economic partners and stakeholders, the private sector, and senior levels of government to establish a new vision for downtown that focuses not only on employment and tourism, but also on people and place making.

Over the past two years, significant work has been undertaken to examine the multitude of challenges at play and explore opportunities for downtown revitalization. This work includes a report from the Downtown Revitalization Task Force convened by the Ottawa Centre Member of Parliament and the creation of the Ottawa Downtown Action Plan, led by the Ottawa Board of Trade and Canadian Urban Institute, in partnership with the City and other economic development partners. Together these plans focus on aligning efforts to establish a clear vision for downtown to deliver increased economic activity, tourism, place making, livability, and safety.

Some examples of the City and Economic Development Service's role in downtown revitalization include:

- Establishing an internal Downtown Tactical Team to coordinate City initiatives and support related to downtown revitalization efforts;
- Supporting a diverse mix of property types through policies that enable the conversion of surplus or vacant office properties to residential or other uses as well as energy efficient retrofits;
- Advancing revitalization projects, including the Sparks Street and ByWard Market Public Realm Plans;
- Marketing downtown to residents and visitors and showcasing neighbourhoods, small businesses, events, and festivals; and
- Identifying future investment attraction opportunities.

The revitalization of downtown and the ByWard Market is a significant effort that will take leadership, commitment, and resources.

Actions:

#	Action	Timeline
2.1 Revitalize Downtown		
2.1.1	Develop a Downtown Action Plan in collaboration with the Ottawa Board of Trade, Canadian Urban Institute and other economic development partners.	Ongoing
2.1.2	Establish an internal Downtown Tactical Team to coordinate City initiatives and support related to downtown revitalization efforts, including the actions and recommendations contained in the Downtown Action Plan.	Short-Term
2.1.3	Prioritize high impact, low-cost public realm improvements to enhance public spaces and downtown vibrancy.	Short-Term
2.2 Advance Downtown and ByWard Market Redevelopment Projects		
2.2.1	Support downtown city-building projects through the HEIP Program (i.e., LeBreton Flats, Lansdowne 2.0, redevelopment of 70 Clarence Street).	Short-Term
2.2.2	Secure the funding required to advance significant downtown revitalization projects, including ByWard Market and Sparks Street Public Realm Plans.	Medium-Term
2.2.3	Identify sites and opportunities to develop new downtown destination attractions and experiences and collaborate with Ottawa Tourism and other partners on destination development activities, including leveraging the Destination Stewardship Plan.	Medium-Term
2.3 Diversify Land-Use and Real Estate		
2.3.1	Implement City programs and policies that enable the conversion of surplus or vacant office properties to residential or other uses.	Ongoing

#	Action	Timeline
2.4 Market Downtown to Attract Activity and Investment		
2.4.1	Collaborate with Business Improvement Areas and other economic partners to develop a downtown marketing strategy that defines and communicates the unique attributes of downtown commercial main streets and neighbourhoods to attract residents, visitors, and new businesses.	Short-Term
2.4.2	Coordinate commemorative celebrations for the 200 th Anniversary of Bytown (2026) and ByWard Market (2027) that highlight the history, community accomplishments, heritage, cultural and commercial significance of the area.	Short-Term
2.4.3	Work with Invest Ottawa and other partners to identify future downtown investment opportunities.	Medium-Term

Priority 6: Place Branding

Objective: Advance place branding efforts to grow Ottawa’s reputation and attract investment, talent, and visitors.

Rationale: A city brand, like any corporate brand, is a highly valuable tool that reflects the essence of both what Ottawa is, and what it aspires to be. A brand acts as a beacon to attract new investment, talent, immigrants, students, and visitors and galvanizes residents toward a shared vision for the future. In today’s economy, where the movement of people and capital is more mobile than ever, a city’s brand is a key element of its competitiveness.

During the last Term of Council, the City and Ottawa Tourism worked with an international consultant to uncover Ottawa’s Place DNA™ and define and develop the city’s brand identity, brand themes, and a branding framework to communicate key attributes and assets. These place branding principles and tools were shared with economic development organizations, stakeholders, and businesses to use when promoting Ottawa locally and externally.

To further advance Ottawa’s place brand and grow the City’s reputation, particularly post-pandemic where changes in the economy and nature of work are influencing factors for investment, travel, and talent, Economic Development Services will undertake work to redeploy the brand with an emphasis on inclusivity, diversity, and key economic sectors. This work will advance Ottawa’s reputation as a world class mid-

sized city, technology hub, and tourism destination, capitalize on the city’s many attributes, and help mitigate perceptions of Ottawa as only “a government town”.

Economic Development Services will take a lead role in communicating brand elements and facilitating consistent brand messaging amongst economic development partners and stakeholders and the broader community, including developing updated tools for brand deployment.

Actions:

#	Action	Timeline
3.1 Leverage Ottawa’s Place DNA™ and Brand Strategy		
3.1.1	Consult with stakeholders to understand priorities and potential outcomes of a refreshed place brand to different sectors, organizations, and community groups.	Short-Term
3.1.2	Refine Ottawa’s existing brand strategy to ensure alignment with city priorities and future aspirations.	Short-Term
3.1.3	Include an inclusivity and diversity lens to ensure Ottawa’s aspirations of place, people, bilingualism, and multilingual identity is consistently represented in the brand strategy.	Short-Term
3.2 Develop a Coordinated Marketing and Communication Approach		
3.2.1	Develop a marketing and communications plan with partners to support and communicate Ottawa’s refreshed place brand.	Short-Term
3.2.2	Deliver new place branding tools to partners to support broad deployment of the brand strategy.	Short-Term
3.2.3	Ensure all City public-facing promotional material, social media, webpages, and offices align with the brand strategy.	Short-Term
3.2.4	Establish a Marketing and External Promotion Office to develop, coordinate, and implement brand messaging, in collaboration with stakeholders, moving forward.	Medium-Term

Priority 7: Key Sectors

Objective: Support new and existing small businesses and entrepreneurs and grow Ottawa's key economic sectors with a focus on the knowledge-based sector and the tourism and creative industries sector.

Rationale: Creating a supportive business environment and advancing Ottawa's key sectors of knowledge-based industries and tourism and creative industries, is important to the city's economic growth and competitiveness. Ottawa's geographic proximity to Toronto and Montreal means the city is always competing for its share of investment, talent, and visitors.

Economic development efforts to support diversification of Ottawa's economy through activities focused on entrepreneurship, investment attraction, business expansion, and innovation reduces reliance on the public administration sector as the city's main economic engine. Continued support for Invest Ottawa, the City's service delivery partner for the knowledge-based sector, is a key component of this priority as is supporting the advancement of the Kanata North Economic District and providing real-life testing opportunities to entrepreneurs through the City's relaunched Innovation Pilot Program.

Another component of this priority is continued support for Ottawa's tourism and creative industries sectors. This includes City support for the Ottawa Film Office and the Ottawa Music Industry Coalition, as well as the implementation of the Nightlife Economy Action Plan and new Nightlife Commissioner Office. Other opportunities include collaborating with Ottawa Tourism on rural tourism initiatives and destination development projects.

Small businesses, the foundation of the local economy, were severely impacted by the pandemic and required targeted recovery support. Many businesses, particularly those downtown, continue to struggle with rising interest rates, inflation, and debt. Economic Development Services will explore opportunities to support small businesses including encouraging Business Improvement Areas to enhance programming and place making initiatives to attract residents and visitors to their respective areas and undertaking a small business needs assessment to inform the development of a suite of supports, including, for example, "a one-stop-shop" service for business owners and entrepreneurs to navigate City regulations, policies, etc.

In addition, entrepreneurs and business owners from racialized, immigrant, and other underrepresented backgrounds and communities must have equitable and barrier free access to economic development services and supports, including tailored supports where required. This also applies to businesses and organizations engaged in social enterprise initiatives. This will increase opportunities for these business owners and

demonstrate a path to business ownership for new entrepreneurs. Through the lens of the City’s Anti-Racism Strategy, Economic Development Services will work to identify and reduce barriers for those who face unique challenges launching and operating small businesses.

Lastly, embedded throughout this priority is an emphasis on climate change and resiliency and efforts to address the impacts of extreme weather events and other disruptions on business operations and productivity as well as opportunities to support clean tech innovations.

Actions:

#	Action	Timeline
5.1 Support the Knowledge-Based Sector and Innovation		
5.1.1	Continue operational funding to Invest Ottawa for the delivery of start-up and scale-up services for entrepreneurs and business, facilitation of foreign direct investment, business retention and expansion services, and talent attraction and retention programs, delivered at Bayview Yards, Area X.O, and the Smart Farm.	Ongoing
5.1.2	Advance the Kanata North Special Economic District designation as outlined in the Official Plan, including developing and implementing a Community Planning Permit System.	Ongoing
5.1.3	Work with Invest Ottawa to identify an inventory of high potential sites for light-industrial and knowledge-based investment attraction, with a focus on the unique attributes of each area of the city.	Short-Term
5.1.4	Support local innovation through an update and relaunch of the City’s Innovation Pilot Program which provides entrepreneurs, companies, and researchers with a real-life testing environment for products and services under development, with either the City or a partner.	Short-Term
5.1.5	Encourage business innovation for a changing climate through collaboration with Invest Ottawa, the Kanata North Business Association, post-secondary institutions, and Ottawa’s technology sector.	Short-Term

#	Action	Timeline
5.1.5	Develop a concept framework for a mixed-use innovation cluster/district at Bayview Yards.	Medium-Term
5.2 Support Tourism and Cultural and Creative Industries		
5.2.1	Continue operational funding to sector service delivery partners, the Ottawa Film Office and Ottawa Music Industry Coalition.	Ongoing
5.2.2	Implement the Nightlife Economy Action Plan to support the growth of small businesses engaged in cultural and creative industries.	Ongoing
5.2.3	Collaborate with Ottawa Tourism to promote and advance rural tourism opportunities as outlined in the City’s Rural Economic Development Strategy and Ottawa Tourism’s Destination Stewardship Plan.	Ongoing
5.2.4	Identify opportunities to advance destination development priorities as outlined in Ottawa Tourism’s Destination Stewardship Plan.	Short-Term
5.2.5	Adapt key tourism sites and public spaces for changing climate conditions to ensure Ottawa remains a destination of choice by integrating shade, drinking water, and places to shelter from heat and other extreme weather to enhance the visitor experience.	Medium-Term
5.3 Support Small Business		
5.3.1	Leverage the City’s Business Improvement Areas to deliver enhanced main street programming and place making activities to attract residents and visitors in support of commercial vibrancy and neighbourhood well-being.	Short-Term
5.3.2	Undertake a small business needs analysis and develop supports, such as a one-stop shop service for small businesses, that aids in navigating City regulations, policies, etc.	Short-Term

#	Action	Timeline
5.3.3	Raise awareness of climate risks and readiness within Ottawa’s business community, including developing outreach and education resources, and sharing information on programs that businesses can leverage to invest in climate resilient solutions.	Medium-Term
5.4 Advance Equitable and Inclusive Economic Development		
5.4.1	Review Economic Development Services and economic development service delivery partner programs to ensure they are equitable, accessible, and inclusive.	Ongoing
5.4.2	Work with economic development partners to highlight and celebrate the diversity of Ottawa businesses, entrepreneurs, and their contributions to the city’s economy.	Short-Term
5.4.3	Identify and remove barriers for groups that are under-represented in the economy, including Indigenous, Black, racialized, immigrant, and Francophone entrepreneurs and business owners.	Short-Term