



**City of Hamilton**  
**MAYOR'S BLUE RIBBON TASK FORCE ON WORKFORCE**  
**DEVELOPMENT REVISED**

**Meeting #:** 18-001  
**Date:** April 19, 2018  
**Time:** 9:30 a.m.  
**Location:** Room 192, 1st Floor  
71 Main Street West

Lisa Chamberlain, Legislative Coordinator (905) 546-2424 ext. 2729

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**Pages**

**1. INTRODUCTIONS / APPROVAL OF AGENDA**

(Added Items, if applicable, will be noted with \*)

1.1 Welcome and Introductions

1.2 Approval of Agenda

**2. DECLARATIONS OF INTEREST**

**3. APPROVAL OF MINUTES OF PREVIOUS MEETING**

3.1 November 7, 2017

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**4. DELEGATION REQUESTS**

**5. CONSENT ITEMS**

**6. PUBLIC HEARINGS / DELEGATIONS**

**7. PRESENTATIONS**

7.1 City School Industry Partnership Initiative (no copy)

7.2 Magnet Implementation

**8. DISCUSSION ITEMS**

8.1 Employer One Survey Results (no copy)

**9. MOTIONS**

**10. NOTICES OF MOTION**

**11. GENERAL INFORMATION / OTHER BUSINESS**

11.1 New Business

11.2 Task Force Report and Presentation Update

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11.3 Proposed Meeting Schedule for 2018/2019 (no copy)

**12. PRIVATE AND CONFIDENTIAL**

**13. ADJOURNMENT**

**Draft Minutes of Meeting**  
**Minutes of Meeting**  
**Mayor's Blue Ribbon Task Force on Workforce Development**  
**Monday, November 7, 2017 – 9:00am**  
**City Hall, Room 830**  
**Chair – Ron McKerlie**

Legend: X – Present, OC – Other Commitment

<b>Present:</b>	<b>Mayor Fred Eisenberger (MF)</b>	<b>O C</b>	<b>Councillor Terry Whitehead (TW)</b>	<b>O C</b>	<b>Councillor Judi Partridge (JP)</b>	<b>X</b>	<b>Ron McKerlie (RM)</b>	<b>X</b>	<b>Gisela Olivera (GO) (McMaster)</b>	<b>X</b>
	<b>David Wilkinson (DW) (McMaster)</b>	<b>O C</b>	<b>Diane Tusim (City Staff)</b>	<b>X</b>	<b>Maria Clark (MC) (Maple Leaf Foods)</b>	<b>X</b>	<b>Zoltan Tanacs (ZT)</b>	<b>O C</b>	<b>Richard Sexton (RS)</b>	<b>X</b>
	<b>Terry Kotwa (TK)</b>	<b>X</b>	<b>Judy Travis (JT)</b>	<b>O C</b>	<b>Cesare DiDonato (CD)</b>	<b>X</b>	<b>Hillary Dawson (HD) (Mohawk Staff)</b>	<b>X</b>	<b>Darren Green (DG)</b>	<b>X</b>
	<b>Glen Norton (GN) (City Staff)</b>	<b>X</b>	<b>Norm Schleeahn (NS) (City Staff)</b>	<b>X</b>	<b>Paul Vaccarello (PV)</b>	<b>O C</b>	<b>Keanin Loomis (KL) (Chamber of Commerce)</b>	<b>O C</b>	<b>Hazaifa Saeed (HS) (Chamber of Commerce)</b>	<b>X</b>
	<b>Monique Biancucci (MB) (ArcelorMittal Dofasco)</b>	<b>X</b>	<b>Greg Crone (CG) (Mayor's Office Staff)</b>	<b>X</b>	<b>Jamie Bennett (JB) (Mohawk Staff)</b>	<b>O C</b>	<b>Mark Ellerker (ME) (HHBT)</b>	<b>X</b>	<b>James Meers (JM) (Chamber of Commerce)</b>	<b>X</b>

Item		Notes	Action/Conclusion	By/Deadline
1.0	<b>Welcome and Introductions Ron McKerlie</b>	<ul style="list-style-type: none"> <li>Meeting called to order by the Chair at 9:00 am.</li> </ul>		
2.0	<b>Nomination of Mark Ellerker Hamilton-Brantford Building and Construction Trades Council Ron McKerlie</b>	<ul style="list-style-type: none"> <li>Ron McKerlie (RM) nominated Mark Ellerker (ME) and made a motion to accept ME as a member of the BRTF.</li> <li>Motion carried unanimously</li> </ul>	ME official member of BRTF	
3.0	<b>Approval of June 23, 2107 Minutes Ron McKerlie</b>	<ul style="list-style-type: none"> <li>Darren Green (DG) requested his attendance change from no to yes.</li> <li>Cesare DiDonato (CD) moved adoption seconded by Gisela Oliviera (GS)</li> <li>Motion carried</li> </ul>		
4.0	<b>Presentation on ESTATE Program and results to date Cesare DiDonato</b>	<ul style="list-style-type: none"> <li>CD provided a verbal presentation on the ESTATE Program which focused on the positive results of the program funded by the <b>Ministry of Economic Growth and Development</b> in partnership with Mohawk College</li> <li>Further discussion took place on the potential of customizing the program for other industries and the possibility of making the program permanent</li> <li>CD offered the services of the IEC to help coordinate.</li> </ul>	<p>CD will provide a copy of the program for distribution to the committee</p> <p>Take action to work together and create a bigger and permanent program.</p>	

**Mayor's Blue Ribbon Task Force on Workforce Development**  
**Tuesday, November 7, 2017**

5.0	<b>Presentation on Magnet Launch</b> <b>James Meers</b> <b>And Huzaifa Saeed</b>	<ul style="list-style-type: none"> <li>• Magnet is set to launch in February 2018.</li> <li>• Funding of \$100,000 for Year 1 to hire a project manager and other supports and resources that are required. The platform will have no costs.</li> <li>• Four partners providing confirmed funding of \$25,000 each include ArcelorMittal Dofasco, City of Hamilton, McMaster University and Mohawk College</li> <li>• Looking at additional private sector and provincial support to continue Magnet beyond one year</li> <li>• DG asked about companies that will be closing to join into Magnet? Magnet will act as a 3<sup>rd</sup> party to liaise with the affected employees.</li> <li>• MC indicated that Maple Leaf Foods would engage in this program.</li> </ul>		
6.0	<b>BRTF Report Card Update</b> <b>Norm Schleeahn</b>	<ul style="list-style-type: none"> <li>• ABRTF "Report card" which reflects progress on the recommendations and actions to date was presented to the committee</li> <li>• Plan to present the progress report to Council in late Q1 or early Q2 of 2018.</li> <li>• Committee members were asked to review the information by the end of January 2018 and provide additional input if required</li> </ul>	<p>NS to e-mail a copy of the report card to the committee members</p> <p>Committee to review report card and provide additional input by March 28<sup>th</sup>, 2018</p>	
7.0	<b>New Business</b>	<ul style="list-style-type: none"> <li>• The City of Hamilton's Clerk's Office will provide administrative resources for the BRTF moving forward in 2018.</li> </ul>		
8.0	<b>Proposed Meeting Schedule for 2018</b>	<ul style="list-style-type: none"> <li>• Meeting date in late February/early March TBD to approve the BRTF Report Card</li> <li>• Additional meeting proposed in late June</li> </ul>	<p>NS to confirm dates</p>	
9.0	<b>Adjournment</b>	<ul style="list-style-type: none"> <li>• Meeting adjourned at 10:05 a.m.</li> </ul>		

Minutes recorded by: Diane Tusim, Administrative Assistant to Glen Norton

# Magnet Initiative: Progress & Next Steps

Mayor's Blue Ribbon Task Force on Workforce Development  
Hamilton City Hall • April 19, 2018 • 9:00 AM



## Overview

1. Goals
2. Update - Progress to Date
3. Next Steps



# Year 1 Goals

- Launch a platform in Hamilton that supports employers in the recruiting and selection process *(a Mayor's Blue Ribbon Task Force action item)*
- Build strong awareness and uptake of Magnet in Hamilton; active participation and engagement from key employers/job seekers
- Begin collecting local labour market information



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# Partner Goals

- Strategy includes achieving the goals of the key funders:
  - **McMaster University:** Increase number of hired McMaster students in the city; connecting students to employers who have never hired a Mac grad before; Alumni focus
  - **Mohawk College:** To be defined by Mohawk College
  - **ArcelorMittal Dofasco:** To be defined by AMD HR
  - **City of Hamilton:** To be defined by City of Hamilton HR



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# Expected Outcomes

- Use Magnet to institutionalize labour market demand forecasting and workforce planning
- Reaching a critical mass of users to create a strong business case for expanded, ongoing revenue; sustainability of the initiative
- A centralized hub for job seekers and employers in the Hamilton area



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# Progress to Date

(Jan 2018 - April 2018)

- Earned funding from 4 key funders (City of Hamilton, McMaster University, Mohawk College, ArcelorMittal Dofasco)
- Hired Project Manager to lead local initiative
- Underwent extensive training on Magnet platform
- Developed a comprehensive project plan for 2018



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# Progress to Date

(Jan 2018 - April 2018)

- Met with 4 key funders to address key priorities and goals with Magnet
- Project plan underway and in execution (Q1 complete)
  - 1-on-1 meetings with local businesses and organizations; career fairs; job developer network
  - Customized Hamilton Landing Page Portal [hamiltonmagnet.ca](http://hamiltonmagnet.ca)
- Presented on Hamilton's plan and strategy in Ottawa at the Local Employment Planning Council conference



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## Onboarded Businesses

### ONBOARDED BUSINESSES (20):

- ArcelorMittal Dofasco
- Mohawk College\*
- McMaster University\*
- City of Hamilton
- Hamilton Tiger-Cats
- McMaster Innovation Park
- St. Joseph's Home Care
- Nix Sensor
- PeopleReady
- Redeemer University College\*

- Driven Brands/Carstar
- YWCA\*
- Immigrants Working Center\*
- Stackpole International
- Infintee Plumbing & Drains
- COCO NET Inc.
- National Steel Car
- Tiercon
- Maple Leaf Foods
- Coppley

### IN PROGRESS:

- Hamilton Port Authority
- McKeil Marine
- Georgian College
- March of Dimes Canada
- Hamilton Health Sciences



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# Next Steps

- Launch widespread targeted marketing campaign
- Continue awareness and nurturing relationships with onboarded businesses
- Explore Magnet's extension tools and select city partners to advocate for them (e.g. EcDev & Export Portal)
- Magnet Webinar for onboarded employers
- Interim report for MBRTF June 2018



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# Contact

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**Blue Ribbon Task Force Recommendations to City Council  
Status Update Scorecard**

**FIVE OBJECTIVES IDENTIFIED**

1. Build Hamilton's local workforce capacity
2. Develop initiatives to create and sustain local jobs
3. Achieve Greater Alignment between employer needs and skills development
4. Create a local system to connect job-seekers with local employers
5. Address negative perceptions about the City of Hamilton

**1. Build Hamilton's local workforce capacity**

Proposed Actions	Programs, Projects or Initiatives to address Proposed Actions	Lead and Contributors	Status	Outcomes Achieved
<b>Strengthen formal and informal engagement opportunities</b>	Employer Skills Training Advantage To Employment' (E.S.T.A.T.E.)	Industry Education Council	Completed	Local companies recruited to provide mentors along with work integrated learning opportunities for ESTATE students as they enter the workforce.
	Strong relationships, employer input into local programming, direct connections between employer and future local labour force	Mohawk College	In progress	-50+ Program Advisory Committee meetings per year in every area, comprised of industry, academics, recent grad -With HAIL and WPH, Sector Partnership Initiative focused on health care sector -HCF/Hamilton/Mohawk Neighbourhood Leadership Institute Partnership in support of Neighbourhood Action Strategy -City School – programs with HHS, Port Authority, new trades classroom at ERRC, AMD, Media focused programming at HPL -Ongoing employer/ grad nights to show case Mohawk students and job opportunities -Engagement in committees – HSTAC, LHIN, Chamber of Commerce, YWCA, Hamilton Community Benefits Committee - LRT -Connect to Careers Job Fair/Hamilton Employment Crawl – Mohawk McMaster Hamilton Redeemer -Advanced Placement Project to support credit recognition of workplace learning/training -New Supply Chain Management Program developed at request of Hamilton Port Authority -Supporting new YWCA initiative – Equitable Pathways to Technical Fields and Skilled Trades Advisory Committee -Donating a Robot to IEC program -Hamilton Immigration Partnership Council – Welcoming Communities -Job Fairs for the ECE industry in Hamilton each year attended by Mohawk’s graduating ECE class (high demand in this field in Hamilton) -Canadian Welding Association (CWA), Canada’s largest trade membership organization initiated its national Enhanced Welder Apprentice Training Initiative (EWAT) in partnership with Mohawk to better serve both welder apprentices and the industry that benefits from them -Multiple collaborative projects with HHS involving students across various academic areas
<b>Showcase Hamilton's growing industries</b>	Hosted MFG Week last week as a virtual event in partnership with Edge Factor.	Workforce Planning Hamilton	Completed	Promoted the online opportunity to view videos and other curriculum tools for high school students and jobseekers accessing employment services.
	Awaiting new data from Statistics Canada (available to us in early 2018) to prepare a series of labour market profiles on growing industries.	Workforce Planning Hamilton	In progress	
	Sector Planning Partnership Grant (MAESD funding) approved to research and explore health care labour market analysis and action plan. Report, action plan and strategic partnerships developed by the end of Nov 2018	Workforce Planning Hamilton	In progress	
<b>Strengthen Awareness on importance of direct work experience</b>	Certification training: 'Innovation, Creativity, Entrepreneurship', and 'Customer Service'.	Industry Education Council	In progress	Preparing high school students for the workplace through certification training.
	Cooperative education support	Industry Education Council	In progress	Support to our education partners for co-op placements, classroom speakers and company tours.

<b>Develop leadership and management skills through collaboration</b>	Needed skill development for mid and senior level employees, future mentorship opportunities	Mohawk College, McMaster University	In progress	-MCE Future Ready Leadership Programs -HHS Neuroscience outreach simulation project – train the trainer model -New style program deliveries- Advanced Placement project, executive program deliveries (Accessible Media Production, Web Design and Development, etc.), funded research project underway focused on competency based education -New programs to address needs – Accessible Media Production (Fall 2017), Supply Chain Management (Winter 2018), Sustainable Local Foods (Fall 2017), Analytics for Business Decision Making (Winter 2018), Community and Social Services Management (Winter 2018)
	Leadership Summit for Women being held on November 18th at MIP.	Mohawk College, McMaster University, YWCA, WPH	In progress	This is event is a partnership between McMaster University, Mohawk College, YWCA and Workforce Planning Hamilton. It creates a space to develop and advance leaders in our community, while providing an opportunity for all women and allies to share experiences, skills, and plans for growth and development. The Summit will also provide a local network of mentors and supports for women in Hamilton. Last year, the conversations made a big impact. We trended on Twitter and were able to open up the conversation beyond our conference. The theme this year is Be Bold! We are expecting to attract over 150 young women to this event.
	Career Field Externship	Mohawk College, McMaster University, YWCA, WPH	Completed	From October 10th to the 13th we held ourStudents had an opportunity to shadow leaders in our community for a 1,2 or 3 day job shadow in an industry of interest. This program helps students get a preview of what a profession is like without making a long-term commitment.
	Change Camp Hamilton.	McMaster University	Completed	On Sept D25, this program brought together residents, students, community organizations and the City of Hamilton to participate in discussion. The projects being tabled were: Space Animation, Affordable Housing, Community Print Shop, Transportation and Food Insecurity
<b>Ensure awareness of importance of organizational memory</b>	Researched and prepared a proposal to OCWI to develop and pilot a succession planning model with engaged employers. Funding not approved. Will seek other opportunities for funding.	Workforce Planning Hamilton, Local Employment Planning Council	Completed	
<b>Address public transportation limitations</b>	Senior staff from HSR and Economic Development have had several meetings to discuss extending service into City's Business Parks	City of Hamilton, Economic Development, HSR	In progress	Potential temporary bus route into Red Hill Business Park is under consideration.

**2. Develop initiatives to create and sustain local jobs**

Proposed Actions	Programs, Projects or Initiatives to address Proposed Actions	Lead and Contributors	Status	Outcomes Achieved
<b>Share regular business expansion and retention (BR&amp;E) survey information</b>	Annual BR & E Report will be presented to Council and community in Q1 of 2018	City of Hamilton, Economic Development	In progress	
<b>Increase business succession planning initiatives</b>	Researched and prepared a proposal to OCWI to develop and pilot a succession planning model with engaged employers. Funding not approved. Will seek other opportunities for funding.	Local Employment Planning Council	Completed	
	YEP hosts monthly meetings with key influencers.	Hamilton Chamber of Commerce	In progress	Young Professionals may not always have the opportunity to network with CEO's, or key influencers in Hamilton. Having everyone in the same room provides Young Professionals with the opportunity to ask the right questions and get feedback so that they can grow their business and their network. YEP's attended four Chamber events at a subsidized ticket price - aprox. 50 YP's (OBAA's, 2 tables, CM and Mayor's Breakfast, a table at each and 10 YP's attended BAES). Monthly meeting each month (either a breakfast or a roundtable) approx. 30 YP's attend General Meetings and approx. 45 attend the Roundtables.

<b>Support young professionals in Hamilton to start or advance their careers</b>	Chamber provides overall co-ordination and funding support for of the its Young Entrepreneurs and Professionals (YEP) Division.	Hamilton Chamber of Commerce	In progress	Last year we secured sponsorship funds for ongoing YEP activities. Funds used to subsidize event ticket costs enabling YPs to attend larger scale Chamber events to network with businesses/people who can accelerate their career.
	Host monthly General Meetings where we give a YEP member the opportunity to present an essential skill to our members based on their business.	Hamilton Chamber of Commerce	In progress	YEP member from National Bank Financial speak to YP's during our September meeting about credit pitfalls
	Ongoing participation, mentorship, engagement and communications support for the activities of Hamilton HIVE network, Hack the City, Student Associations and other representative organizations and external young professional networks with organizations like Civic Action.	Hamilton Chamber of Commerce	In progress	
	Host annual fundraisers with large businesses participating in these fundraisers.	Hamilton Chamber of Commerce	Completed	This year we hosted our annual Bowling for Turkeys Fundraiser. We raised over \$1000 for the YWCA of Hamilton. Key players such as Meridian Credit Union, Forge and Foster and 20 other businesses in Hamilton participated in this event.
	Strong young professionals network, retention of younger workers, support for individuals coming to the City (Local industry gaps are matched to Mohawk/McMaster international graduates)	Mohawk (engaged)	In progress	<ul style="list-style-type: none"> <li>-Active participation and promotion of Global Hamilton activities</li> <li>-Job crawl – target key industry gaps and match to student/graduate lists</li> <li>-CityLAB partnership</li> <li>-SURGE activities- includes Speaker Series, Startup Crawl, funding roundtables, bootcamps, pitch competition, mentorship</li> <li>-Continuing Education/Hamilton HIVE joint research project was completed last year to determine ongoing academic/training needs of young professionals</li> <li>-Guest speakers at YEP events</li> <li>-Family Business Series Workshops (last year)</li> <li>-Job Developer Network – Mohawk Hamilton and other EO service providers</li> <li>-Media stories that showcase international student engagement and success in local industry and in the community</li> </ul>
	International Student Summit - an event to highlight and showcase Hamilton's employment opportunities, pathways for immigration, and reasons to stay in Hamilton after graduation.	Global Hamilton	In progress	In preparation for November 23rd Summit at MIP.Expected attendance of 200 students from McMaster, Mohawk, Redeemer, and Columbia International College.
	Hamilton Employment Crawl - joint partnership between all the academic institutions to showcase interesting companies in Hamilton and potential paths to employment.	Global Hamilton, McMaster, Mohawk, Redeemer, WPH	In progress	Tours highlighted different industry streams like ICT, Health, Advanced Manufacturing, Social Work, and Finance.120 Student in April 2017, 40 students in October 2017

**3. Achieve greater alignment between employer needs and skills development**

Proposed Actions	Programs, Projects or Initiatives to address Proposed Actions	Lead and Contributors	Status	Outcomes Achieved
	Employer Skills Training Advantage To Employment' (E.S.T.A.T.E.)	City of Hamilton, Economic Development, Industry Education Council, Mohawk College	Completed	<p>Employers engaged through the IMBRII for feedback on skills gaps in their sector.</p> <p>ESTATE produced 22 individuals ready to enter the workforce with skills developed for CNC operations and hydraulics technician.</p> <p>Mohawk's delivery of the E.S.T.A.T.E. Program (Employer Skills Training Advantage to Employment 1) has recently wrapped up with great success. The program was a joint endeavour made possible through a partnership between the Ontario Ministry of Economic Development and Growth, Mohawk College, Mohawk College Enterprise, The Industry Education Council of Hamilton, Express Employment Professionals, and multiple industry partners.</p> <p>E.S.T.A.T.E. offered unique educational skills training designed to address the "skills gap" in two key underserved sectors: (1) Advanced Manufacturing with a focus on CNC and (2) Mobile Industrial/Hydraulics. Our first cohort of students have now graduated, and have provided the program and its instructors with very positive reviews.</p>

<b>Strengthen program alignment with anticipated employment and skill demands</b>	Opportunities for corporate support for capital investment, access to technology and equipment, strengthened program curriculum	City of Hamilton, Economic Development, Industry Education Council, Mohawk College	Completed	-Opened Centre for Health Care Simulation -Opened Connections facility at Stoney Creek Campus that will allow Skilled Trades to train together in a collaborative facility -Realignment of academic areas at Mohawk to allow for a specific focus on growth of work integrated learning opportunities -FANUC Robotics lab and certification -Siemens Mechatronics Certification -Joyce Centre net zero energy building is progress - development of curriculum and programs in support of a low carbon economy to compliment facility -Integrated Centre for Climate Change Management including digital analysis of facilities and equipment
	Public/Private Partnerships	Business Community, Mohawk College, McMaster University, Hamilton Port Authority	In progress	AMD – Presently working on Pilot project offering one year certificate program for Operator training to address AMD demographic challenges -Walters Partnership - Continues 1 year mechanical techniques – welding program – WIL on site -Six Nations Polytechnic Partnerships – (1) Mechanical Techniques – Manufacturing Processes – completed 1 year OCC Oct 2017 focus on welding, Machining and electrical. Proposing offering 1 Year College Certificate Mechanical Techniques – Production Framer includes basic training in Framing / Building Techniques - Jan 2018 - Sept 2018 . Mechanical Techniques – Manufacturing Processes. Includes basic training in the areas of Welding, Machining, and Electrical - Sept 2018 -Coding Bootcamps -OCWI project with HPA to research employer needs and preferred delivery models -Submitted a joint Mohawk /McMaster Supercluster proposal to assist with manufacturing competitiveness and productivity. -Joint CE/YWCA research project exploring barriers for women entering and persisting in skilled trades -Accessible Media Production Program launched- post-graduate certificate (leader provincially) -CE- -Infant, Child and Adolescent Mental Health specialized certificate developed in collaboration with HHS -Launched online Research Administration program in collaboration with CARA
<b>Hold a bi-annual forum to evaluate the skills and occupation needs of local employers</b>	Organize bi-annual forum	Workforce Planning Hamilton	In progress	
<b>Encourage employers to develop co-op programs</b>	Ongoing marketing and recruitment of employers	Industry Education Council	In progress	<i>More co-op placements available to students seeking experience in the workplace aligned to their curriculum.</i>
<b>Develop capability to strategically forecast and communicate labour force needs to employers</b>	Currently working on an in depth study of skilled trades requirements for industrial, motive power, and construction trades. Report will include latest data on skills shortages in skilled trades and employer suggestions for local improvements to improve access to training.	Workforce Planning Hamilton	In progress	

**4. Create a local system to connect job-seekers with local employers**

Proposed Actions	Programs, Projects or Initiatives to address Proposed Actions	Lead and Contributors	Status	Outcomes Achieved
<b>Create a regional communication strategy</b>	Continue to share available training opportunities with local companies through the Hamilton Calling program	City of Hamilton	In progress	Approximately 150 companies engaged in a face to face interviews on an annual basis
	Stakeholder Engagement	Hamilton Chamber of Commerce	In progress	Over twenty engagement and orientation activities with key demand and supply side stakeholders, i.e: PSE institutions, Employers and Social Agencies.

Use an online platform to support employers in the recruitment and selection process	Funding Partnership to create a Magnet Project Manager position housed within the Hamilton Chamber of Commerce.	Hamilton Chamber of Commerce	In progress	Job posting closed on November 3rd. (Interviews to be completed by Nov 5th, 2017). Estimated start date for a one year pilot project, January 1st, 2018.
	Chamber staff and co-ordinator will finalize Magnet implementation strategy in consultation and coordination with funding partners.	Hamilton Chamber of Commerce	In progress	Magnet implementation plans already pre-developed with Magnet. Formal launch ETA Jan 2018.

**5. Address negative perceptions about the City of Hamilton**

Proposed Actions	Programs, Projects or Initiatives to address Proposed Actions	Lead and Contributors	Status	Outcomes Achieved
	Development of new three year economic development marketing strategy to be launched in Q1 2018	City of Hamilton - Economic Development	In progress	First draft of strategy completed
Develop a communications plan	Re-purposing the bid document and video developed for the City of Hamilton's Amazon bid	City of Hamilton - Economic Development	In progress	Twitter campaign focusing on the positive elements of the City of Hamilton is currently in progress
Broaden distribution of Economic Development e-newsletter	Collaborating with local and external job recruitment agencies, as well as business community clientele, on a regular basis to expand current database of newsletter recipients	City of Hamilton - Economic Development	In progress	Current distribution is approximately 2,900 companies