



City of Hamilton
GENERAL ISSUES COMMITTEE
AGENDA

Meeting #: 21-020
Date: October 20, 2021
Time: 9:30 a.m.
Location: Due to the COVID-19 and the Closure of City Hall (CC)

All electronic meetings can be viewed at:

City's Website:
<https://www.hamilton.ca/council-committee/council-committee-meetings/meetings-and-agendas>

City's YouTube Channel:
<https://www.youtube.com/user/InsideCityofHamilton> or Cable 14

Stephanie Paparella, Legislative Coordinator (905) 546-2424 ext. 3993

1. CEREMONIAL ACTIVITIES
2. APPROVAL OF AGENDA
(Added Items, if applicable, will be noted with *)
3. DECLARATIONS OF INTEREST
4. APPROVAL OF MINUTES OF PREVIOUS MEETING
 - 4.1. October 6, 2021
5. COMMUNICATIONS
6. DELEGATION REQUESTS
7. CONSENT ITEMS
 - 7.1. Arts Advisory Commission Minutes - July 27, 2021

8. STAFF PRESENTATIONS

- 8.1. Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update (PED16161(b)) (City Wide)
- 8.2. 2021-2025 Economic Development Action Plan (PED21001) (City Wide)

9. PUBLIC HEARINGS / DELEGATIONS**10. DISCUSSION ITEMS**

- 10.1. Business Improvement Area Advisory Sub-Committee Report 21-009 - October 12, 2021
- 10.2. Memorandum of Understanding with City and Aeon Studios on Barton-Tiffany Lands – Status Update (PED19063(c)) (Ward 2)

11. MOTIONS**12. NOTICES OF MOTION****13. GENERAL INFORMATION / OTHER BUSINESS****14. PRIVATE AND CONFIDENTIAL**

- 14.1. Hamilton Ontario Water Employees Association Ratification of Collective Agreement (HUR21009) (City Wide)

Pursuant to Section 9.1, Sub-section (d) of the City's Procedural By-law 21-021 and Section 239(2), Sub-section (d) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to labour relations or employee negotiations.

- 14.2. Disposition of Real Estate in Ward 2 (PED19063(b)) (Ward 2)

Pursuant to Section 9.1, Sub-section (c) of the City's Procedural By-law 21-021 and Section 239(2), Sub-section (c) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land by the municipality or local board.

15. ADJOURNMENT



GENERAL ISSUES COMMITTEE MINUTES 21-019

9:30 a.m.

October 6, 2021

Due to COVID-19 and the closure of City Hall, this meeting was held virtually.

Present: Deputy B. Johnson (Chair)
Councillors M. Wilson, J. Farr, N. Nann, T. Jackson,
E. Pauls, J. P. Danko, B. Clark, M. Pearson, L. Ferguson,
A. VanderBeek, J. Partridge

Absent: Mayor F. Eisenberger – City Business Councillor S. Merulla – Personal,
Councillor T. Whitehead – Leave of Absence

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. CityLAB Pilot Update (CM21009) (City Wide) (Item 8.2)

(Farr/Wilson)

- (a) That transition of the CityLAB Hamilton Program from a pilot project to a permanent program, at a cost of \$63,000/year starting in 2022 and standard operational maintenance budget increases thereafter as per standard operating budget process, be referred to the 2022 Tax Supported Operating Budget for consideration;
- (b) That an extension of the in-kind lease of the former CFL Hall of Fame building for CityLAB's use or until a more suitable long-term location has been found, at an in-kind contribution cost of \$76,000 per year, be approved; and,
- (c) That the Mayor and City Clerk be authorized and directed to execute a Contract between the City of Hamilton and its partners, McMaster University, Mohawk College and Redeemer University, for the continuation of the CityLAB program, as well as any ancillary documents, with content acceptable to the Chief Digital Officer and Director of Innovation and in a form satisfactory to the City Solicitor, as applicable following 2022 Operating Budget approvals process.

Result: Motion CARRIED by a vote of 9 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Absent	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**2. 2022 Budget Guidelines, Outlook and Process (FCS210957(a)) (City Wide)
(Added Item 8.3)**

- (a) That City Departments be directed to prepare the 2022 Tax Operating Budget at an increase required to maintain current service levels and report back through the 2022 budget process;
- (b) That staff be directed to increase user fees at the rate of inflation and that any user fee increases below the guideline be forwarded for consideration with appropriate explanation;
- (c) That Boards and Agencies be directed to prepare their 2022 Tax Operating Budget submissions at an increase required to maintain current service levels ***within a guideline tax increase of 2%*** and that any increase beyond the guideline be forwarded for consideration with appropriate explanation;
- (d) That staff be directed to prepare the 2022 Tax Capital Budget with a 0.6% municipal tax levy increase for capital financing of discretionary block funded projects and debt servicing requirements for the Investing in Canada Infrastructure Program – Transit Stream and West Harbour Redevelopment strategic initiatives;
- (e) That staff be directed to prepare the 2022 Rate Supported Budget at a rate increase required to maintain current service levels ***within a guideline tax increase of 2%*** and priority infrastructure;

- (f) That the Mayor provide correspondence to the local MPs and MPPs thanking senior levels of government for past and continued support in navigating through the COVID-19 pandemic; **and**
- (g) That staff be directed to enhance the public delegation opportunity to the 2022 Budget by adding a date between Feb 10th to March 3rd, 2022**

Result: Motion as Amended CARRIED by a vote of 11 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

3. Election Expense Reserve Needs Related to Consideration of Internet Voting for the 2026 Municipal Election (FCS20081(a)) (City Wide) (Item 10.1)

(Ferguson/Pearson)

- (a) That the annual contribution to the Election Expense Reserve (112206) be increased by \$150,000 to cover the increased costs to deliver internet voting for the 2026 and future municipal elections, and that this request be referred to the 2022 Operating Budget deliberations; and,
- (b) That the item respecting the Election Expense, be considered complete and removed from the General Issues Committee's Outstanding Business List.

Result: Motion CARRIED by a vote of 8 to 2, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann

Absent	-	Ward 4	Councillor Sam Merulla
Vacant		Ward 5	
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
No	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
No	-	Ward 12	Councillor Lloyd Ferguson
Absent	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

4. Scope of Work and Project Activity Plan: Public Engagement Policy and Administrative Framework (CM21011) (City Wide) (Item 10.2)

(Danko/Pearson)

- (a) That Appendix "A" attached to Report CM21011, respecting the Scope of Work and Project Work Plan for the development of a corporate-wide Public Engagement Policy and Administrative Framework, be approved; and,
- (b) That staff be directed report back to the General Issues Committee with a draft City of Hamilton Public Engagement Policy in the spring of 2022.

Result: Motion CARRIED by a vote of 10 to 0, as follows:

Absent	-	Mayor Fred Eisenberger	
Yes	-	Ward 1	Councillor Maureen Wilson
Absent	-	Ward 2	Councillor Jason Farr
Yes	-	Ward 3	Councillor Nrinder Nann
Absent	-	Ward 4	Councillor Sam Merulla
Vacant		Ward 5	
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Absent	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

5. Code of Conduct for Boards and Committees - Integrity Commissioner Work Plan (FCS21081) (City Wide) (Item 10.3)

(Danko/Pauls)

- (a) That the City Clerk be directed to circulate the draft Code of Conduct, attached as Appendix "A" to Report FCS21081, to all entities listed in Appendix B, established by Council and whose membership is appointed by Council;
- (b) That the City Clerk be directed to coordinate all feedback on the draft Code of Conduct, with that feedback to be directed to the Integrity Commissioner; and,
- (c) That the City Clerk be directed to arrange for a Special General Issues Committee meeting for the Integrity Commissioner to present the feedback received and the draft Code of Conduct, attached as Appendix "A" to Report FCS21081.

Result: Motion CARRIED by a vote of 10 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

6. 2020 Municipal Tax Competitiveness Study (FCS21083) (City Wide) (Item 10.4)

(Partridge/Jackson)

That Report FCS21083, respecting the 2020 Municipal Tax Competitiveness Study, be received.

Result: Motion CARRIED by a vote of 10 to 0 , as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

7. Disaster Mitigation and Adaptation Fund (DMAF) Intake Two (FCS21090) (City Wide) (Item 10.5)

(Danko/Clark)

- (a) That the projects listed in Appendix "A" to Report FCS21090, totalling \$105.957 M, be approved as the City of Hamilton's submission for consideration of the requested funding amount of \$41.338 M for the period from 2022 to 2032 in accordance with the terms and conditions associated with Infrastructure Canada's Disaster Mitigation and Adaptation Fund Intake Two;
- (b) That should the City's submission for the Disaster Mitigation and Adaptation Fund Intake Two program be approved by Infrastructure Canada, staff be directed to report back to the General Issues Committee to seek approval of a financing strategy, inclusive of future tax supported levy increases, for the City's portion of approximately \$64.619 M related to eligible project costs between 2022 to 2032, as outlined in Appendix "A" to Report FCS21090, in accordance with the terms and conditions associated with the Disaster Mitigation and Adaptation Fund Intake Two;
- (c) That the Mayor and City Clerk be authorized and directed to execute any funding agreement(s) and ancillary documents required for the City to receive funding for the projects listed in Appendix "A" to Report FCS21090, through Infrastructure Canada's Disaster Mitigation and Adaptation Fund Intake Two, in a form satisfactory to the City Solicitor;

- (d) That copies of Report FCS21090, respecting the Disaster Mitigation and Adaptation Fund Intake Two, be forwarded to local Members of Parliament.

Result: Motion CARRIED by a vote of 10 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

8. Capital Projects Work-in-Progress Review Sub-Committee Report 21-003 - September 27, 2021 (Item 10.6)

(Pearson/Partridge)

That the following recommendations be approved:

- (i) **Capital Project Closing Report as of June 30, 2021 (FCS21080) (City Wide) (Item 10.1)**
- (a) That the General Manager, Finance and Corporate Services, be authorized to transfer \$366,793 to the Unallocated Capital Levy Reserve (108020) as outlined in Appendix "A" to Capital Projects Work-in-Progress Review Sub-Committee Report 21-003;
- (b) That the General Manager, Finance and Corporate Services, be directed to close the completed and / or cancelled capital projects listed in Appendix "B" to Capital Projects Work-in-Progress Review Sub-Committee Report 21-003 in accordance with the Capital Projects Closing and Monitoring Policy;
- (c) That Appendix "C" to Report FCS21080, Capital Projects Budget Appropriations for the period covering January 1, 2021 through June 30, 2021, be received as information;

- (d) That Appendix “C” to Capital Projects Work-in-Progress Review Sub-Committee Report 21-003, Capital Projects Budget Appropriations of \$250,000 or greater and Capital Project Reserve Funding requiring Council authorization, be approved.
- (ii) Capital Projects Status Report as of June 30,2021 (FCS21079) (City Wide) (Item 10.2)**
- (a) That Appendix “A” attached to Report FCS21079 respecting Capital Projects Status Report – Tax Supported, as of June 30, 2021, be received;
- (b) That Appendix “B” attached to Report FCS 21079 respecting Capital Projects Status Report – Rate Supported, as of June 30, 2021, be received; and,
- (c) That the confidential Appendix “C” to Report FCS21079, be received and remain confidential.

Result: Motion CARRIED by a vote of 10 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

9. 2022 Municipal Election Voting Technology Procurement (FCS21094) (City Wide) (Added Item 10.12)

(Nann/Clark)

- (a) That, pursuant to Procurement Policy #12 – Cooperative Procurements, staff be directed to enter into an agreement with Her Majesty the Queen in Right of Ontario as represented by The Chief Electoral Officer of Ontario

(the “Province”) to secure voting technology for the 2022 Municipal Election; and;

- (b) That Council approve the single source procurement, pursuant to Procurement Policy #11 – Non-competitive Procurements, for the purchase of technology support, assistive devices and election materials for the 2022 Municipal Election and that the General Manager, Corporate Services Department be authorized to negotiate, enter into and execute a Contract and any ancillary documents required to give effect thereto with Dominion Voting Systems Corporation (“Dominion”), in a form satisfactory to the City Solicitor.

Result: Motion CARRIED by a vote of 10 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

10. Hamilton Wentworth District School Board Property Located at 630-640 Rymal Road East, Hamilton (PED21131(a)) (Ward 7) (Item 14.1)

(Pauls/Pearson)

- (a) That the Corporate Real Estate Office be authorized and directed to present a bona fide offer to purchase the surplus property located at 630-640 Rymal Road East, as shown and described in Appendix “A” attached to Report PED21131(a), to the Hamilton Wentworth District School Board, on terms and conditions acceptable to the General Manager of Planning and Economic Development Department;
- (b) That the budget and funding for the acquisition of 630-640 Rymal Road East consisting of the market value of the land, including all real estate and legal fees, cost of conducting due diligence, contingency and other

related costs, as detailed in Appendix “B” of Report PED21131(a), be approved;

- (c) That the City Solicitor be authorized and directed to complete the acquisition of land in the City of Hamilton, located at 630-640 Rymal Road East, Hamilton, on behalf of the City, including paying any necessary expenses, amending the closing, due diligence and other dates, and amending and waiving terms and conditions on such terms deemed reasonable;
- (d) That the Mayor and Clerk be authorized to execute all necessary documents related to the acquisition of 630-640 Rymal Road East, in a form satisfactory to the City Solicitor;
- (e) That the direction provided to staff in Closed Session, respecting Report PED21131(a), be approved;
- (f) That the entirety of Report PED21131(a) remain confidential until the completion of the acquisition transaction and Appendix “B” attached to Report PED21131(a) not be released as a public document.

Result: Motion CARRIED by a vote of 8 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Abstain	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Absent	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

11. Hamilton-Wentworth District School Board Property located at 20 Lake Avenue South, Stoney Creek (PED21132(a)) (Ward 5) (Item 14.2)

(Jackson/Pauls)

- (a) That the Corporate Real Estate Office be authorized and directed to present a bona fide offer to purchase the surplus property located at 20 Lake Avenue South, Stoney Creek, as shown and legally described in

Appendix “A” attached to Report PED21132(a), to the Hamilton-Wentworth District School Board, on terms and conditions acceptable to the General Manager of Planning and Economic Development Department;

- (b) That the budget and funding for the acquisition consisting of the market value of the land, including all real estate and legal fees, cost of conducting due diligence, contingency and other related costs, as detailed in Appendix “B” of Report PED21132(a) be approved;
- (c) That the City Solicitor be authorized and directed to complete the acquisition of land in the City of Hamilton, located at 20 Lake Avenue South, Stoney Creek, on behalf of the City, including paying any necessary expenses, amending the closing, due diligence and other dates, and amending and waiving terms and conditions on such terms deemed reasonable;
- (d) That the Mayor and Clerk be authorized to execute all necessary documents related to the Hamilton-Wentworth District School Board Property located at 20 Lake Avenue South, Stoney Creek, in a form satisfactory to the City Solicitor;
- (e) That the direction provided to staff in Closed Session, respecting Report PED21132(a), be approved;
- (f) That the entirety of Report PED21132(a) remain confidential until the completion of the acquisition transaction and Appendix “B” attached to Report PED21132(a) not be released as a public document.

Result: Motion CARRIED by a vote of 8 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Abstain	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

FOR INFORMATION:**(a) APPROVAL OF AGENDA (Item 2)**

The Committee Clerk advised Committee of the following changes to the agenda:

5. COMMUNICATIONS

- 5.1. Correspondence from Darlene Wesley, ACORN, respecting the Tax Increment Grants reports

Recommendation: To be received, and referred to Items 10.7 to 10.11, for consideration.

- 5.2. Correspondence from ACORN Hamilton, respecting the Tax Increment Grants reports

Recommendation: To be received, and referred to Items 10.7 to 10.11, for consideration.

6. DELEGATION REQUESTS

- 6.1. Elizabeth Ellis, ACORN, respecting the Tax Increment Grants (Items 10.7 to 10.11) (for today's meeting)

- 6.2. Karl Andrus, Hamilton Community Benefits Network, respecting the 2022 Budget Guidelines, Outlook, and Process (Item 8.3) (for today's meeting)

- 6.3. K.W. Campol, respecting the Tax Increment Grants (Items 10.7 to 10.11) (for today's meeting)

- 6.4. Veronica Gonzalez, ACORN, respecting the Tax Increment Grants – Video Submission (Items 10.7 to 10.11) (for today's meeting)

8. STAFF PRESENTATIONS

- 8.3. 2022 Budget Guidelines, Outlook, and Process (FCS210957(a)) (City Wide)

10. DISCUSSION ITEMS

- 10.12 2022 Municipal Election Voting Technology Procurement (FCS21094) (City Wide)

(VanderBeek/Nann)

That the agenda for the October 6, 2021 General Issues Committee meeting, be approved, as amended

Result: Motion CARRIED by a vote of 11 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Absent	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(b) DECLARATIONS OF INTEREST (Item 3)

Councillor M. Pearson declared an interest to Item 5.1, respecting Correspondence from Darlene Wesley, ACORN, regarding Items 10.7 – 10.11 Hamilton Tax Increment Grants reports, as she and her husband are rental property landlords

Councillor M. Pearson declared an interest to Item 5.2, respecting Correspondence from ACORN Hamilton regarding Items 10.7 – 10.11 Hamilton Tax Increment Grants reports, as she and her husband are rental property landlords

Councillor M. Pearson declared an interest to Item 6.1, respecting Delegation Request, Elizabeth Ellis, ACORN, regarding Items 10.7 – 10.11 Hamilton Tax Increment Grants reports, as she and her husband are rental property landlords

Councillor M. Pearson declared an interest to Item 6.3, respecting Delegation Request, K.W. Campol regarding Items 10.7 – 10.11 Hamilton Tax Increment Grants reports, as she and her husband are rental property landlords

Councillor M. Pearson declared an interest to Item 6.3, respecting Delegation Request, Veronica Gonzalez, ACORN, regarding Items 10.7 – 10.11 Hamilton

Tax Increment Grants reports, as she and her husband are rental property landlords

Councillor M. Pearson declared an interest to Item 10.7 respecting Delegation Request, Veronica Gonzalez, ACORN, regarding Item Barton Kenilworth Tax Increment Grant - 675-681 Barton Street East, Hamilton (PED21182) (Ward 3), as she and her husband are rental property landlords

Councillor M. Pearson declared an interest to Item 10.8 respecting Hamilton Tax Increment Grant - 571-575 King Street East and 6-8 Steven Street, Hamilton (PED21183) (Ward 3), as she and her husband are rental property landlords

Councillor M. Pearson declared an interest to Item 10.9 respecting Hamilton Tax Increment Grant - 408-414 King Street East and 4 Victoria Avenue South, Hamilton (PED21184) (Ward 3), as she and her husband are rental property landlords

Councillor M. Pearson declared an interest to Item 10.10 respecting Hamilton Tax Increment Grant - 152-154 James Street North and 4-6 Cannon Street East, Hamilton (PED21185) (Ward 2), as she and her husband are rental property landlords

Councillor M. Pearson declared an interest to Item 10.11 respecting Barton Kenilworth Tax Increment Grant - 289-293 Kenilworth Avenue North, Hamilton (PED21193) (Ward 4), as she and her husband are rental property landlords
Councillor A. VanderBeek declared an interest to Item 5.1, respecting Correspondence from Darlene Wesley, ACORN, regarding Items 10.7 – 10.11 Hamilton Tax Increment Grants reports, as she and her husband are rental property landlords

Councillor A. VanderBeek declared an interest to Item 5.2, respecting Correspondence from ACORN Hamilton regarding Items 10.7 – 10.11 Hamilton Tax Increment Grants reports, as she and her husband are rental property landlords

Councillor A. VanderBeek declared an interest to Item 6.1, respecting Delegation Request, Elizabeth Ellis, ACORN, regarding Items 10.7 – 10.11 Hamilton Tax Increment Grants reports, as she and her husband are rental property landlords

Councillor A. VanderBeek declared an interest to Item 6.3, respecting Delegation Request, K.W. Campol regarding Items 10.7 – 10.11 Hamilton Tax Increment Grants reports, as she and her husband are rental property landlords

Councillor A. VanderBeek declared an interest to Item 6.3, respecting Delegation Request, Veronica Gonzalez, ACORN, regarding Items 10.7 – 10.11 Hamilton

Tax Increment Grants reports, as she and her husband are rental property landlords

Councillor A. VanderBeek declared an interest to Item 10.7 respecting Delegation Request, Veronica Gonzalez, ACORN, regarding Item Barton Kenilworth Tax Increment Grant - 675-681 Barton Street East, Hamilton (PED21182) (Ward 3), as she and her husband are rental property landlords

Councillor A. VanderBeek declared an interest to Item 10.8 respecting Hamilton Tax Increment Grant - 571-575 King Street East and 6-8 Steven Street, Hamilton (PED21183) (Ward 3), as she and her husband are rental property landlords

Councillor A. VanderBeek declared an interest to Item 10.9 respecting Hamilton Tax Increment Grant - 408-414 King Street East and 4 Victoria Avenue South, Hamilton (PED21184) (Ward 3), as she and her husband are rental property landlords

Councillor A. VanderBeek declared an interest to Item 10.10 respecting Hamilton Tax Increment Grant - 152-154 James Street North and 4-6 Cannon Street East, Hamilton (PED21185) (Ward 2), as she and her husband are rental property landlords

Councillor A. VanderBeek declared an interest to Item 10.11 respecting Barton Kenilworth Tax Increment Grant - 289-293 Kenilworth Avenue North, Hamilton (PED21193) (Ward 4), as she and her husband are rental property landlords

Councillor J.P. Danko declared an interest to Item 14.1 Hamilton Wentworth District School Board Property Located at 630-640 Rymal Road East, Hamilton (PED21131(a)) (Ward 7), as his wife is a Trustee for the Hamilton-Wentworth District School Board

Councillor J.P. Danko declared an interest to Item 14.2, Hamilton-Wentworth District School Board Property located at 20 Lake Avenue South, Stoney Creek (PED21132(a)) (Ward 5), as his wife is a Trustee for the Hamilton-Wentworth District School Board

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)

(i) September 22, 2021 (Item 4.1)

(Pauls/Clark)

That the Minutes of the September 22, 2021 General Issues Committee meeting, be approved, as presented.

Result: Motion CARRIED by a vote of 10 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Absent	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Absent	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(d) COMMUNICATIONS (Item 5)

(Nann/Partridge)

That the following Communications be received and referred to the consideration of Items 10.7 to 10.11:

- (i) Correspondence from Darlene Wesley, ACORN, respecting the Tax Increment Grants reports
- (ii) Correspondence from ACORN Hamilton, respecting the Tax Increment Grants reports

Result: Motion CARRIED by a vote of 8 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Absent	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Abstain	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Absent	-	Ward 12 Councillor Lloyd Ferguson
Abstain	-	Ward 13 Councillor Arlene VanderBeek

Absent - Ward 14 Councillor Terry Whitehead
Yes - Ward 15 Councillor Judi Partridge

(e) DELEGATION REQUESTS (Item 6)

(Jackson/Wilson)

That the following Delegation Requests be approved, for today's meeting:

- (i) Elizabeth Ellis, ACORN, respecting the Tax Increment Grants (Items 10.7 to 10.11) (Added Item 6.1)
- (ii) Karl Andrus, Hamilton Community Benefits Network, respecting the 2022 Budget Guidelines, Outlook, and Process (Item 8.3) (Added Item 6.2)
- (iii) K.W. Campol, respecting the Tax Increment Grants (Items 10.7 to 10.11) (Added Item 6.3)
- (iv) Veronica Gonzalez, ACORN, respecting the Tax Increment Grants– Video Submission (Items 10.7 to 10.11) (for today's meeting) (Added Item 6.4)

Result: Motion CARRIED by a vote of 8 to 0, as follows:

Absent - Mayor Fred Eisenberger
Yes - Ward 1 Councillor Maureen Wilson
Absent - Ward 2 Councillor Jason Farr
Yes - Ward 3 Councillor Nrinder Nann
Absent - Ward 4 Councillor Sam Merulla
Vacant - Ward 5
Yes - Ward 6 Councillor Tom Jackson
Yes - Ward 7 Councillor Esther Pauls
Yes - Ward 8 Councillor J. P. Danko
Yes - Ward 9 Councillor Brad Clark
Abstain - Ward 10 Councillor Maria Pearson
Yes - Ward 11 Councillor Brenda Johnson
Absent - Ward 12 Councillor Lloyd Ferguson
Abstain - Ward 13 Councillor Arlene VanderBeek
Absent - Ward 14 Councillor Terry Whitehead
Yes - Ward 15 Councillor Judi Partridge

(f) STAFF PRESENTATIONS (Item 8)

(i) COVID-19 Verbal Update (Item 8.1)

Jason Thorne, Director of the Emergency Operations Centre; and, Dr. Elizabeth Richardson, Medical Officer of Health, provided the verbal update regarding the COVID-19 pandemic.

(Farr/Pearson)

That the verbal update, respecting COVID-19, be received.

Result: Motion CARRIED by a vote of 10 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Absent	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(ii) CityLab Pilot Update (CM21009) (City Wide) (Item 8.2)

Cyrus Tehrani, Chief Digital Office, and Patrick Byrne, Project Manager, provided the CityLab Pilot Update (CM21009), with the aid of a PowerPoint presentation.

(Farr/Danko)

That the Presentation respecting CityLab Pilot Update (CM21009), be received.

Result: Motion CARRIED by a vote of 9 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson

Absent	-	Ward 11	Councillor Brenda Johnson
Absent	-	Ward 12	Councillor Lloyd Ferguson
Absent	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

For disposition of this item, please refer to Item 1.

(iii) 2022 Budget Guidelines, Outlook and Process (FCS210957(a)) (City Wide) (Added Item 8.3)

Mike Zegarac, General Manager of Finance and Corporate Services addressed Committee respecting the 2022 Budget Guidelines, Outlook and Process, with the aid of a PowerPoint presentation.

(Farr/Clark)

That the Presentation respecting 2022 Budget Guidelines, Outlook and Process (FCS210957(a)), be received.

Result: Motion CARRIED by a vote of 11 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(Ferguson/Clark)

That sub-section (c) of Report FCS210957(a), 2022 Budget Guidelines, Outlook and Process, be **amended** as follows:

- (c) That Boards and Agencies be directed to prepare their 2022 Tax Operating Budget submissions at an increase required to maintain current service levels **within a guideline tax increase of 2%** and that any increase beyond the guideline be forwarded for consideration with appropriate explanation;

Result: Amendment CARRIED by a vote of 8 to 3, as follows:

Absent	-	Mayor Fred Eisenberger
No	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
No	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
No	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(Clark/Ferguson)

That sub-section (e) of Report FCS210957(a), 2022 Budget Guidelines, Outlook and Process, be **amended** as follows:

- (e) That staff be directed to prepare the 2022 Rate Supported Budget at a rate increase required to maintain current service levels **within a guideline tax increase of 2%** and priority infrastructure;

Result: Amendment CARRIED by a vote of 8 to 3, as follows:

Absent	-	Mayor Fred Eisenberger
No	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
No	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
No	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(Nann/Johnson)

That Report FCS210957(a), 2022 Budget Guidelines, Outlook and Process, be amended by adding a new sub-section (g), to read as follows:

- (g) That staff be directed to enhance the public delegation opportunity to the 2022 Budget by adding a date between Feb 10th to March 3rd, 2022**

Result: Amendment CARRIED by a vote of 10 to 1, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
No	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

For disposition of this item, please refer to Item 2.

(g) PUBLIC HEARINGS / DELEGATION (Item 9)**(i) (Nann/Johnson)**

That Delegations 9.2 to 9.5 be heard prior to Item 9.1 to allow the delegations to attend prior commitments.

Result: Motion CARRIED by a vote of 9 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark

Abstain	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
No	-	Ward 12	Councillor Lloyd Ferguson
Absent	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

(ii) (Pauls/Ferguson)

That the speaking time of the Delegation from Louis Frapporti, Hamilton100 Commonwealth Bid Committee, respecting the 2030 Commonwealth Games be extended beyond five minutes.

Result: Motion CARRIED by a vote of 10 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(iii) Louis Frapporti, Hamilton100 Commonwealth Bid Committee, respecting the 2030 Commonwealth Games (Item 9.1)

Louis Frapporti, Hamilton100 Commonwealth Bid Committee, addressed Committee and provided a PowerPoint presentation, respecting the 2030 Commonwealth Games.

(Jackson/Partridge)

That the Delegation from Louis Frapporti, Hamilton100 Commonwealth Bid Committee, respecting the 2030 Commonwealth Games, be received.

Result: Motion CARRIED by a vote of 10 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson

Yes	-	Ward 2	Councillor Jason Farr
Yes	-	Ward 3	Councillor Nrinder Nann
Absent	-	Ward 4	Councillor Sam Merulla
Vacant		Ward 5	
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Absent	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

(iv) Elizabeth Ellis, ACORN, respecting the Tax Increment Grants reports (Added Item 9.2)

Elizabeth Ellis, ACORN, addressed Committee with concerns respecting the Tax Increment Grants reports.

(v) Karl Andrus, Hamilton Community Benefits Network, respecting the 2022 Budget Guidelines, Outlook and Process (Added Item 9.3)

Karl Andrus, Hamilton Community Benefits Network, addressed Committee with respecting the 2022 Budget Guidelines, Outlook and Process.

(vi) K.W. Campol, respecting the Tax Increment Grants reports (Added Item 9.4)

K.W. Campol, addressed Committee with concerns respecting the Tax Increment Grants reports.

(vii) Veronica Gonzalez, ACORN, respecting the Tax Increment Grants reports – VIDEO PRESENTATION (Added Item 9.5)

Veronica Gonzalez, ACORN, addressed Committee with concerns respecting the Tax Increment Grants reports via video presentation

(viii) (Nann/Johnson)

That the following Delegations be received:

- (a) Elizabeth Ellis, ACORN, respecting the Tax Increment Grants reports (Added Item 9.2)
- (b) K.W. Campol, respecting the Tax Increment Grants reports (Added Item 9.4)

- (c) Veronica Gonzalez, ACORN, respecting the Tax Increment Grants reports – Video Presentation (Added Item 9.5)

For disposition of these items, please refer to Item (f)(i).

- (d) Karl Andrus, Hamilton Community Benefits Network, respecting the 2022 Budget Guidelines, Outlook and Process (Added Item 9.3)

For disposition of these items, please refer to Item 2.

Result: Motion CARRIED by a vote of 9 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Abstain	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(h) DISCUSSION ITEMS (Item 10)

(i) Hamilton Tax Increment Grant Reports (Items 10.7 to 10.11)

(Ferguson/Partridge)

That the following recommendations be approved as presented:

(a) Barton Kenilworth Tax Increment Grant - 675-681 Barton Street East, Hamilton (PED21182) (Ward 3) (Item 10.7)

- (i) That a Barton Kenilworth Tax Increment Grant Program Application submitted by Malleum Real Estate Partners IV, by its General Partner, Malleum General Partner IV Limited (Tyler Pearson, Greg Clewer), for the property at 675-681 Barton Street East, Hamilton estimated at \$45,015.11 over a maximum of a nine year period, and based upon the incremental tax increase attributable to the renovations of

675-681 Barton Street East, Hamilton, be authorized and approved in accordance with the terms and conditions of the Barton Kenilworth Tax Increment Grant Program;

- (ii) That the Mayor and City Clerk be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to give effect to the Barton Kenilworth Tax Increment Grant for Malleum Real Estate Partners IV, by its General Partner, Malleum General Partner IV Limited (Tyler Pearson, Greg Clewer) for the property known as 675-681 Barton Street East, Hamilton, in a form satisfactory to the City Solicitor;
- (iii) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including but not limited to: deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Barton Kenilworth Tax Increment Grant Program, as approved by City Council, are maintained.

(b) Hamilton Tax Increment Grant - 571-575 King Street East and 6-8 Steven Street, Hamilton (PED21183) (Ward 3) (Item 10.8)

- (i) That a Hamilton Tax Increment Grant Program Application submitted by Malleum Real Estate Partners IV, by its General Partner, Malleum General Partners IV Limited (Tyler Pearson and Greg Clewer) in 2019, for the property currently known as 571-575 King Street East and 6-8 Steven Street, Hamilton, and to be known as 571-575 King Street East, Hamilton upon successful completion of severance, (“the Property”) estimated at \$19,049.40 over a maximum of a five-year period, and based upon the incremental tax increase attributable to the renovation of occurring on the portion of 571-575 King Street East, Hamilton, as generally depicted on Appendix “A” attached to Report PED21183, be authorized and approved in accordance with the terms and conditions of the Hamilton Tax Increment Grant Program (HTIGP), and subject to the following conditions:
 - (a) the portion of the Property, 571-575 King Street East, Hamilton, generally depicted on Appendix “A” attached to Report PED21183, be severed;

- (b) the HTIGP Grant only apply to the future severed portion of the Property, 571-575 King Street East, Hamilton, generally depicted on Appendix "A" attached to Report PED21183;
 - (c) the approval of the Grant shall not prejudice or fetter City Council's discretion with respect to any current or future *Planning Act* Application regarding 571-575 King Street East and 6-8 Steven Street, Hamilton, including, but not limited to, a future Consent Application for a severance on the Property, 571-575 King Street East, Hamilton;
 - (d) Only the tax increment generated, based on the apportioned municipal taxes and actual post development taxes applicable to the future parcel generally depicted in Appendix "A" attached to Report PED21183, will be used to determine future Grant payment;
- (ii) That the Mayor and City Clerk be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to give effect to the Hamilton Tax Increment Grant for Malleum Real Estate Partners IV, by its General Partner, Malleum General Partners IV Limited (Tyler Pearson and Greg Clewer) owner of the property at 571-575 King Street East and 6-8 Steven Street, Hamilton, at such time as the property has been severed as generally depicted on Appendix "A" to Report PED21183, in a form satisfactory to the City Solicitor;
 - (iii) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including but not limited to: Deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Hamilton Tax Increment Grant Program, as approved by City Council, are maintained.
- (c) **Hamilton Tax Increment Grant - 408-414 King Street East and 4 Victoria Avenue South, Hamilton (PED21184) (Ward 3) (Item 10.9)**
 - (i) That a Hamilton Tax Increment Grant Program Application submitted in 2019 by Malleum Real Estate Partners V LP, by

their General Partner, Malleum Real Estate Partners V GP Limited (Tyler Pearson and Greg Clewer), for the property at 408-414 King Street East and 4 Victoria Avenue South, Hamilton, estimated at \$24,799.11 over a maximum of a five year period, and based upon the incremental tax increase attributable to the renovation of 408-414 King Street East and 4 Victoria Avenue South, Hamilton, be authorized and approved in accordance with the terms and conditions of the Hamilton Tax Increment Grant Program;

- (ii) That the Mayor and City Clerk be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to give effect to the Hamilton Tax Increment Grant for Malleum Real Estate Partners V LP, by their General Partner, Malleum Real Estate Partners V GP Limited (Tyler Pearson and Greg Clewer) for the property known as 408-414 King Street East and 4 Victoria Avenue South, Hamilton, in a form satisfactory to the City Solicitor;
- (iii) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including but not limited to: deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Hamilton Tax Increment Grant Program, as approved by City Council, are maintained.

(d) Hamilton Tax Increment Grant - 152-154 James Street North and 4-6 Cannon Street East, Hamilton (PED21185) (Ward 2) (Item 10.10)

- (i) That a Hamilton Tax Increment Grant Program Application submitted by Malleum Real Estate Partners V LP and Malleum Real Estate Partners V LP, by its General Partner Malleum Real Estate Partners V GP Limited (Tyler Pearson and Greg Clewer) in 2019, for the property at 152-154 James Street North and 4-6 Cannon Street East, Hamilton, estimated at \$32,424.03 over a maximum of a five year period, and based upon the incremental tax increase attributable to the renovation of 152-154 James Street North and 4-6 Cannon Street East, Hamilton, be authorized and approved in accordance with the terms and conditions of the Hamilton Tax Increment Grant Program;

- (ii) That the Mayor and City Clerk be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to give effect to the Hamilton Tax Increment Grant for Malleum Real Estate Partners V LP and Malleum Real Estate Partners V LP, by its General Partner Malleum Real Estate Partners V GP Limited (Tyler Pearson and Greg Clewer) for the property known as 152-154 James Street North and 4-6 Cannon Street East, Hamilton, in a form satisfactory to the City Solicitor;
- (iii) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including but not limited to: deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Hamilton Tax Increment Grant Program, as approved by City Council, are maintained.

(e) Barton Kenilworth Tax Increment Grant - 289-293 Kenilworth Avenue North, Hamilton (PED21193) (Ward 4) (Item 10.11)

- (i) That a Barton Kenilworth Tax Increment Grant Program Application submitted by Malleum Real Estate Partners IV, by its General Partner, Malleum General Partner IV Limited (Tyler Pearson, Greg Clewer) in 2019, for the property at 289-293 Kenilworth Avenue North Street East, Hamilton estimated at \$30,719.85 over a maximum of a nine-year period, and based upon the incremental tax increase attributable to the renovations of 289-293 Kenilworth Avenue North, Hamilton, be authorized and approved in accordance with the terms and conditions of the Barton Kenilworth Tax Increment Grant Program;
- (ii) That the Mayor and City Clerk be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to give effect to the Barton Kenilworth Tax Increment Grant for Malleum Real Estate Partners IV, by its General Partner, Malleum General Partner IV Limited (Tyler Pearson, Greg Clewer) for the property known as 289-293 Kenilworth Avenue North, Hamilton, in a form satisfactory to the City Solicitor;
- (iii) That the General Manager of the Planning and Economic Development Department be authorized and directed to

administer the Grant and Grant Agreement including but not limited to: Deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Barton Kenilworth Tax Increment Grant Program, as approved by City Council, are maintained.

Result: Motion DEFEATED by a vote of 4 to 5, as follows:

Absent	-	Mayor Fred Eisenberger
No	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Jason Farr
No	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
No	-	Ward 6 Councillor Tom Jackson
No	-	Ward 7 Councillor Esther Pauls
No	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Abstain	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(i) GENERAL INFORMATION / OTHER BUSINESS (Item 13)

(i) Communications respecting Unexpected Overflow of Wastewater in the City of Hamilton (Added Item 13.1)

(Nann/Wilson)

That, In the event of unexpected overflow of wastewater into natural waterways, the staff be directed to reach out and communicate with the Indigenous Water Protectors and all community partners in an effort to fulfill our joint commitment of water stewardship.

Result: Motion CARRIED by a vote of 9 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5

Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
YEs	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
Absent	-	Ward 12	Councillor Lloyd Ferguson
Absent	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

(j) PRIVATE AND CONFIDENTIAL (Item 14)

Committee determined that discussion of Items 14.1, 14.2 and 14.3 was not required in Closed Session.

(i) Closed Session Minutes – September 22, 2021 (Added Item 14.3)

(Pauls/Partridge)

That the Closed Session Minutes of September 22, 2021 be approved as presented.

Result: Motion CARRIED by a vote of 9 to 0, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant	-	Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Abstain	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(k) ADJOURNMENT (Item 15)

(Partridge/Pearson)

That there being no further business, the General Issues Committee be adjourned at 5:45 p.m.

Result: Motion CARRIED by a vote of 8 to 1, as follows:

Absent	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Absent	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Vacant		Ward 5
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Absent	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
No	-	Ward 15 Councillor Judi Partridge

Respectfully submitted,

Brenda Johnson, Deputy Mayor
Chair, General Issues Committee

Loren Kolar
Legislative Coordinator,
Office of the City Clerk



Hamilton

MINUTES
21-004
ARTS ADVISORY COMMISSION

July 27, 2021

4:00 p.m.

Due to COVID-19 and the Closure of City Buildings, this meeting virtually.

Present: Annette Paiement (Chair), Monika Ciolek, Janna Malseed, Monolina Bhattacharyya-Ray, Lisa LaRocca, Councillor Farr, Ranil Sonnadara

Absent: Elizabeth Jayne Cardno, Councillor Danko

The Chair called the meeting to order and recognized that the Committee is meeting on the traditional territories of the Erie, Neutral, HuronWendat, Haudenosaunee and Mississaugas. This land is covered by the Dish with One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. It was further acknowledged that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation. The City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and it was recognized that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

(LaRocca/Malseed)

That the Agenda for the July 27, 2021 Arts Advisory Commission, be approved as presented.

CARRIED

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)

(i) May 25, 2021 (Item 4.1)**(Bhattacharyya-Ray/Ciolek)**

That the Minutes of the May 25, 2021 Arts Advisory Commission, be approved as presented.

CARRIED**(d) COMMUNICATIONS (Item 5)****(Bhattacharyya-Ray/Ciolek)**

That the following Communication Items, be received:

- (i) Livestream meeting continues with addition of recording (Item 5.1)
- (ii) Quorum requirements (Item 5.2)

CARRIED**(e) DELEGATION REQUESTS (Items 6)**

There were no delegation requests.

(f) PUBLIC HEARINGS/DELEGATIONS (Item 8)

There were no public hearings or delegations.

(g) STAFF PRESENTATIONS (Item 9)**(i) Hamilton Arts Awards Update (Item 9.1)**

Ken Coit, Program Manager Public Art and Projects, provided an update regarding the Hamilton Arts Awards, advising that the Awards were audio podcast that are still online. Request For Proposal for new Arts Awards provider for 2022-2025 will be posed on the procurement website.

(Farr/Malseed)

That the presentation, respecting the Hamilton Arts Awards, be received.

CARRIED**(ii) Public Art Update (Item 9.2)**

Ken Coit, Program manager Public Art and Projects, provided an update regarding the Public Art update, advising of the following:

- (1) Installation of 2 works by TH&B Collective at Copps Pier 8 Promenade by end of August.
- (2) Century Street Parkette Public Consultation online; and,
- (3) Call for Artists for Locke St. Marker Public Art Project.

(Farr/Malseed)

That the presentation respecting the Public Art Update, be received.

CARRIED

(h) DISCUSSION ITEMS (Item 10)

(i) Celebrating Resilience in the Arts Proposal (Item 10.1)

The following points were made during the discussion of the Celebrating Resilience in the Arts Proposal Sub-committee Notes:

- This Sub-committee to the Arts Advisory Commission and met several times to program the Celebrating Resilience in the Arts Project.
- Secured assistance from the Hamilton Arts Council. They created a webpage on their site where the call for submissions are being collected.
- After today, the call will be announced publicly.

(Ciolek/Malseed)

- (a) That the Celebration of Resilience of the Arts program as presented on the webpage be received; and,
- (b) That the website for Celebration of Resilience of the Arts be published and the project move forward as presented.

CARRIED

(i) MOTIONS (Item 11)

(i) All Advisory Committee Meeting Event Date and Selection of a Presenter (Item 11.1)

This was passed at the previous meeting; May 25th, 2021.

(j) NOTICES OF MOTION (Item 12)

There were no notices of motion.

(k) GENERAL INFORMATION/OTHER BUSINESS (Item 13)

Monika Ciolek, provided an information regarding Artist Legal Advice Services (ALAS) & Canadian Artists Representation Le Front des Artistes Canadiens (CARFAC), advising of the following:

- (1) Monika is volunteering as outreach for ALAS. Artists are largely unaware of these services.
- (2) ALAS is interested in speaking to AAC; and,
- (3) CARFAC is interested in communicating with Hamilton Arts Council and AAC to provide education and support to artists; and,
- (4) Would like to have someone from each organization come to speak to AAC.

(Malseed/Farr)

That ALAS be invited to delegate at the next AAC meeting September 28, 2021.

CARRIED

(l) ADJOURNMENT (Item 14)

(LaRocca/ Bhattacharyya-Ray)

That, there being no further business, the Arts Advisory Commission meeting be adjourned at 4:33 p.m.

CARRIED


Respectfully submitted,

Annette Paiement, Chair
Arts Advisory Commission

Lauren Anastasi
Recorder



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Growth Management Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 20, 2021
SUBJECT/REPORT NO:	Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update (PED16161(b)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Gavin Norman (905) 546-2424 Ext. 2155
SUBMITTED BY:	Tony Sergi Senior Director, Growth Management Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That Report PED16161(b) Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update be received;
- (b) That the General Manager of Planning and Economic Development be authorized and directed to execute existing standard form Development Agreements, in a form suitable to the City Solicitor, with Developers of Employment Lands in advance of Draft Plan of Subdivision approval, providing that doing so supports the City's Shovel-Ready Initiative and is in support of an active Plan of Subdivision;
- (c) Where a City share of servicing cost exists under an External Works Agreement and has been approved in the current Capital Budget, the General Manager of Planning and Economic Development, or their designate, be authorized and directed to pay the Developer of Employment Lands the City share component of the servicing cost in accordance with the terms of the said agreement.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update (PED16161(b)) (City Wide) - Page 2 of 15

EXECUTIVE SUMMARY

On August 12, 2016, Council approved General Issues Committee Report 16-018, whereby Council directed staff to provide an annual update on the City of Hamilton's annual Employment Area Inventory.

Report PED16161(b) is intended to provide Council with the status of the City's Employment Areas Inventory and Shovel-Ready Employment Areas Initiative within the City's business parks, reflecting changes that have occurred since 2018 to the end of 2020 and forecast anticipated changes to 2024. The status of Shovel-Ready lands is based on recently issued Building Permits but does not include Development Applications in progress (i.e. approval pending).

In addition, Report PED16161(b) is also requesting Council's consideration for additional tools that can be implemented by staff to expedite the servicing of employment lands in order to advance the City's Shovel-Ready Initiative. These tools come in the form of additional authority of staff to consider the use and execution of standard form Development Agreements that would permit Developers of Employment Lands to advance certain development activities that are currently not permitted prior to approval of a Plan of Subdivision Application.

Activities that staff support to occur in parallel with the planning approval process include:

- The installation of municipal infrastructure on existing municipal roads (external to the subject lands) that is required to support a development project if it can be demonstrated that doing so would benefit a developer's ability to service its land for prospective end users, advance the City Shovel-Ready Initiative, and have no financial risk to the City. It is intended that this additional provision would only be used to support projects substantial in scope and as with every development project, the works would be financially secured, subject to a public tender, coordinated with other City projects, etc.
- The stockpiling and limited pre-grading of fill by a developer on its subject lands if it can be demonstrated that having to wait for Draft Plan of Subdivision approval would:
 - detrimentally affect the developer's ability to deliver serviced land to an end-user in a timely manner; and,
 - can be implemented without materially impacting abutting land owners.

If permitted, the developer would proceed at its own risk and would provide sufficient securities to address any deficiencies in compliance. Additionally, the developer

SUBJECT: Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update (PED16161(b)) (City Wide) - Page 3 of 15

would proceed on the basis that stockpiling would not constitute any form of development approval.

Staff support the ability of Developers of Employment Lands to enter into Development Agreements with the City in advance of Plan of Subdivision approval where it is deemed beneficial to support the City's Shovel-Ready Initiative. The use of an External Works Agreement for infrastructure servicing external to the subject lands or a Pre-grading Agreement for stockpiling and limited pre-grading would only be considered for a Plan of Subdivision that is actively moving through the development process.

Alternatives for Consideration – See Page 14

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: N/A

Staffing: The Shovel-Ready Employment Lands Initiative is resource intensive, in that it requires significant staff time to meet with developers while they are in due diligence periods, to undertake preliminary investigations, and provide guidance and feedback prior to a formal application being submitted; however, providing this enhanced service level for employment lands does reflect positively on the City that we are open for business, and is important for supporting non-residential development.

Permitting developers to install municipal infrastructure and stockpile fill in advance of development approval is another way in which the City can enhance its Shovel-Ready Initiative; however, it is expected to add further demands on staff to review and process these requests. Council has recently approved additional staff within the Development Engineering Section of the Growth Management Division which will provide some assistance in this regard. Any further resourcing demands will be monitored going forward to assess the potential need for additional resources to support the Shovel-Ready Initiative.

Legal: Existing Development Agreements (External Works Agreement and Pre-Grading Agreement) will require a review and may require some alteration to terms and conditions to address the timing of the development activities being advanced (i.e. prior to Draft Plan Approval). PED staff will work with Legal Services staff to ensure the agreements are in a suitable format. The additional delegated authority given to staff through this Report (PED16161(b)), will be included in the By-law intended to capture all existing delegated authorities being prepared by Legal Services.

SUBJECT: Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update (PED16161(b)) (City Wide) - Page 4 of 15

HISTORICAL BACKGROUND

Report PED1616(b) can be broken down into two separate sections: The Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update; and, staff's request of Council to consider the use of additional tools to expedite the Shovel-Ready Land Initiative. The following is the background information pertinent to the Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update after which is background concerning staff's request for additional tools to expedite the process.

A. Employment Areas Inventory / Shovel-Ready Employment Areas Initiative Update

This update reflects changes that have occurred since 2018 and forecast anticipated changes to 2024.

The Shovel-Ready Employment Areas initiative is focussed on designated employment areas, so it does not include the employment growth or employment potential in other important locations, such as within Downtown Hamilton, the other community downtowns, commercial areas, or within our major institutional areas.

The status of Shovel-Ready lands is based on recently issued Building Permits but does not include Development Applications in progress (i.e. approval pending).

The definition of Shovel-Ready employment land is land that is: vacant or otherwise available for redevelopment (often underutilized), zoned as employment land, and fully serviced with water, wastewater, and road infrastructure.

Given the above definition, the Shovel-Ready land inventory is dynamic. Shovel-Ready lands are created and added to the inventory and removed as development proceeds, or as servicing proceeds.

The ways in which Shovel-Ready land can be created include:

- extending water/sewer/road infrastructure to unserviced development lands;
- the demolition of existing buildings on an already-serviced property being used for a non-conforming use, e.g. residential uses; and/or,
- when a non-serviced property joins in title with an adjacent Shovel-Ready property.

The removal of Shovel-Ready land from the inventory is achieved when a development is approved culminating with issuance of Building Permits. This is also referred to as land absorption.

SUBJECT: Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update (PED16161(b)) (City Wide) - Page 5 of 15

Policies/Plans/Studies Guiding Employment Growth and Shovel-Ready Status

The following summarizes the policies, plans and studies that guide employment growth including the status of Shovel-Ready lands in each of the City's ten business parks as of December 31, 2020:

- Airport Employment Growth District (AEGD);
- Ancaster Industrial Business Park;
- Bayfront Industrial Area;
- Flamborough Industrial Business Park;
- Red Hill North Industrial Business Park;
- Red Hill South Industrial Business Park;
- Stoney Creek Industrial Business Park;
- West Hamilton Innovation District;
- East Hamilton Industrial Area; and,
- Dundas Industrial Park.

Airport Employment Growth District (AEGD)

The Airport Employment Growth District is the City's newest employment growth area, generally surrounded by Garner Road, Twenty Road, Glanaster Road, Upper James Street and Highway 6 (see Appendix "A" attached to Report PED16161(b)). It is largely unserviced and is intended to develop in two phases based on an Implementation Strategy developed in conjunction with approved infrastructure master plans. The total gross AEGD area is approximately 1130 ha.

Plans and Studies Guiding Growth:

- AEGD Secondary Plan (2016);
- AEGD Master Plans
 - Water and Wastewater Servicing Master Plan (2016)
 - Subwatershed Study / Stormwater Master Plan – Implementation (2016)
 - Transportation Master Plan (2016 – currently being updated);
- Class EAs
 - Dickenson Road Municipal Class Environmental Assessment (EA) (ongoing)
 - Glanaster Road Phases 3 and 4 EA – (ongoing); and,
- AEGD Wastewater Servicing Update and Capacity Allocation Policy (under development).

SUBJECT: Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update (PED16161(b)) (City Wide) - Page 6 of 15

Shovel-Ready Inventory Changes Since 2018 to End of 2020:

2018 Shovel-Ready Inventory (ha)	Shovel-Ready Land Created (ha)	Shovel-Ready Land Removed (ha)	2020 Shovel-Ready Inventory (ha)
40	3	31 - absorbed	12

There is currently only a small amount of Shovel-Ready land available in the AEGD. This is because current development activity (e.g. Amazon site) is quickly absorbing what is available; however, it is important to note there is a significant amount of employment-related development activity that is in progress or imminently in progress through the development approvals process. This includes two employment draft Plans of Subdivision submitted in 2021 along Garner Road. Along Dickenson Road there are also two Plans of Subdivision in progress and one additional Plan of Subdivision that is expected to be submitted in Spring 2021. The expected increase in available Shovel-Ready lands related to these applications is outlined later in this Report in the section entitled “Shovel-Ready Lands Added Forecast 2021-2024 - Totals by Area.”

Status of Infrastructure Expansion:

- Pumping station upgrades – complete in 2021; and,
- Dickenson Sanitary Trunk Extension – complete by the end of 2025 to Upper James Street.

Ancaster Business Park

The Ancaster Business Park is a well-established, but still growing business park established by the former Town of Ancaster. It is bound by Garner Road, Shaver Road, the hydro corridor, and Trinity Road South (see Appendix “A” attached to Report PED16161(b)). The park has a total gross area of 230 ha.

Plans and Policies Guiding Growth:

- Established by the former Town of Ancaster Official Plan, its policies incorporated into the Urban Hamilton Official Plan (UHOP);
- Ancaster Industrial Park Master Drainage Plan (2002-2005);
- Cormorant Road Class EA (2015); and,
- Garner Road West (Highway 6 to Wilson Street) EA (ongoing).

Shovel-Ready Inventory Changes Since 2018 to End of 2020:

2018 Shovel-Ready Inventory (ha)	Shovel-Ready Land Created (ha)	Shovel-Ready Land Removed (ha)	2020 Shovel-Ready Inventory (ha)
41	28	21 - absorbed	36

SUBJECT: Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update (PED16161(b)) (City Wide) - Page 7 of 15

Status of Infrastructure Expansion:

- Cormorant Drive extension – completed in 2021;
- Valery Business Park SWM Pond and channel works – completed in 2021; and,
- Trinity Road sanitary sewer extension – completed in 2021.

Bayfront Industrial Area

The City of Hamilton’s Bayfront Industrial Area (the "Bayfront") represents the oldest defined employment area in the City. The 1,449 ha mixed industrial area is located on the shore of Hamilton Harbour (see Appendix “A” attached to Report PED16161(b)).

Plans and Policies Guiding Growth:

- Established by the City of Hamilton prior to amalgamation; its pertinent policies are incorporated into the current UHOP; and,
- Bayfront Industrial Strategy (ongoing).

Shovel-Ready Inventory Changes Since 2018 to End of 2020:

2018 Shovel-Ready Inventory (ha)	Shovel-Ready Land Created (ha)	Shovel-Ready Land Removed (ha)	2020 Shovel-Ready Inventory (ha)
37	5	2 - absorbed	40

Although the Bayfront is considered fully Shovel-Ready, it is worth noting that Stelco is intending to reconfigure their land holdings to allow for redevelopment for new industrial uses. The expected increase in available Shovel-Ready lands related to the proposed Stelco plan is outlined later in this Report in the section entitled “Shovel-Ready Lands Added Forecast 2021-2024 - Totals by Area.”

Status of Infrastructure Expansion:

N/A

Flamborough Industrial Business Park

This business park is clustered in each of the four quadrants of the Highway 5 and Highway 6 intersection (see Appendix “A” attached to Report PED16161(b)). The park was established by the former Town of Flamborough and has a gross area of 178 ha.

Plans and Policies Guiding Growth:

- Established by the former Town of Flamborough OP; its policies have been incorporated into UHOP; and,
- Class EAs
 - Waterdown/Aldershot Transportation Master Plan (2010)

SUBJECT: Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update (PED16161(b)) (City Wide) - Page 8 of 15

- MTO Highway 5 / 6 Interchange Provincial Class EA (2004)
- Waterdown Transportation Management Master Plan (ongoing).

Shovel-Ready Inventory Changes Since 2018 to End of 2020:

2018 Shovel-Ready Inventory (ha)	Shovel-Ready Land Created (ha)	Shovel-Ready Land Removed (ha)	2020 Shovel-Ready Inventory (ha)
18	19	9 – absorbed	28

Status of Infrastructure Expansion:

- Leavitt Boulevard (L3 WESCAM) – complete in 2021;
- Clappison’s Drive extension over Borer’s Creek – complete in 2021; and,
- Solar Drive Extension – anticipated in 2022.

Red Hill North and Red Hill South Industrial Business Parks

These business parks were established by the former City of Hamilton and Township of Glanbrook. The Red Hill North Business Park is well-established while the Red Hill South Industrial Business Park (formerly known as the North Glanbrook Industrial Park) is still largely undeveloped but is considered along with the AEGD as a prime area for employment expansion. These two parks have a combined gross area of 627 ha and are located between Red Hill Valley Parkway, Trinity Church Road, Dickenson Road East and Upper Ottawa Street (see Appendix “A” attached to Report PED16161(b)).

Plans and Policies Guiding Growth:

- Red Hill Business Park North was established by the City of Hamilton; Red Hill Business Park South was established by the Township of Glanbrook prior to amalgamation. Respective policies have since been incorporated into the UHOP;
- Class EAs:
 - North Glanbrook Industrial Business Park TMP EA (2006)
 - Red Hill Business Park South TMP Addendum (2013)
 - Trinity Church Arterial Corridor EA (2007)
 - Twenty Road and Upper Red Hill Valley Parkway Extension EA (ongoing).

Shovel-Ready Inventory Changes Since 2018 to End of 2020:

2018 Shovel-Ready Inventory (ha)	Shovel-Ready Land Created (ha)	Shovel-Ready Land Removed (ha)	2020 Shovel-Ready Inventory (ha)
83	22.6	6.1 - absorbed	99

SUBJECT: Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update (PED16161(b)) (City Wide) - Page 9 of 15

Recently the City sold a significant Shovel-Ready land holding on Nebo Road. It is expected that the purchaser will be permit ready within approximately 12-18 months. In addition, the City is proceeding with the design of the Dartnall Road extension south of Twenty Road this year with a planned implementation date of 2024. The expected increase in available Shovel-Ready lands related to this project is outlined later in this Report in the section entitled “Shovel-Ready Lands Added Forecast 2021-2024 - Totals by Area.”

Status of Infrastructure Expansion:

- Nebo Road Reconstruction (Rymal to Twenty) – planned for 2022/23; and,
- Dartnall Road Extension (Twenty to Dickenson) – planned for 2024.

Stoney Creek Industrial Business Park

This business park established by the former City of Stoney Creek is mostly built out but with some room still to accommodate growth. It is bounded by the Queen Elizabeth Way, Lewis Road, Barton Street and Grays Road with a total gross area of 678 ha (see Appendix “A” attached to Report PED16161(b)).

Plans and Policies Guiding Growth:

- Fruitland-Winona Secondary Plan (2014);
- SCUBE W/WW/SW Master Plan (Blocks 1, 2, and 3); and,
- Class EAs:
 - Arvin Avenue Class EA (2008)
 - Barton Street / Fifty Road Class EA (ongoing).

Shovel-Ready Inventory Changes Since 2018 to End of 2020:

2018 Shovel-Ready Inventory (ha)	Shovel-Ready Land Created (ha)	Shovel-Ready Land Removed (ha)	2020 Shovel-Ready Inventory (ha)
43*	4	4 - absorbed	43

*Adjusted (correction from 2017)

Status of Infrastructure Expansion:

- Arvin Avenue extension (west of McNeilly Road) – completed in 2019.

West Hamilton Innovation District

This 46 ha business park is a post amalgamation business park established as a corporate, academic and government innovation centre, which allows new businesses and industry to stay and grow-in-place This park is located along Longwood Road, bounded by Highway 403 to the north and Aberdeen Avenue to the west, is

SUBJECT: Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update (PED16161(b)) (City Wide) - Page 10 of 15

predominantly serviced and does not contribute to the current vacant employment land inventory in a significant way (see Appendix “A” attached to Report PED16161(b)).

Plans and Policies Guiding Growth:

- West Hamilton Innovation District Secondary Plan (2013).

Shovel-Ready Inventory Changes Since 2018 to End of 2020:

2018 Shovel-Ready Inventory (ha)	Shovel-Ready Land Created (ha)	Shovel-Ready Land Removed (ha)	2020 Shovel-Ready Inventory (ha)
3	0	0	3

Although no new Shovel-Ready lands are expected to be created in the near term, McMaster Innovation Park is expected to proceed with plans in the short term to redevelop the former Westinghouse property on Aberdeen Avenue as part of their ongoing expansion.

Status of Infrastructure Expansion:

- N/A

East Hamilton Industrial Area

This Business Park is a well-established, and mostly developed employment area established by the former City of Hamilton and has a gross area of 194 ha. It is bounded by the QEW, Grey’s Road, Barton Road and Red Hill Valley Parkway and has dense residential development along its centre.

Plans and Policies Guiding Growth:

- Established by the former City of Hamilton; its policies have been incorporated into UHOP; and,
- Class EAs and Secondary Plan
 - Centennial Neighbourhoods Secondary Plan (2018)
 - Centennial Neighbourhoods Transportation Master Plan (2018)
 - Ministry of Transportation Ontario – Centennial Go Station EA (2020).

Shovel-Ready Inventory Changes Since 2018 to End of 2020:

2018 Shovel-Ready Inventory (ha)	Shovel-Ready Land Created (ha)	Shovel-Ready Land Removed (ha)	2020 Shovel-Ready Inventory (ha)
7	3.9	1.3	9.6

SUBJECT: Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update (PED16161(b)) (City Wide) - Page 11 of 15

Status of Infrastructure Expansion:

- N/A

Dundas Industrial Park

This park with a gross area of 17.8 ha was established by the Town of Dundas prior to amalgamation. It is situated adjacent to an established residential neighbourhood and is predominantly developed and doesn't contribute to the current vacant employment land inventory in a significant way. Currently there is 0.7 ha of Shovel-Ready land available land in Dundas (see Appendix "A" attached to Report PED16161(b)).

Shovel-Ready Lands Added Forecast 2021-2024 - Totals by Area

The following table illustrates estimated Shovel-Ready lands be added to the Employment Lands inventory over the next four years through the installation of municipal infrastructure to support growth. Estimates have been prepared using data and information gathered from the Staging of Development Program, intentions of developers with active applications, and City-led infrastructure projects. Note, additional Shovel-Ready land is not expected to be added in the West Hamilton Innovation District and both Dundas and East Hamilton industrial parks over the next four years.

Business Park	Net Supply (ha)	2020 Shovel-Ready Supply (ha)	Added Shovel-Ready Supply Forecast (ha)			
			2021	2022	2023	2024
AEGD (along Dickenson)	743	12	27	71	45	0
AEGD (along Garner)			0	101	0	27
Ancaster	85	36	9	8	5	0
Stelco / Bayfront	46	40	0	16	0	0
Flamborough	54	28	8	7	0	0
Stoney Creek	62	43	0	14	0	10
Red Hill North and South	216	99	4	18	0	13
Total	1206	258	48	235	50	50

For reference, the Shovel-Ready lands inventory for 2020 data which was used to compile the foregoing data, can be found in Appendix "B" attached to Report

SUBJECT: Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update (PED16161(b)) (City Wide) - Page 12 of 15

PED16161(b). It illustrates land use designations, parcel size and location, as well as the status of available municipal services in map and table formats.

Due to the size and bulk of Appendix “B” to Report PED16161(b), an electronic copy is available for public viewing on the “Invest in Hamilton” website <https://investinhamilton.ca/discover-hamilton/location/business-parks/> and the City of Hamilton website, <https://www.hamilton.ca/mapping-business-reporting/activity-reports/employment-area-inventory>.

B. Additional Tools to Expedite the Shovel-Ready Land Initiative

In recent years, the City has experienced significant growth in employment land development and the interest of businesses locating in Hamilton is increasing, particularly in the AEGD. There is a high demand for large (>10 ha) serviced properties for warehousing purposes which are in relatively low supply across the City and across the region. As the City proceeds with the planned implementation of strategic servicing projects in the AEGD and Red Hill Business Park South, there are active employment plans of subdivisions with very tight timelines that require major municipal infrastructure sooner than what the City could deliver itself. In that respect, it is not uncommon for developers to advance infrastructure servicing projects to support their developments, but it has become apparent in staff conversations with the AEGD area developers, with active applications, that the typical timeline for development approvals, and ultimately the servicing of land, puts the ability to attract specific businesses currently looking to locate in Hamilton at risk.

In that regard, through 2021, staff have investigated the ability of Developers of Employment Lands to enter into Development Agreements with the City, in advance of development approvals where it is deemed beneficial to support the City’s Shovel-Ready Initiative.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Through Report PD01146, approved by Council on August 22, 2001, staff have delegated authority to execute Subdivision Agreements and Service Agreements as a condition of development approval arising out of Development Applications regulated by the *Planning Act* (e.g. Plan of Subdivision or Site Plan). Prior to work proceeding, a Developer must have approved construction plans / drawings, and execute an appropriate Development Agreement with the City; either a Subdivision Agreement, External Works Agreement, as examples. If the City were to consider permitting Developers of Employment Lands to advance development activities while a development application is still pending, it would require direct authorization by Council for a specific project or through additional delegated authority to the Mayor and Clerk.

SUBJECT: Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update (PED16161(b)) (City Wide) - Page 13 of 15

RELEVANT CONSULTATION

Staff have consulted with Legal Services to confirm any changes required to staff's existing delegated authority to execute Development Agreements prior to approval of a Development Application.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The City's Shovel-Ready Initiative is dynamic, as much driven by City-initiated projects that open up lands for development, as by developers who initiate their own projects in advance of the City and have the means to service the properties themselves.

Demand for serviced employment land is at unprecedented levels in the City and it has become apparent the needs and wishes of developers to meet the expectation of end-users can be constrained by the length of time it takes to get through the approvals process.

There are limited ways to expedite the development process without exposing the City to some sort of risk (e.g. financial) which undermines the City's authority to govern orderly development in an effective and equitable manner. Notwithstanding, staff have identified the potential to use two existing standard form Development Agreements that could be used with minimal risk in advance of full development approval of a Plan of Subdivision that in turn would expedite the development process.

1. External Works Agreement (EWA)

The EWA is a standard form Development Agreement between the City and a developer, permitting developers with approved development projects to install necessary right-of-way upgrades on behalf of the City (e.g. left turn lane or a sewer extension) external to the development project subject lands to service the development. Currently, staff have delegated authority to enter into an External Works Agreement with a developer when the developer has full planning approvals; e.g. full Site Plan approval. With additional delegated authority, staff could enter into an EWA with a developer in advance of Plan of Subdivision approval to permit approval and installation of servicing to occur, external to the subject lands, in parallel with the planning approvals process when it is deemed to be beneficial to the City's Shovel-Ready Initiative.

It is intended that this additional provision would only be used to support projects substantial in scope and as with every development project, the works would be financially secured by the developer, subject to a public tender in accordance with the City's Financial Policies for Development and coordinated with other City projects.

SUBJECT: Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update (PED16161(b)) (City Wide) - Page 14 of 15

2. Stockpiling and Pre-grading of Fill

Currently, developers are not permitted to alter their lands until they obtain engineering approvals following approval of a Site Plan or a Plan of Subdivision, the latter also requires a Subdivision Agreement before proceeding. For subdivisions, with additional delegated authority, staff could enter into a Pre-grading Agreement with a developer in advance of subdivision approval to permit the stockpiling and limited pre-grading of fill by a developer on its subject lands, if it can be demonstrated that having to wait for approval would:

- detrimentally affect the developer's ability to deliver serviced land to an end-user in a timely manner; and,
- can be implemented without materially impacting abutting land owners.

If permitted, the developer would proceed at its own risk and would provide sufficient securities to address any deficiencies in compliance. Additionally, the developer would proceed on the basis that stockpiling would not constitute any form of development approval. Permitting stock piling and limited pre-grading of fill to occur in a parallel with the Plan of Subdivision approvals process would in some instances significantly reduce the time it takes a development project to be ready for occupancy.

Based on the above, staff support the ability of Developers of Employment Lands to enter into Development Agreements with the City in advance of subdivision approval where it is deemed beneficial to support the City's Shovel-Ready Initiative. The use of an EWA for infrastructure servicing external to the subject lands or a Pre-grading Agreement for stock piling of fill and limited pre-grading would be subject to the same criteria and requirements as approved by Council and detailed in Report PD01146 and would only be considered for a proposed development that is actively moving through the draft plan of subdivision approval process.

ALTERNATIVES FOR CONSIDERATION

If Council chooses not to approve the use of additional tools to expedite the City's Shovel-Ready Initiative then Developers of Employment Lands would continue to follow the existing development process and proceed to stock piling fill, servicing, etc. only upon approval of their Planning Applications.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community

SUBJECT: Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update (PED16161(b)) (City Wide) - Page 15 of 15

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

Healthy and Safe Communities

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

Clean and Green

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

Built Environment and Infrastructure

Hamilton is supported by state-of-the-art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED16161(b) – Employment Lands Shovel-Ready Inventory – Detailed Maps and Tables

Appendix “B” to Report PED16161(b) – (PD01146) - (City Wide) (Item 8.5)
Streamlining of Development Approvals for the
New City of Hamilton

MF/GN/sf

2020

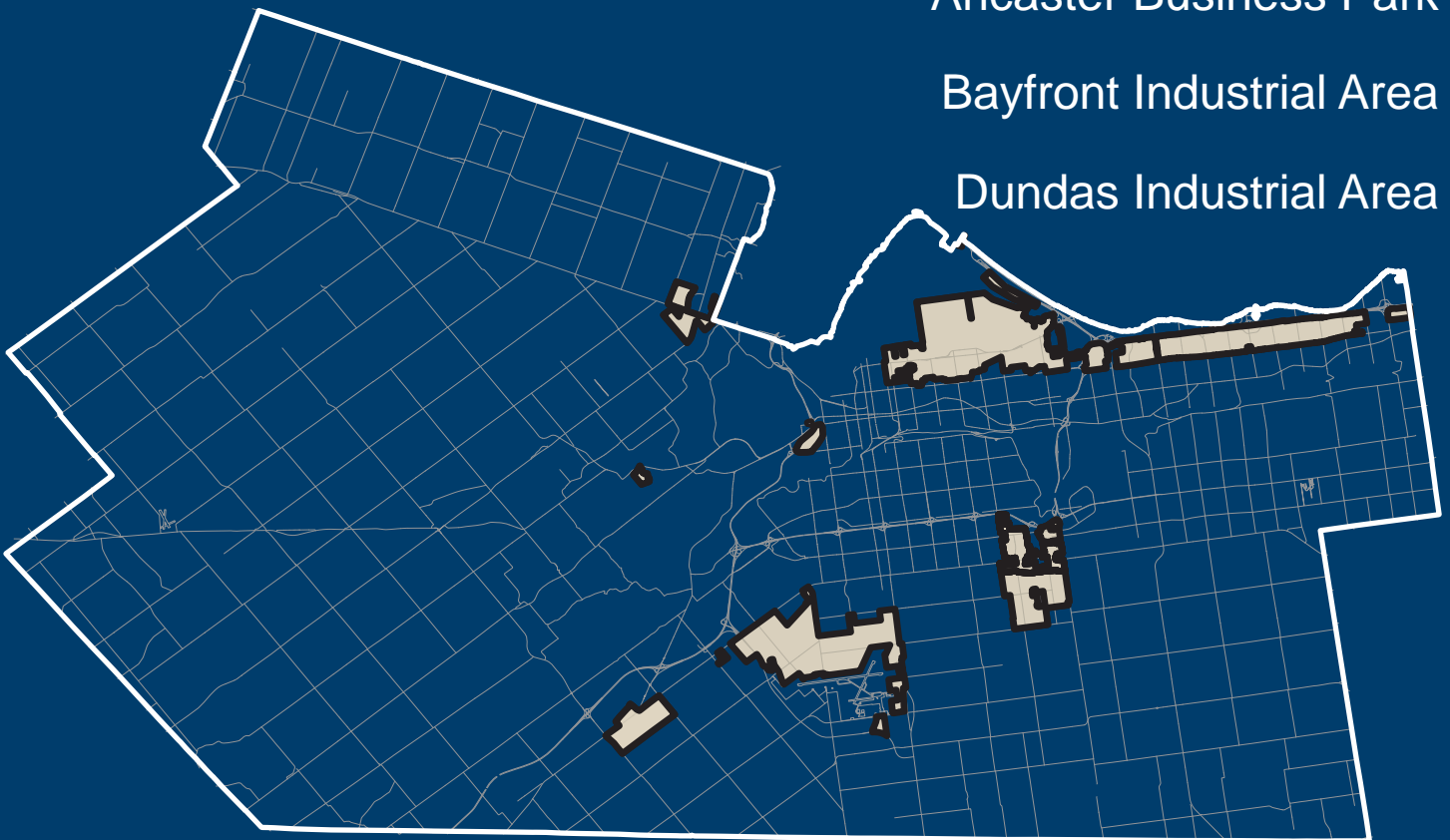
City of Hamilton Employment Area Inventory

Airport Employment Growth District

Ancaster Business Park

Bayfront Industrial Area

Dundas Industrial Area



East Hamilton Industrial Area

Flamborough Business Park

Red Hill North Business Park

Red Hill South Business Park

Stoney Creek Business Park

West Hamilton Innovation District



Hamilton

Land Use Categories

Farm with Retail/Industrial Uses: Farm properties with an industrial or commercial use with or without a house.

Industrial-Light: Industrial properties that do not produce any emissions with all uses wholly contained indoors. Examples include industrial condominiums, research facilities, and communication buildings.

Industrial-Medium: Properties with "standard" industrial uses. Also includes automotive assembly and parts production.

Industrial-Heavy: Industrial properties such as steel mills, cement or asphalt manufacturing plants, forest products, and other heavy manufacturing.

Institutional: Properties with uses such as school, place of worship, residential care facility and government institution.

Non-Developable: Includes open space, parks, burial facilities, woodlots, storm water management and MTO lands.

Office: Properties with a standard office use, as well as medical and dental buildings and banks and similar financial institutions.

Parking Lots: This category identifies properties used as parking lots, whether they are for public use or part of an existing business/industry.

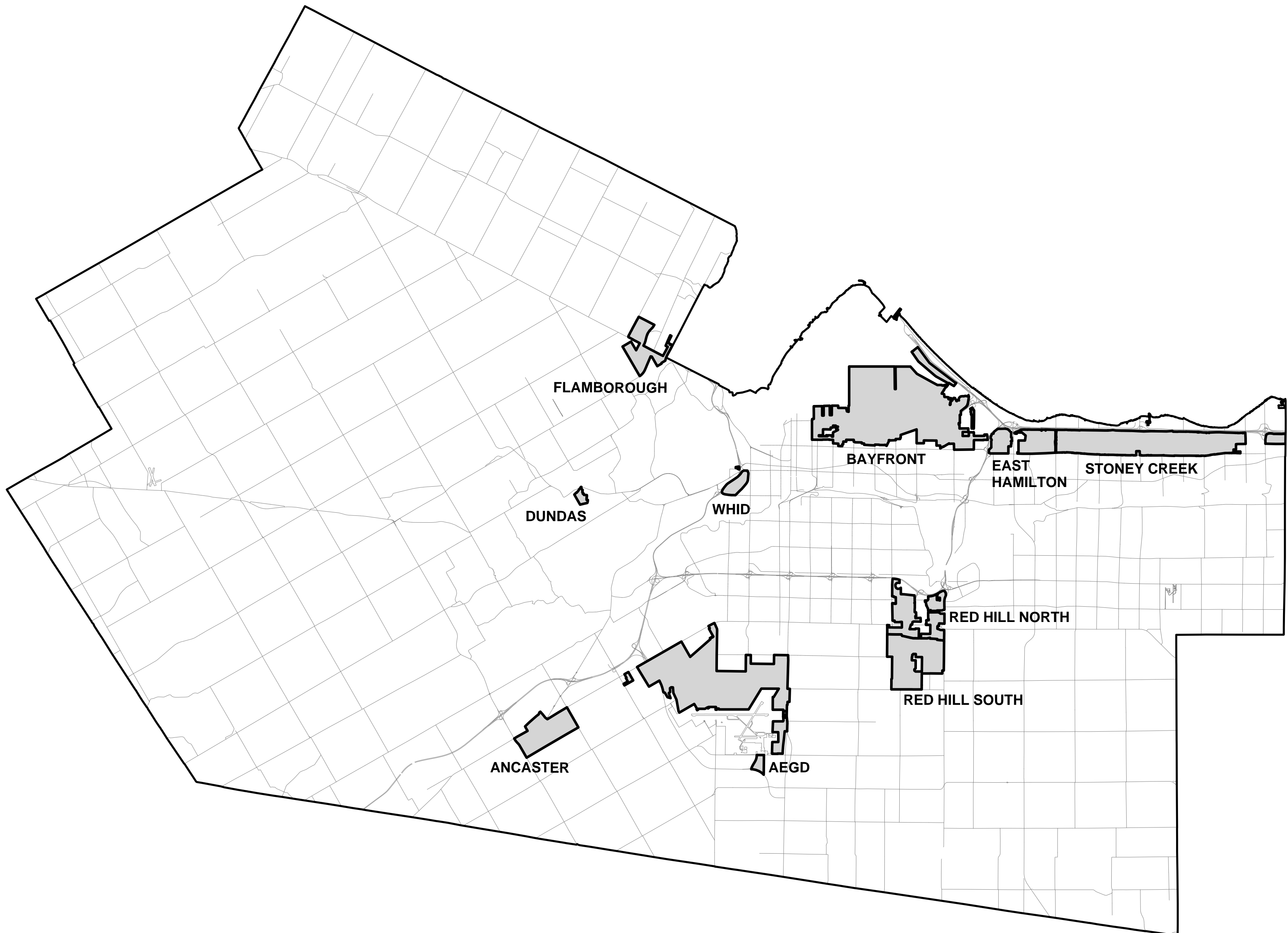
Potential Area for Redevelopment: Used to capture larger parcels that could have the potential for non-residential development. Uses include larger residential lots (greater than one acre), agricultural properties with residential or farm buildings, golf course properties greater than one acre, and outdoor amusement/exhibition grounds.

Residential < 1 acres (0.4 hectare): All residential properties that less than 1 acre in size.

Utilities: Properties that contain power lines, hydro and other energy stations, waste related (eg. Transfer station), pipelines as well as railway, airport and port facilities.

Vacant Land: Includes vacant land parcels, agricultural land with no buildings and golf course properties less than 1 acre.

Warehouse/Storage: These properties include warehouses, distribution centres, cold storage and storage yards.



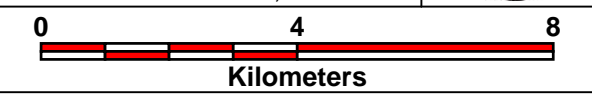
Legend

 Employment Area Boundary*

* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule

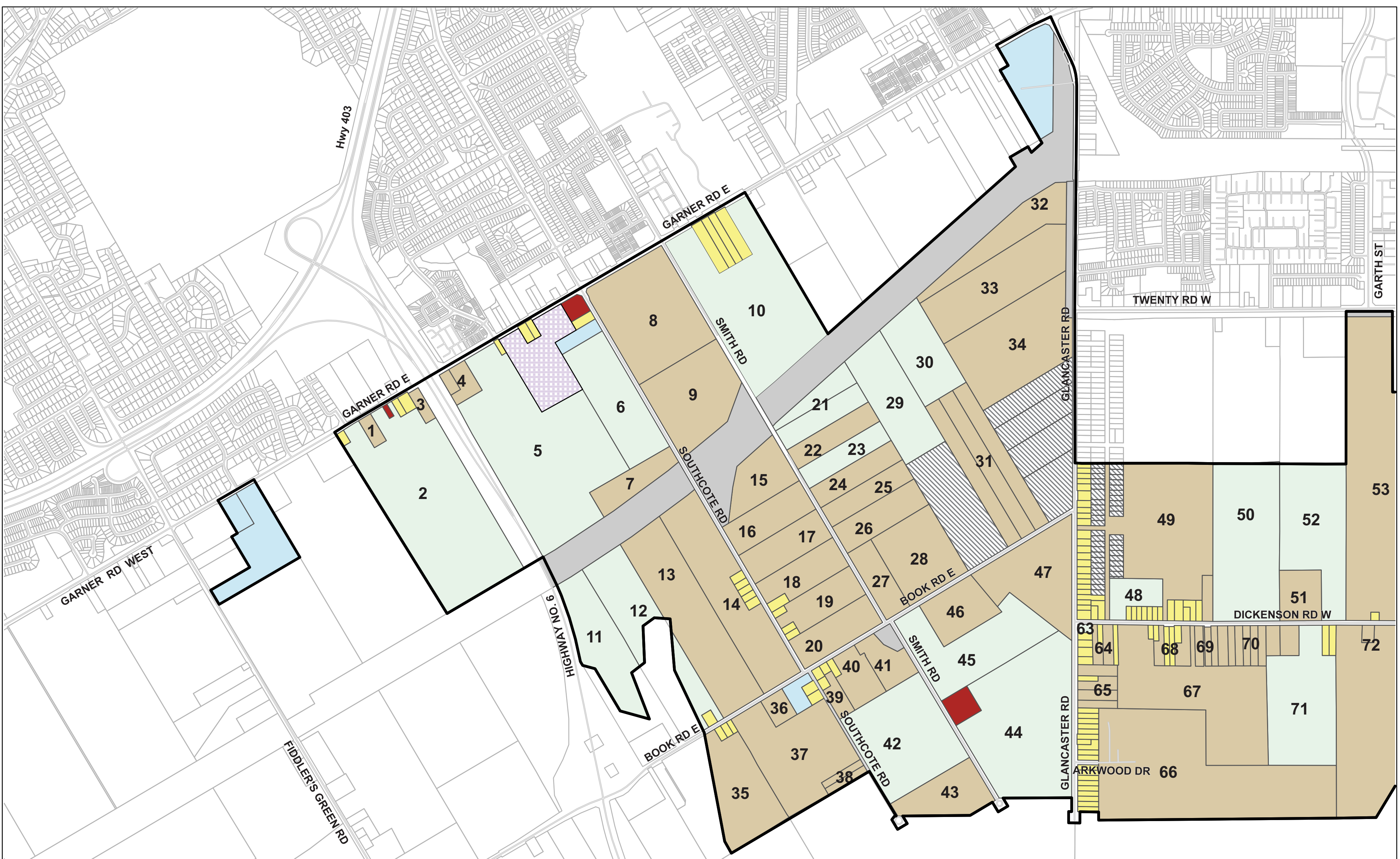
**City of Hamilton
 Employment Area Inventory
 2020 Index Map**

Source Date:
 December 31, 2020



PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
 INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT

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Legend

- | | | | |
|---------------------------------|--------------------|----------------------------------|----------------------------------|
| Employment Area Boundary* | Industrial - Heavy | Parcel Fabric | Utilities |
| Farm with Retail/Industrial Use | Institutional | Potential Area for Redevelopment | Vacant Land |
| Industrial - Light | Non-Developable | Residential < 1ac | Warehouse/Storage |
| Industrial - Medium | Office | Retail | Reference Number (table follows) |

* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule

Airport Employment Growth District
 2020 Existing Uses

Source Date: December 31, 2020		
0 500 1000 Meters	Sheet 1 of 3	
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT		

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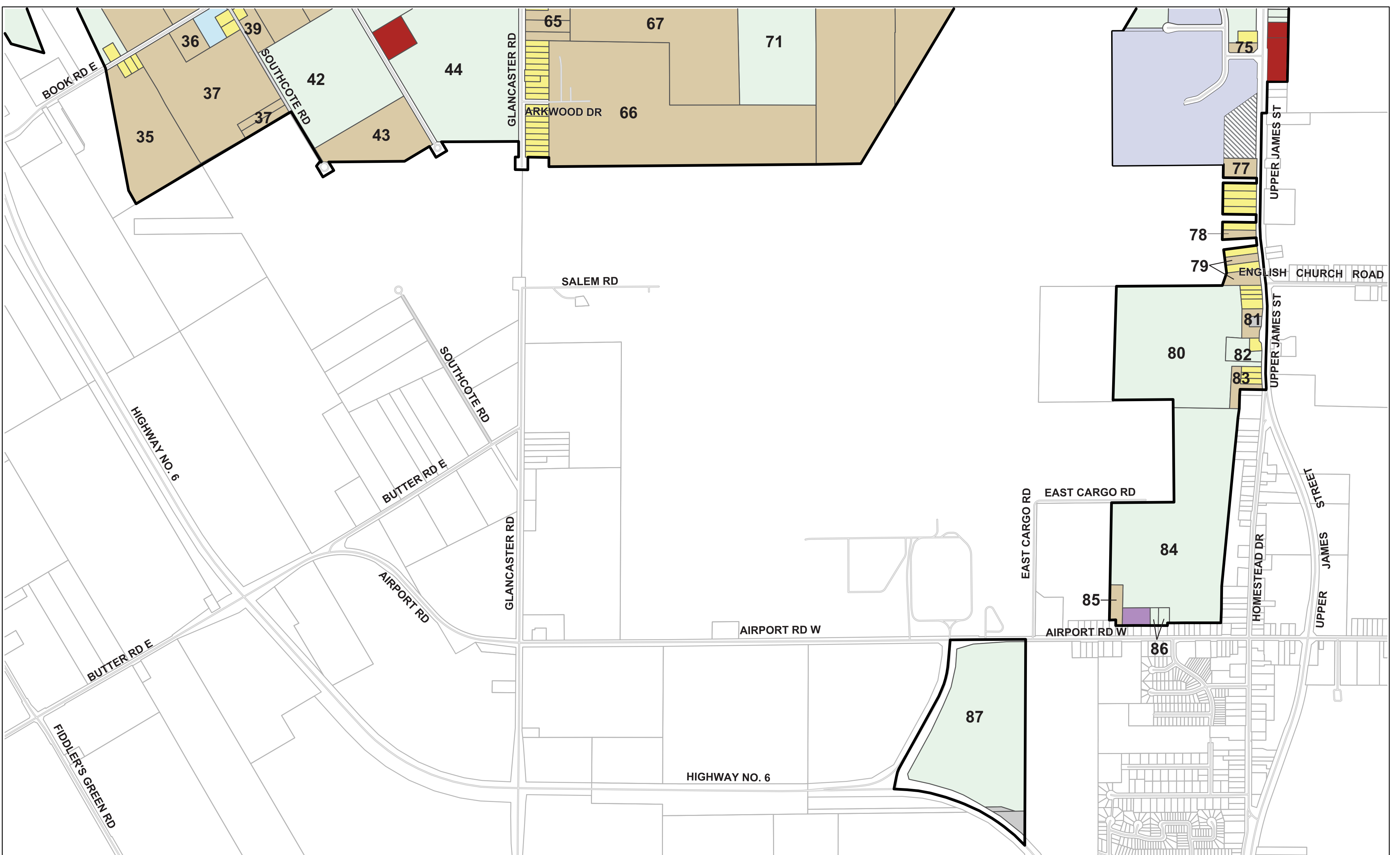
- | | | | |
|---------------------------------|--------------------|----------------------------------|----------------------------------|
| Employment Area Boundary* | Industrial - Heavy | Parcel Fabric | Utilities |
| Farm with Retail/Industrial Use | Institutional | Potential Area for Redevelopment | Vacant Land |
| Industrial - Light | Non-Developable | Residential < 1ac | Warehouse/Storage |
| Industrial - Medium | Office | Retail | Reference Number (table follows) |

* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule





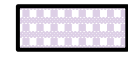










Airport Employment Growth District
 2020 Existing Uses

Source Date: December 31, 2020		
	Sheet 2 of 3	
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT		

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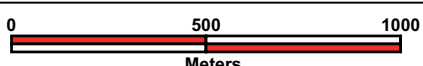


Legend

- | | | | | | | | |
|-------------------------------------------------------------------------------------|---------------------------------|-------------------------------------------------------------------------------------|--------------------|---------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------------------------------------|----------------------------------|
|  | Employment Area Boundary* |  | Industrial - Heavy |  | Parcel Fabric |  | Utilities |
|  | Farm with Retail/Industrial Use |  | Institutional |  | Potential Area for Redevelopment |  | Vacant Land |
|  | Industrial - Light |  | Non-Developable |  | Residential < 1ac |  | Warehouse/Storage |
|  | Industrial - Medium |  | Office |  | Retail |  | Reference Number (table follows) |

* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule

Airport Employment Growth District
 2020 Existing Uses

Source Date: December 31, 2020			
			
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT			Sheet 3 of 3

Airport Employment Growth District Potential Developable Lands December 31, 2020

Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
1	254 GARNER RD E	0.84	0.84	0.00	Partial	0.00	
2	140 GARNER RD E	34.51	32.85	32.85	Partial	0.00	25T-201806/FC-20-067
3	328 GARNER RD E	0.77	0.48	0.00	Partial	0.00	
4	370 GARNER RD E	0.50	0.50	0.00	Partial	0.00	25T-202102
	378 GARNER RD E	1.47	1.47	0.00	Partial	0.00	25T-202102
5	412 GARNER RD E	34.57	25.62	25.62	Partial	0.00	25T-202102
6	SOUTHCOTE RD	11.82	11.82	11.82	Unserviced	0.00	25T-202102
7	756 SOUTHCOTE RD	4.23	2.29	0.00	Unserviced	0.00	
8	618 GARNER RD E	18.66	18.30	0.00	Partial	0.00	
9	735 SOUTHCOTE RD	12.90	12.90	0.00	Unserviced	0.00	
10	700 GARNER RD E	26.66	26.66	26.66	Partial	0.00	
11	BOOK RD E	10.44	9.19	9.19	Unserviced	0.00	
12	411 BOOK RD E	10.89	7.16	7.17	Unserviced	0.00	
13	451 BOOK RD E	18.46	16.53	0.00	Unserviced	0.00	
14	992 SOUTHCOTE RD	16.47	16.47	0.00	Unserviced	0.00	
15	809 SOUTHCOTE RD	5.95	5.95	0.00	Unserviced	0.00	
16	855 SOUTHCOTE RD	5.68	5.67	0.00	Unserviced	0.00	
17	931 SOUTHCOTE RD	5.70	4.96	0.00	Unserviced	0.00	
18	961 SOUTHCOTE RD	5.31	4.76	0.00	Unserviced	0.00	
19	995 SOUTHCOTE RD	5.15	4.71	0.00	Unserviced	0.00	
20	601 BOOK RD E	5.72	5.28	0.00	Unserviced	0.00	
21	SMITH RD	2.77	2.77	2.77	Unserviced	0.00	
	SMITH RD	4.04	4.04	4.04	Unserviced	0.00	
22	799 SMITH RD	4.06	4.06	0.00	Unserviced	0.00	
23	811 SMITH RD	4.06	4.06	4.06	Unserviced	0.00	
24	837 SMITH RD	4.07	4.07	0.00	Unserviced	0.00	
25	879 SMITH RD	4.07	4.07	0.00	Unserviced	0.00	
26	911 SMITH RD	5.46	5.45	0.00	Unserviced	0.00	
27	957 SMITH RD	4.04	4.04	0.00	Unserviced	0.00	
28	745 BOOK RD E	10.09	8.90	0.00	Unserviced	0.00	
29	GARNER RD E	11.02	11.02	11.02	Unserviced	0.00	
30	832 GARNER RD E	8.64	7.06	7.06	Unserviced	0.00	
31	817 BOOK RD E	4.93	4.02	0.00	Unserviced	0.00	
	831 BOOK RD E	5.06	4.91	0.00	Unserviced	0.00	
	861 BOOK RD E	4.97	2.23	0.00	Unserviced	0.00	

Airport Employment Growth District Potential Developable Lands December 31, 2020

Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
32	204 GLANCASTER RD	7.63	5.86	0.00	Full	5.86	
33	254 GLANCASTER RD	14.48	11.44	0.00	Partial	0.00	
34	414 GLANCASTER RD	18.23	4.68	0.00	Partial	0.00	FC-20-097
35	394 BOOK RD E	10.69	8.73	0.00	Unserviced	0.00	
36	476 BOOK RD E	1.43	1.41	0.00	Unserviced	0.00	
37	448 BOOK RD E	15.55	8.95	0.00	Unserviced	0.00	
38	1174 SOUTHCOTE RD	0.60	0.23	0.00	Unserviced	0.00	
	1180 SOUTHCOTE RD	0.60	0.11	0.00	Unserviced	0.00	
39	1085 SOUTHCOTE RD	1.33	1.33	0.00	Unserviced	0.00	FC-20-085
40	598 BOOK RD E	3.62	3.62	0.00	Unserviced	0.00	
41	604 BOOK RD E	3.36	2.47	0.00	Unserviced	0.00	
42	SMITH RD	17.44	15.67	15.65	Unserviced	0.00	
43	1224 SMITH RD	6.68	4.91	0.00	Unserviced	0.00	
44	844 GLANCASTER RD	26.72	24.77	24.77	Partial	0.00	
45	1073 SMITH RD	14.28	13.64	13.65	Unserviced	0.00	
46	710 BOOK RD E	5.86	5.22	0.00	Unserviced	0.00	
47	766 BOOK RD E	12.27	12.27	0.00	Partial	0.00	
48	DICKENSON RD	3.29	2.78	2.78	Unserviced	0.00	
49	555 GLANCASTER RD	23.62	18.20	0.00	Partial	0.00	
	9756 DICKENSON RD	0.94	0.94	0.00	Unserviced	0.00	
50	9680 DICKENSON RD	20.20	14.56	14.56	Unserviced	0.00	
51	9620 DICKENSON RD	4.06	0.33	0.00	Unserviced	0.00	
52	9625 TWENTY RD	15.90	6.71	6.72	Unserviced	0.00	25T-201807
53	9511 TWENTY RD W	35.32	22.25	0.00	Unserviced	0.00	25T-201807
54	9445 TWENTY RD W	28.81	24.84	0.00	Unserviced	0.00	25T-201807
55	9285 TWENTY RD W	17.90	11.17	11.17	Unserviced	0.00	
56	9322 DICKENSON RD	18.32	15.86	15.86	Unserviced	0.00	DA-21-083/25T-202002
57	9236 DICKENSON RD	16.98	10.47	0.00	Partial	0.00	DA-21-083/25T-202002
58	2136 UPPER JAMES ST	0.13	0.13	0.13	Full	0.13	
	2150 UPPER JAMES ST	0.14	0.14	0.14	Full	0.14	
59	2240 UPPER JAMES ST	9.72	7.50	0.00	Partial	0.00	
60	9084 DICKENSON RD	9.94	8.31	0.00	Partial	0.00	
61	25 TALBOT LANE	1.06	0.66	0.00	Unserviced	0.00	
62	2310 UPPER JAMES ST	0.78	0.64	0.00	Full	0.64	
	2328 UPPER JAMES ST	0.86	0.53	0.00	Full	0.53	

Airport Employment Growth District Potential Developable Lands December 31, 2020							
Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
63	9923 DICKENSON RD	0.23	0.23	0.23	Partial	0.00	
64	9917 DICKENSON RD	0.62	0.62	0.00	Unserviced	0.00	
	9893 DICKENSON RD	0.81	0.81	0.00	Unserviced	0.00	
65	1069 GLANCASTER RD	0.85	0.85	0.00	Partial	0.00	
	1091 GLANCASTER RD	0.86	0.86	0.00	Partial	0.00	
	1107 GLANCASTER RD	0.79	0.79	0.00	Partial	0.00	
	1119 GLANCASTER RD	0.60	0.60	0.00	Partial	0.00	
66	1205 GLANCASTER RD	36.05	32.71	0.00	Unserviced	0.00	
67	9867 DICKENSON RD	22.15	19.16	0.00	Unserviced	0.00	FC-20-061
68	9813 DICKENSON RD	0.65	0.65	0.00	Unserviced	0.00	
	9781 DICKENSON RD	0.98	0.98	0.00	Unserviced	0.00	
69	9761 DICKENSON RD	0.65	0.52	0.00	Unserviced	0.00	
	9757 DICKENSON RD	0.49	0.25	0.00	Unserviced	0.00	
	9747 DICKENSON RD	0.50	0.34	0.00	Unserviced	0.00	
70	9731 DICKENSON RD	0.79	0.79	0.00	Unserviced	0.00	
	9717 DICKENSON RD	0.54	0.54	0.00	Unserviced	0.00	
	9707 DICKENSON RD	0.62	0.62	0.00	Unserviced	0.00	
	9697 DICKENSON RD	0.57	0.57	0.00	Unserviced	0.00	
	9675 DICKENSON RD	0.59	0.57	0.00	Unserviced	0.00	
	9671 DICKENSON RD	0.62	0.59	0.00	Unserviced	0.00	
	9655 DICKENSON RD	0.81	0.81	0.00	Unserviced	0.00	
	9631 DICKENSON RD	1.10	1.10	0.00	Unserviced	0.00	DA-20-046
71	9593 DICKENSON RD	15.85	14.05	14.05	Unserviced	0.00	FC-20-061
72	9541 DICKENSON RD	24.04	22.18	0.00	Unserviced	0.00	FC-20-061
	9517 DICKENSON RD	0.40	0.40	0.00	Unserviced	0.00	
73	9451 DICKENSON RD	9.83	8.63	0.00	Unserviced	0.00	FC-20-061
	9399 DICKENSON RD	0.67	0.67	0.00	Unserviced	0.00	
	9359 DICKENSON RD	0.91	0.91	0.00	Unserviced	0.00	
74	10 AEROPARK BLVD	1.53	1.53	1.53	Full	1.53	DA-21-034
	41 AEROPARK BLVD	1.29	1.29	1.29	Full	1.29	DA-21-047
	73 AEROPARK BLVD	1.18	1.18	1.18	Full	1.18	DA-21-114
	28 WETENHALL CRT	2.00	2.00	2.00	Full	2.00	
75	2502 UPPER JAMES ST	0.42	0.42	0.00	Full	0.42	DA-20-122

Airport Employment Growth District Potential Developable Lands December 31, 2020							
Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
76	2411 UPPER JAMES ST	0.44	0.44	0.44	Full	0.44	
	2411 UPPER JAMES ST	0.23	0.23	0.23	Full	0.23	
	2411 UPPER JAMES ST	0.23	0.23	0.23	Full	0.23	
	2411 UPPER JAMES ST	0.23	0.23	0.23	Full	0.23	
	2411 UPPER JAMES ST	0.24	0.24	0.24	Full	0.24	
	2411 UPPER JAMES ST	0.25	0.25	0.25	Full	0.25	
	2411 UPPER JAMES ST	0.25	0.25	0.25	Full	0.25	
	2411 UPPER JAMES ST	0.25	0.25	0.25	Full	0.25	
	2475 UPPER JAMES ST	0.16	0.16	0.16	Full	0.16	
77	2624 UPPER JAMES ST	0.99	0.99	0.00	Partial	0.00	
78	2696 UPPER JAMES ST	0.44	0.44	0.00	Partial	0.00	
79	2718 UPPER JAMES ST	0.41	0.41	0.00	Partial	0.00	
	2740 UPPER JAMES ST	0.78	0.78	0.00	Partial	0.00	
80	UPPER JAMES ST	21.66	16.16	16.17	Partial	0.00	FC-20-070
81	2826 UPPER JAMES ST	0.66	0.39	0.00	Partial	0.00	
82	2876 UPPER JAMES ST	1.04	0.72	0.72	Partial	0.00	FC-20-070
83	2906 UPPER JAMES ST	0.80	0.68	0.00	Partial	0.00	
84	3054 HOMESTEAD DR	27.66	26.83	26.83	Partial	0.00	FC-21-077
85	9174 AIRPORT RD	0.75	0.75	0.00	Full	0.75	
86	9120 AIRPORT RD	0.22	0.22	0.22	Full	0.22	
	9110 AIRPORT RD	0.29	0.29	0.29	Full	0.29	
87	9555 AIRPORT RD	21.13	17.72	17.73	Partial	0.00	25T-202106
Total		891.82	743.32	332.21		17.26	

Sources: Planning and Economic Development GIS Year End 2020 PPI Land Use Layer, 2020 Building Permits, November 2020 MPAC, Ministry Approved Urban Hamilton Official Plan E-1 Schedule

Notes:

1. Data captured in this table is based on existing primary landuse and is part of the land budget.
2. Existing roads excluded from area calculations.



Legend

- | | | | | | | | |
|--|---------------------------------|--|--------------------|--|----------------------------------|--|----------------------------------|
| | Employment Area Boundary* | | Industrial - Heavy | | Parcel Fabric | | Utilities |
| | Farm with Retail/Industrial Use | | Institutional | | Potential Area for Redevelopment | | Vacant Land |
| | Industrial - Light | | Non-Developable | | Residential < 1ac | | Warehouse/Storage |
| | Industrial - Medium | | Office | | Retail | | Reference Number (table follows) |

* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule

**Ancaster Business Park
 2020 Existing Uses**

Source Date: December 31, 2020		
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT		

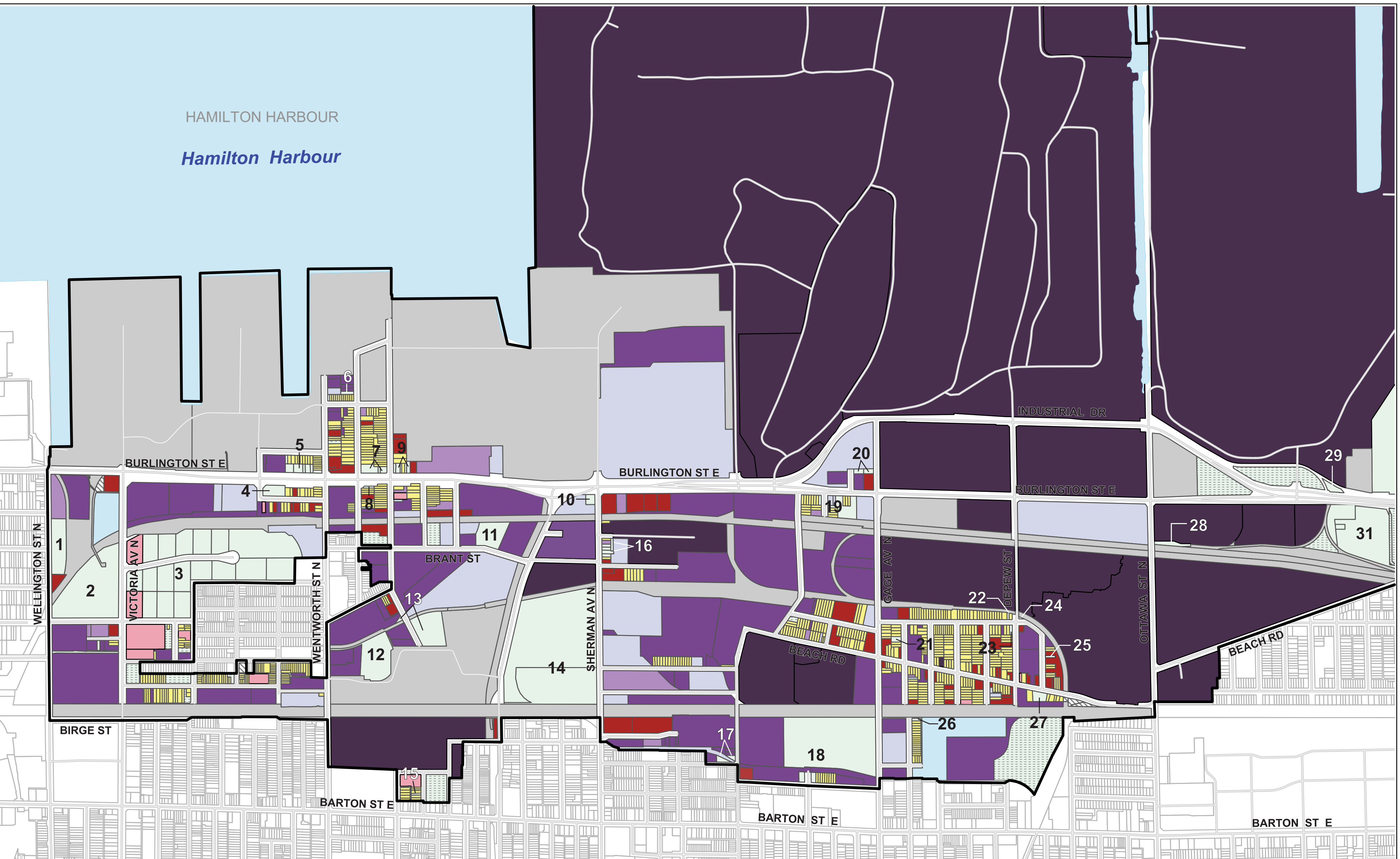
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Ancaster Business Park Potential Developable Lands December 31, 2020							
Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
1	1505 WILSON ST W	3.75	3.05	0.00	Partial		
2	1473 WILSON ST W	0.45	0.45	0.45	Partial		
3	1431 WILSON ST W	1.66	1.66	0.00	Partial		
4	PORTIA DR	1.53	1.11	1.11	Full	1.11	25T-91005/62M-1067
5	PORTIA DR	5.38	5.38	5.38	Full	5.38	25T-91005/62M-1067
6	591 TRINITY RD	0.63	0.63	0.63	Partial		
7	635 TRINITY RD	5.83	4.96	4.96	Partial		
8	769 TRINITY RD	0.79	0.79	0.00	Full	0.79	25T-89042
9	TRINITY RD	4.05	4.05	4.05	Unknown		25T-89042
10	1524 WILSON ST W	1.52	1.52	1.52	Full	1.52	DA-18-122/SPA-21-032
11	1492 WILSON ST W	1.19	1.19	1.19	Full	1.19	DA-18-156
12	TRADEWIND DR	0.41	0.41	0.41	Full	0.41	DA-18-157
13	TRADEWIND DR	0.42	0.42	0.42	Full	0.42	DA-18-158
14	586 TRADEWIND DR	0.42	0.42	0.42	Full	0.42	DA-18-159
15	620 TRADEWIND DR	11.36	10.78	10.78	Full	10.78	25T-200512
16	1550 CORMORANT RD	6.51	5.87	5.87	Full	5.87	DA-20-006/25T-200512
17	1166 GARNER RD W	5.21	5.13	0.00	Full	5.13	
18	1166 GARNER RD W	0.92	0.92	0.92	Full	0.92	
19	1046 GARNER RD W	1.14	1.14	1.14	Full	1.14	DA-07-120
20	1028 GARNER RD W	0.50	0.50	0.00	Full	0.5	
21	1005 OSPREY DR	0.45	0.45	0.45	Full	0.45	
22	GARNER RD W	31.10	29.51	29.51	Partial		
23	722 SHAVER RD	0.51	0.49	0.49	Partial		SPA-19-082/25T-78036/62M-637
24	TRUSTWOOD RD	1.97	1.97	1.97	Unserviced		25T-78036/25T-200720
25	TRUSTWOOD RD	1.98	1.39	1.39	Unserviced		25T-78036/25T-200720
26	TRUSTWOOD RD	1.96	0.42	0.42	Unserviced		25T-78036/25T-200720
27	800 SHAVER RD	0.44	0.44	0.44	Partial		DA-20-124/25T-78036/62M-637
Total		92.08	85.05	73.92		36.03	

Sources: Planning and Economic Development GIS Year End 2020 PPI Land Use Layer, 2020 Building Permits, November 2020 MPAC, Ministry Approved Urban Hamilton Official Plan E-1 Schedule

Notes:

1. Data captured in this table is based on existing primary landuse and is part of the land budget.
2. Existing roads excluded from area calculations.



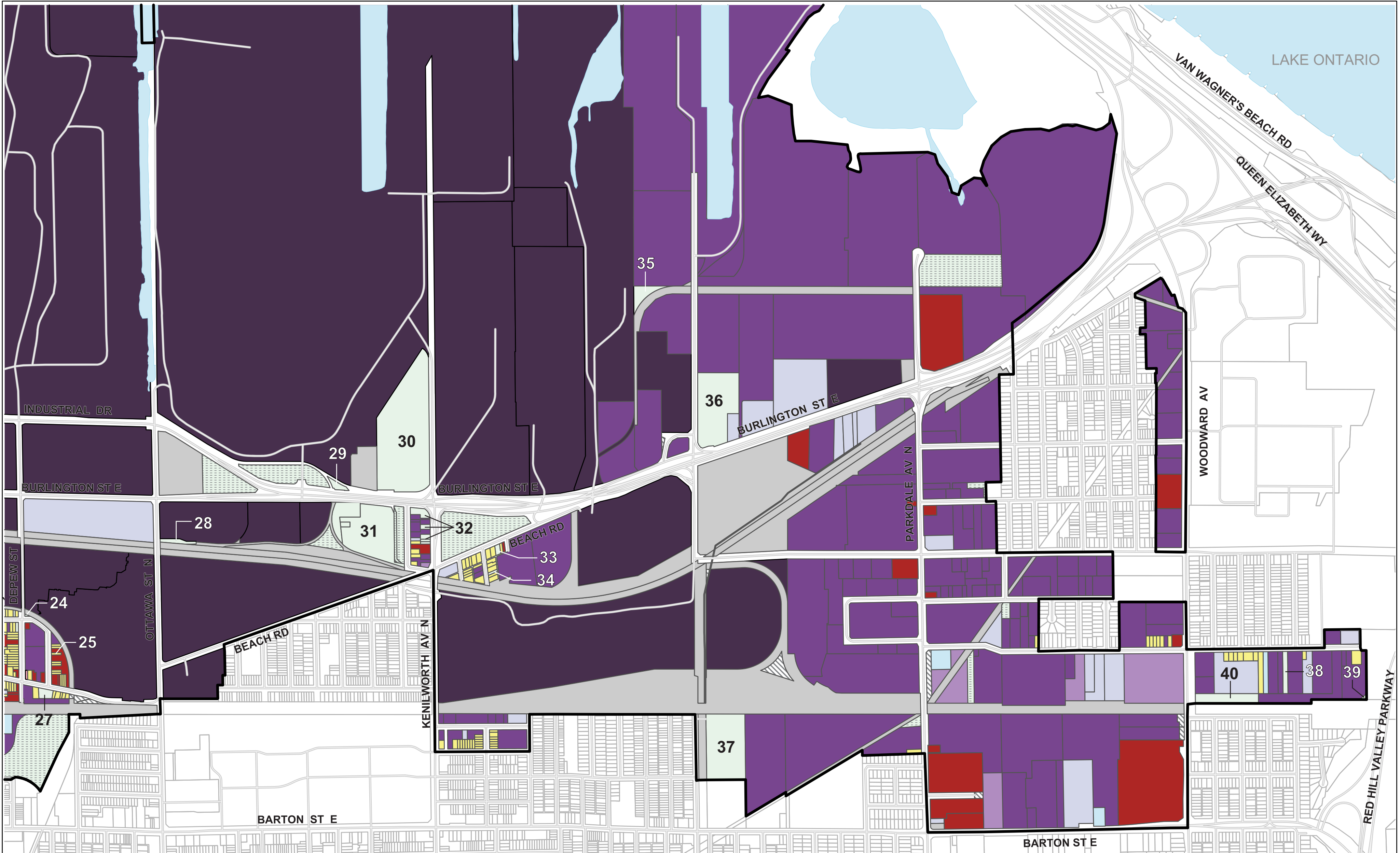
Legend

Employment Area Boundary*	Industrial - Heavy	Parking Lot	Utilities
Farm with Retail/Industrial Use	Institutional	Potential Area for Redevelopment	Vacant Land
Industrial - Light	Non-Developable	Residential < 1ac	Warehouse/Storage
Industrial - Medium	Office	Retail	Parcel Fabric
			1 Reference Number (table follows)

* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule

**Bayfront Industrial Area
2020 Existing Uses**

Source Date: December 31, 2020		
	Sheet 1 of 3	
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT		
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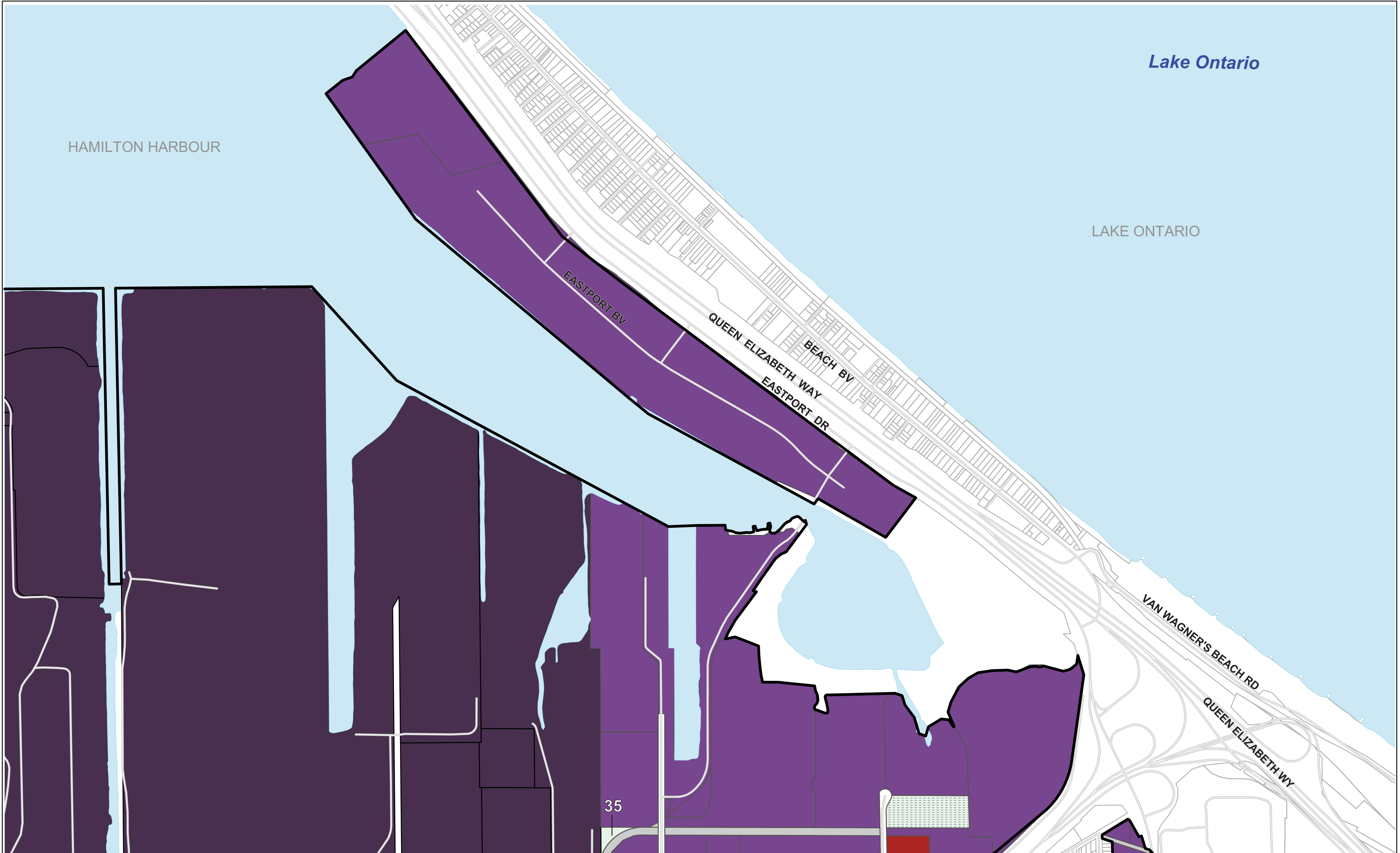
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|--|---------------------------------|--|--------------------|--|----------------------------------|----------|----------------------------------|
| | Employment Area Boundary* | | Industrial - Heavy | | Parking Lot | | Utilities |
| | Farm with Retail/Industrial Use | | Institutional | | Potential Area for Redevelopment | | Vacant Land |
| | Industrial - Light | | Non-Developable | | Residential < 1ac | | Warehouse/Storage |
| | Industrial - Medium | | Office | | Retail | | Parcel Fabric |
| | | | | | | 1 | Reference Number (table follows) |



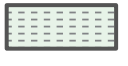

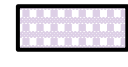











* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule

**Bayfront Industrial Area
 2020 Existing Uses**

Source Date: December 31, 2020			
Sheet 2 of 3		PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT	
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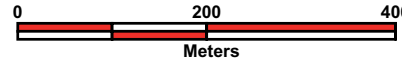
Legend

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|-------------------------------------------------------------------------------------|---------------------------------|-------------------------------------------------------------------------------------|--------------------|---------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------------------------------------|-------------------|
|  | Employment Area Boundary* |  | Industrial - Heavy |  | Parking Lot |  | Utilities |
|  | Farm with Retail/Industrial Use |  | Institutional |  | Potential Area for Redevelopment |  | Vacant Land |
|  | Industrial - Light |  | Non-Developable |  | Residential < 1ac |  | Warehouse/Storage |
|  | Industrial - Medium |  | Office |  | Retail |  | Parcel Fabric |

* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule

1 Reference Number (table follows)

**Bayfront Industrial Area
 2020 Existing Uses**

Source Date: December 31, 2020			
			
Sheet 3 of 3		PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT	
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Bayfront Industrial Area Potential Developable Lands December 31, 2020

Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
1	472 WELLINGTON ST N	0.77	0.77	0.77	Full	0.77	
2	451 VICTORIA AVE N	3.21	3.21	3.21	Full	3.21	
3	7 STUDEBAKER PL	0.40	0.40	0.40	Full	0.40	25T-201208/62M-1242
	11 STUDEBAKER PL	0.40	0.40	0.40	Full	0.40	25T-201208/62M-1242
	15 STUDEBAKER PL	0.40	0.40	0.40	Full	0.40	25T-201208/62M-1242
	19 STUDEBAKER PL	0.44	0.44	0.44	Full	0.44	25T-201208/62M-1242
	23 STUDEBAKER PL	0.40	0.40	0.40	Full	0.40	25T-201208/62M-1242
	27 STUDEBAKER PL	1.73	1.73	1.73	Full	1.73	25T-201208/62M-1242
	28 STUDEBAKER PL	0.63	0.63	0.63	Full	0.63	25T-201208/62M-1242
	24 STUDEBAKER PL	0.40	0.40	0.40	Full	0.40	25T-201208/62M-1242
	20 STUDEBAKER PL	0.39	0.39	0.39	Full	0.39	25T-201208/62M-1242
	16 STUDEBAKER PL	0.47	0.47	0.47	Full	0.47	25T-201208/62M-1242
	12 STUDEBAKER PL	0.42	0.42	0.42	Full	0.42	25T-201208/62M-1242
	8 STUDEBAKER PL	0.32	0.32	0.32	Full	0.32	DA-17-155/25T-201208/62M-1242
	4 STUDEBAKER PL	0.31	0.31	0.31	Full	0.31	DA-17-155/25T-201208/62M-1242
	341 FERRIE ST E	0.37	0.37	0.37	Full	0.37	DA-17-155/25T-201208/62M-1242
345 FERRIE ST E	0.42	0.42	0.42	Full	0.42	DA-17-155/25T-201208/62M-1242	
349 FERRIE ST E	0.42	0.42	0.42	Full	0.42	DA-17-155/25T-201208/62M-1242	
106 MARS AVE	0.60	0.60	0.60	Full	0.60		
4	450 BURLINGTON ST E	0.23	0.23	0.23	Full	0.23	
5	36 OLIVER ST	0.02	0.02	0.02	Full	0.02	
	471 BURLINGTON ST E	0.07	0.07	0.07	Full	0.07	
	479 BURLINGTON ST E	0.08	0.08	0.08	Full	0.08	
	487 BURLINGTON ST E	0.02	0.02	0.02	Full	0.02	
	489 BURLINGTON ST E	0.04	0.04	0.04	Full	0.04	
	493 BURLINGTON ST E	0.02	0.02	0.02	Full	0.02	
	501 BURLINGTON ST E	0.03	0.03	0.03	Full	0.03	
6	1 LAND ST	0.01	0.01	0.01	Partial	0.00	
	161 NIAGARA ST	0.04	0.04	0.04	Partial	0.00	
7	539 BURLINGTON ST E	0.13	0.13	0.13	Full	0.13	
	553 BURLINGTON ST E	0.01	0.01	0.01	Full	0.01	
	555 BURLINGTON ST E	0.04	0.04	0.04	Full	0.04	
8	NIAGARA ST	0.02	0.02	0.02	Full	0.02	
	74 NIAGARA ST	0.05	0.05	0.05	Full	0.05	SPA-20-103
	70 NIAGARA ST	0.02	0.02	0.02	Full	0.02	

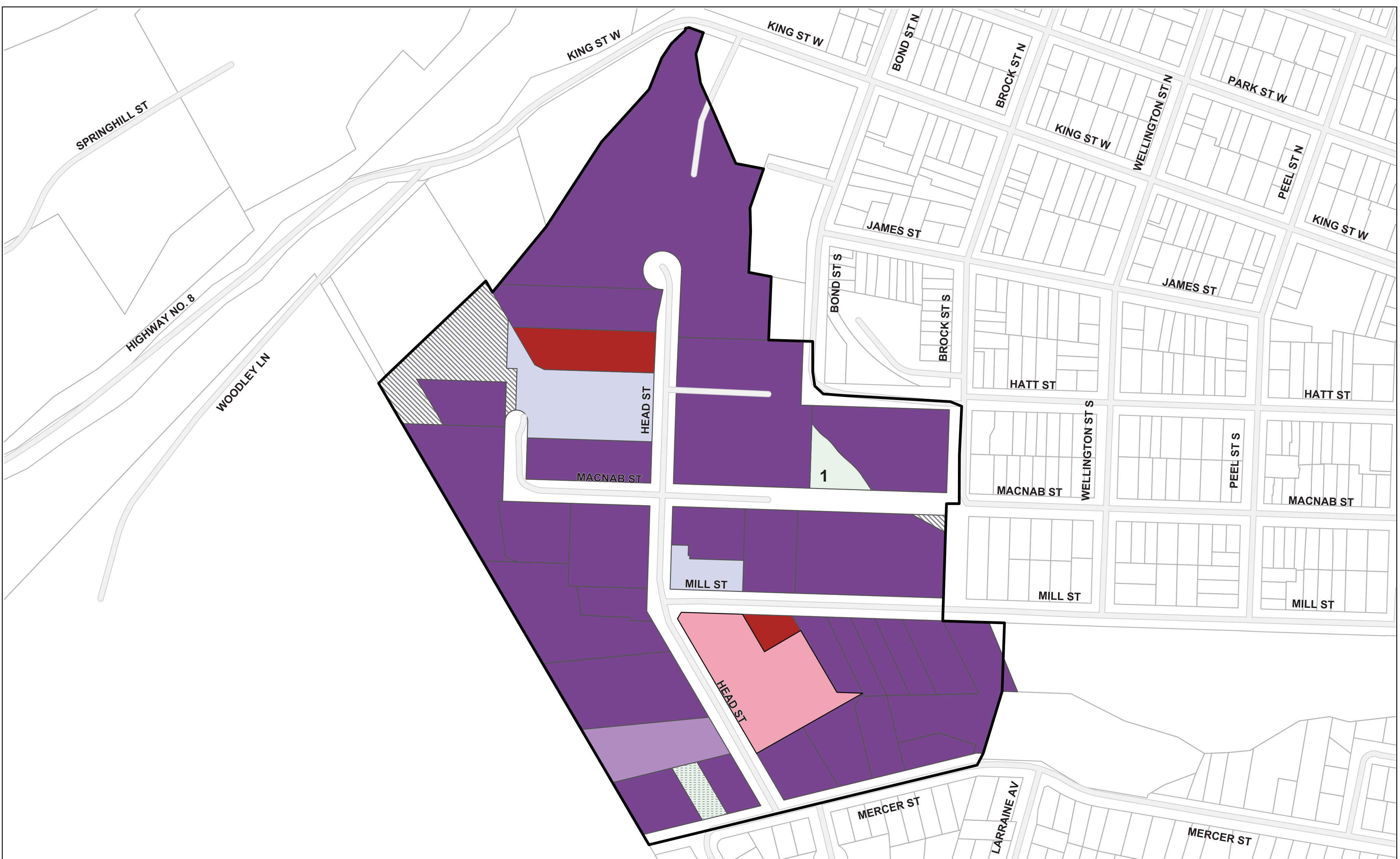
Bayfront Industrial Area Potential Developable Lands							
December 31, 2020							
Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
9	561 BURLINGTON ST E	0.02	0.02	0.02	Full	0.02	
	563 BURLINGTON ST E	0.04	0.04	0.04	Full	0.04	
	571 BURLINGTON ST E	0.03	0.03	0.03	Full	0.03	
	573 BURLINGTON ST E	0.04	0.04	0.04	Full	0.04	
10	413 SHERMAN AVE N	0.09	0.09	0.09	Full	0.09	
11	77 BRANT ST	0.66	0.66	0.66	Full	0.66	
12	350 WENTWORTH ST N	1.26	1.26	1.26	Partial	0.00	
13	3 HILLYARD ST	0.02	0.02	0.02	Partial	0.00	
	2 HILLYARD ST	0.90	0.90	0.90	Partial	0.00	
14	319 SHERMAN AVE N	6.27	6.27	6.27	Full	6.27	
	275 SHERMAN AVE N	2.74	2.74	2.74	Full	2.74	
15	17 WESTINGHOUSE AVE	0.02	0.02	0.02	Partial	0.00	
16	48 GERRARD ST	0.03	0.03	0.03	Partial	0.00	
	382 SHERMAN AVE N	0.02	0.02	0.02	Partial	0.00	
	380 SHERMAN AVE N	0.03	0.03	0.03	Partial	0.00	
	376 SHERMAN AVE N	0.04	0.04	0.04	Partial	0.00	
	374 SHERMAN AVE N	0.03	0.03	0.03	Partial	0.00	
17	103 CLINTON ST	0.05	0.05	0.05	Partial	0.00	
	217 LOTTRIDGE ST	0.03	0.03	0.03	Partial	0.00	
18	39 LLOYD ST	0.06	0.06	0.06	Full	0.06	
	43 LLOYD ST	4.60	4.60	4.60	Full	4.60	
	45 LLOYD ST	0.05	0.05	0.05	Full	0.05	
19	924 BURLINGTON ST E	0.02	0.02	0.02	Full	0.02	
	938 BURLINGTON ST E	0.38	0.38	0.38	Full	0.38	
20	LANCASTER ST	0.05	0.05	0.05	Full	0.05	
	GAGE AVE N	0.05	0.05	0.05	Full	0.05	
21	389 AVONDALE ST	0.02	0.02	0.02	Full	0.02	DA-20-021
	391 AVONDALE ST	0.02	0.02	0.02	Full	0.02	DA-20-021
	AVONDALE ST	0.01	0.01	0.01	Full	0.01	DA-20-021
22	113 GERTRUDE ST	0.01	0.01	0.01	Full	0.01	DA-14-136
23	102 GERTRUDE ST	0.03	0.03	0.03	Full	0.03	DA-18-049
24	48 DEPEW ST	0.01	0.01	0.01	Partial	0.00	
25	20 NORTHCOTE ST	0.02	0.02	0.02	Full	0.02	
26	272 AVONDALE ST	0.02	0.02	0.02	Partial	0.00	
27	254 BEACH RD	0.13	0.13	0.13	Partial	0.00	
28	600 OTTAWA ST N	0.13	0.13	0.13	Partial	0.00	

Bayfront Industrial Area Potential Developable Lands December 31, 2020							
Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
29	1395 BURLINGTON ST E	0.10	0.10	0.10	Partial	0.00	
30	1505 BURLINGTON ST E	5.62	5.62	5.62	Full	5.62	
31	1390 BURLINGTON ST E	0.54	0.54	0.54	Full	0.54	
	1400 BURLINGTON ST E	0.05	0.05	0.05	Full	0.05	
	1414 BURLINGTON ST E	2.31	2.31	2.31	Full	2.31	
32	579 KENILWORTH AVE N	0.14	0.14	0.14	Full	0.14	
	569 KENILWORTH AVE N	0.05	0.05	0.05	Full	0.05	
	561 KENILWORTH AVE N	0.05	0.05	0.05	Full	0.05	
	557 KENILWORTH AVE N	0.02	0.02	0.02	Full	0.02	
	555 KENILWORTH AVE N	0.02	0.02	0.02	Full	0.02	
33	554 BEACH RD	0.05	0.05	0.05	Partial	0.00	
34	12 BEATTY AVE	0.02	0.02	0.02	Partial	0.00	
35	695 STRATHEARNE AVE	0.33	0.33	0.33	Unserviced	0.00	
36	1721 BURLINGTON ST E	2.54	2.54	2.54	Full	2.54	
37	360 STRATHEARNE AVE	2.46	2.46	2.46	Unserviced	0.00	
38	760 RENNIE ST	0.20	0.20	0.20	Full	0.20	DA-20-093
39	RENNIE ST	0.02	0.02	0.02	Unserviced	0.00	
40	690 RENNIE ST	0.60	0.60	0.60	Partial	0.00	
Total		46.38	46.38	46.38		40.03	

Sources: Planning and Economic Development GIS Year End 2020 PPI Land Use Layer, 2020 Building Permits, November 2020 MPAC, Ministry Approved Urban Hamilton Official Plan E-1 Schedule

Notes:

1. Data captured in this table is based on existing primary landuse and is part of the land budget.
2. Existing roads excluded from area calculations.



Legend			
	Employment Area Boundary*		Industrial - Heavy
	Farm with Retail/Industrial Use		Institutional
	Industrial - Light		Non-Developable
	Industrial - Medium		Residential < 1ac
			Retail
			Vacant Land
			Warehouse/Storage
			Utilities
			Potential Area for Redevelopment
			Vacant Land
			Warehouse/Storage
			Parcel Fabric
		1	Reference Number (table follows)

* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule

**Dundas Industrial Area
2020 Existing Uses**

Source Date:
December 31, 2020

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT

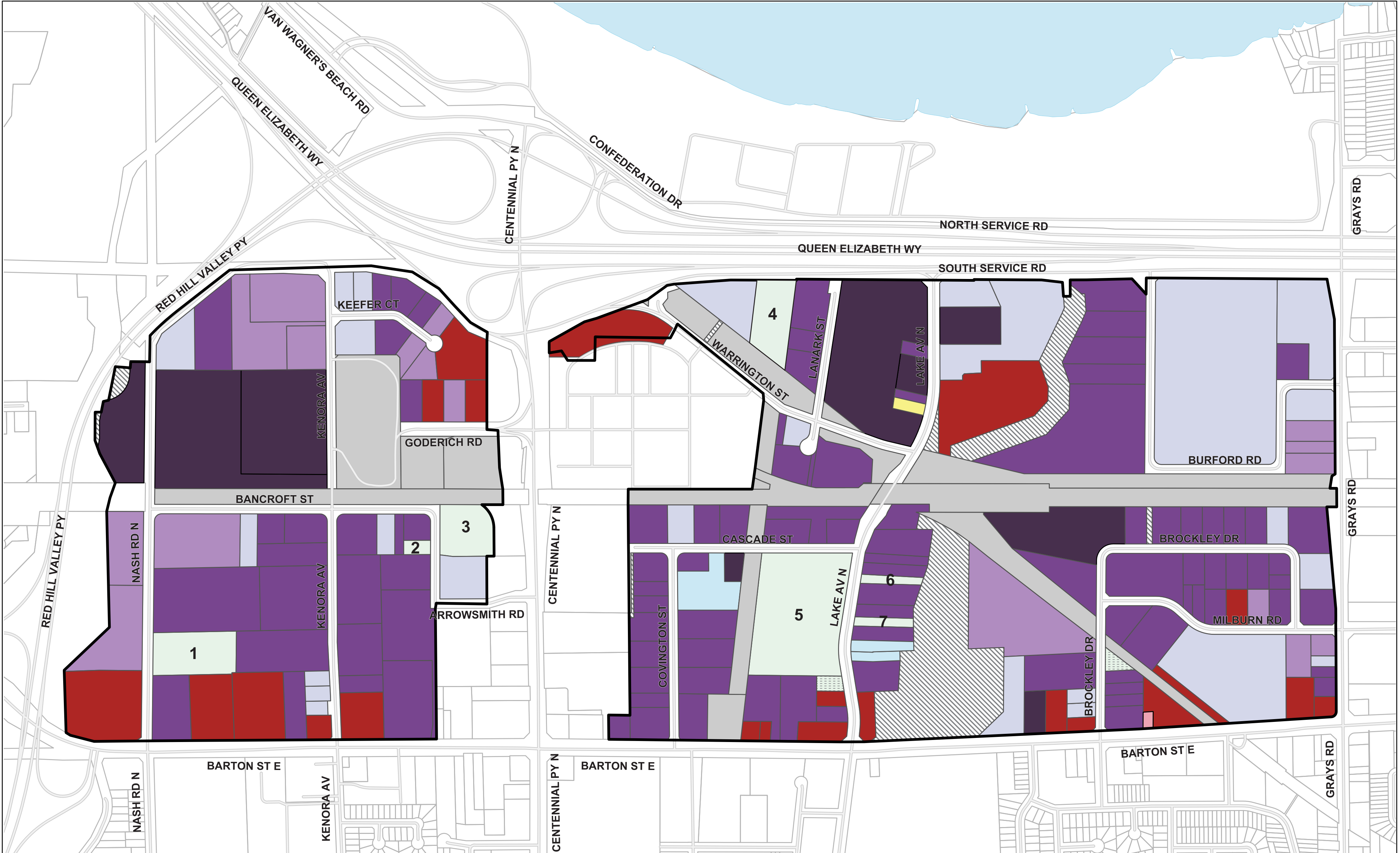
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Dundas Industrial Area Potential Developable Lands December 31, 2020							
Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
1	47 HEAD ST	0.17	0.07	0.07	Partial	0.00	
Total		0.17	0.07	0.07		0.00	

Sources: Planning and Economic Development GIS Year End 2020 PPI Land Use Layer, 2020 Building Permits, November 2020 MPAC, Ministry Approved Urban Hamilton Official Plan E-1 Schedule

Notes:

1. Data captured in this table is based on existing primary landuse and is part of the land budget.
2. Existing roads excluded from area calculations.



- | | | | |
|---------------------------------|--------------------|----------------------------------|-------------------|
| Employment Area Boundary* | Industrial - Heavy | Potential Area for Redevelopment | Utilities |
| Farm with Retail/Industrial Use | Institutional | Residential < 1ac | Vacant Land |
| Industrial - Light | Non-Developable | Retail | Warehouse/Storage |
| Industrial - Medium | Office | | Parcel Fabric |

* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule

1 Reference Number (table follows)

**East Hamilton Industrial Area
2020 Existing Uses**

Source Date:
December 31, 2020

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Meters

Hamilton

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT

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East Hamilton Industrial Area Potential Developable Lands December 31, 2020							
Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
1	330 NASH RD N	1.62	1.62	1.62	Full	1.62	DA-18-149
2	160 BANCROFT ST	0.17	0.17	0.17	Full	0.17	
3	185 BANCROFT ST	1.22	1.22	1.22	Full	1.22	
4	35 WARRINGTON ST	1.32	1.32	1.32	Full	1.32	
5	279 LAKE AVE N	4.95	4.95	4.95	Full	4.95	DA-17-198
6	318 LAKE AVE N	0.23	0.19	0.19	Full	0.19	
7	300 LAKE AVE N	0.25	0.21	0.21	Full	0.21	
Total		9.76	9.68	9.68		9.68	

Sources: Planning and Economic Development GIS Year End 2020 PPI Land Use Layer, 2020 Building Permits, November 2020 MPAC, Ministry Approved Urban Hamilton Official Plan E-1 Schedule

Notes:

1. Data captured in this table is based on existing primary landuse and is part of the land budget.
2. Existing roads excluded from area calculations.



Legend

- | | | | | | | | |
|--|---------------------------------|--|--------------------|--|----------------------------------|--|----------------------------------|
| | Employment Area Boundary* | | Industrial - Heavy | | Parcel Fabric | | Utilities |
| | Farm with Retail/Industrial Use | | Institutional | | Potential Area for Redevelopment | | Vacant Land |
| | Industrial - Light | | Non-Developable | | Residential < 1ac | | Warehouse/Storage |
| | Industrial - Medium | | Office | | Retail | | Reference Number (table follows) |

* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule

Flamborough Business Park
 2020 Existing Uses

Source Date: December 31, 2020		
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT		
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Flamborough Business Park Potential Developable Lands December 31, 2020							
Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
1	HWY 6	3.88	3.88	3.88	Partial	0.00	
2	586 HWY 6	1.28	1.28	0.00	Partial	0.00	
3	28 PARKSIDE DR	2.06	2.03	0.00	Partial	0.00	
4	566 HWY 6	7.84	7.84	7.84	Partial	0.00	25T-202107
5	56 PARKSIDE DR	9.85	9.85	9.85	Full	9.85	25T-201507/62M-1270
6	74 PARKSIDE DR	5.27	5.27	5.27	Full	5.27	25T-201507
7	82 PARKSIDE DR	0.36	0.36	0.36	Full	0.36	DA-16-010
8	90 PARKSIDE DR	1.86	1.86	1.86	Full	1.86	25T-201507
9	96 PARKSIDE DR	1.64	1.22	1.22	Full	1.22	25T-201507/62M-1270
10	100 PARKSIDE DR	2.11	0.33	0.33	Full	0.33	
11	116 DUNDAS ST E	0.14	0.11	0.11	Unserviced	0.00	
12	495 HWY 6	1.46	1.44	1.44	Full	1.44	
13	19 HWY 5 W	0.63	0.58	0.58	Full	0.58	
14	43 HWY 5 W	9.54	9.54	9.54	Partial	0.00	DA-21-134/DA-21-135/25T-201708
15	63 HWY 5 W	0.54	0.54	0.54	Partial	0.00	DA-19-181
16	170 CORESLAB DR	2.54	2.44	2.44	Full	2.44	SPA-19-173
17	77 HWY 5 W	0.42	0.42	0.00	Partial	0.00	
18	85 CORESLAB DR	1.56	1.44	1.44	Full	1.44	DA-18-128/SPA-21-050
	35 PYRAMID WAY	1.54	1.53	1.53	Full	1.53	
	49 CORESLAB DR	1.26	1.11	1.11	Full	1.11	
19	111 HWY 5 W	0.52	0.52	0.00	Full	0.52	DA-18-103
Total		56.30	53.59	49.34		27.95	

Sources: Planning and Economic Development GIS Year End 2020 PPI Land Use Layer, 2020 Building Permits, November 2020 MPAC, Ministry Approved Urban Hamilton Official Plan E-1 Schedule

Notes:

1. Data captured in this table is based on existing primary landuse and is part of the land budget.
2. Existing roads excluded from area calculations.



Legend

- | | | | | | | | |
|--|---------------------------------|--|--------------------|--|----------------------------------|--|----------------------------------|
| | Employment Area Boundary* | | Industrial - Heavy | | Parcel Fabric | | Utilities |
| | Farm with Retail/Industrial Use | | Institutional | | Potential Area for Redevelopment | | Vacant Land |
| | Industrial - Light | | Non-Developable | | Residential < 1ac | | Warehouse/Storage |
| | Industrial - Medium | | Office | | Retail | | Reference Number (table follows) |

* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule

**Red Hill North Business Park
(formerly Mountain Business Park)
2020 Existing Uses**

Source Date:
December 31, 2020

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT

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Red Hill Business Park North Potential Developable Lands December 31, 2020

Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
1	1255 UPPER OTTAWA ST	1.82	1.80	1.80	Full	1.80	
2	130 MUD ST	7.44	7.44	7.44	Full	7.44	
3	205 HEMPSTEAD DR	0.37	0.37	0.37	Full	0.37	
4	24 DITTON DR	0.51	0.51	0.51	Full	0.51	
5	23 DITTON DR	0.35	0.35	0.35	Full	0.35	
	31 DITTON DR	0.34	0.34	0.34	Full	0.34	
6	89 HIGHLAND RD	1.01	1.01	1.01	Full	1.01	
7	103 DITTON DR	0.32	0.32	0.32	Full	0.32	
8	111 DITTON DR	0.29	0.29	0.29	Full	0.29	
	DITTON DR	0.30	0.20	0.20	Full	0.20	
9	1277 RYMAL RD E	0.82	0.82	0.82	Full	0.82	
10	406 PRITCHARD RD	2.42	2.22	2.22	Full	2.22	DA-17-121
11	250 PRITCHARD RD	6.92	0.00	0.00	Partial	0.00	
12	1465 RYMAL RD E	3.64	0.36	0.36	Full	0.36	
13	1557 RYMAL RD E	0.45	0.45	0.00	Full	0.45	
	1565 RYMAL RD E	0.20	0.20	0.20	Full	0.20	DA-20-025
	694 PRITCHARD RD	0.38	0.38	0.38	Full	0.38	DA-20-025
14	393 PRITCHARD RD	0.51	0.51	0.51	Unserviced	0.00	
15	601 PRITCHARD RD	1.64	1.64	0.00	Unserviced	0.00	FC-18-037/PSR-18-072
16	649 PRITCHARD RD	1.21	1.21	1.21	Unserviced	0.00	FC-18-037/PSR-18-072
17	655 PRITCHARD RD	0.66	0.66	0.00	Unserviced	0.00	
18	655 PRITCHARD RD	0.56	0.56	0.56	Unserviced	0.00	
19	575 HIGHLAND RD W	7.77	7.77	7.77	Partial	0.00	
20	455 NEBO RD	2.61	2.61	2.61	Full	2.61	
21	1280 RYMAL RD E	0.95	0.95	0.95	Full	0.95	DA-17-187
22	RYMAL RD E	2.36	2.35	2.35	Partial	0.00	SPA-20-008
23	RYMAL RD E	6.07	5.65	5.65	Unserviced	0.00	
24	1600 RYMAL RD E	1.17	0.68	0.68	Unserviced	0.00	
25	1610 RYMAL RD E	0.80	0.44	0.44	Unserviced	0.00	
26	1622 RYMAL RD E	0.80	0.62	0.62	Unserviced	0.00	
27	1636 RYMAL RD E	0.74	0.43	0.43	Unserviced	0.00	
28	42 TRINITY CHURCH RD	1.39	1.00	0.00	Unserviced	0.00	
29	56 TRINITY CHURCH RD	1.21	1.08	0.00	Unserviced	0.00	
30	68 TRINITY CHURCH RD	1.02	0.81	0.81	Unserviced	0.00	

Red Hill Business Park North Potential Developable Lands December 31, 2020							
Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
31	74 TRINITY CHURCH RD	2.56	2.17	2.17	Unserviced	0.00	FC-19-002
Total		61.61	48.20	43.37		20.62	

Sources: Planning and Economic Development GIS Year End 2020 PPI Land Use Layer, 2020 Building Permits, November 2020 MPAC, Ministry Approved Urban Hamilton Official Plan E-1 Schedule

Notes:

1. Data captured in this table is based on existing primary landuse and is not part of the land budget.
2. Existing roads excluded from area calculations.



Legend					
	Employment Area Boundary*		Industrial - Heavy		Parcel Fabric
	Farm with Retail/Industrial Use		Institutional		Potential Area for Redevelopment
	Industrial - Light		Non-Developable		Residential < 1ac
	Industrial - Medium		Office		Retail
			Utilities		Vacant Land
			Warehouse/Storage		Reference Number (table follows)

* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule

Red Hill South Business Park
 (formerly North Glanbrook Business Park)
 2020 Existing Uses

Source Date: December 31, 2020

0 250 500 Meters

Hamilton

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
 INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT

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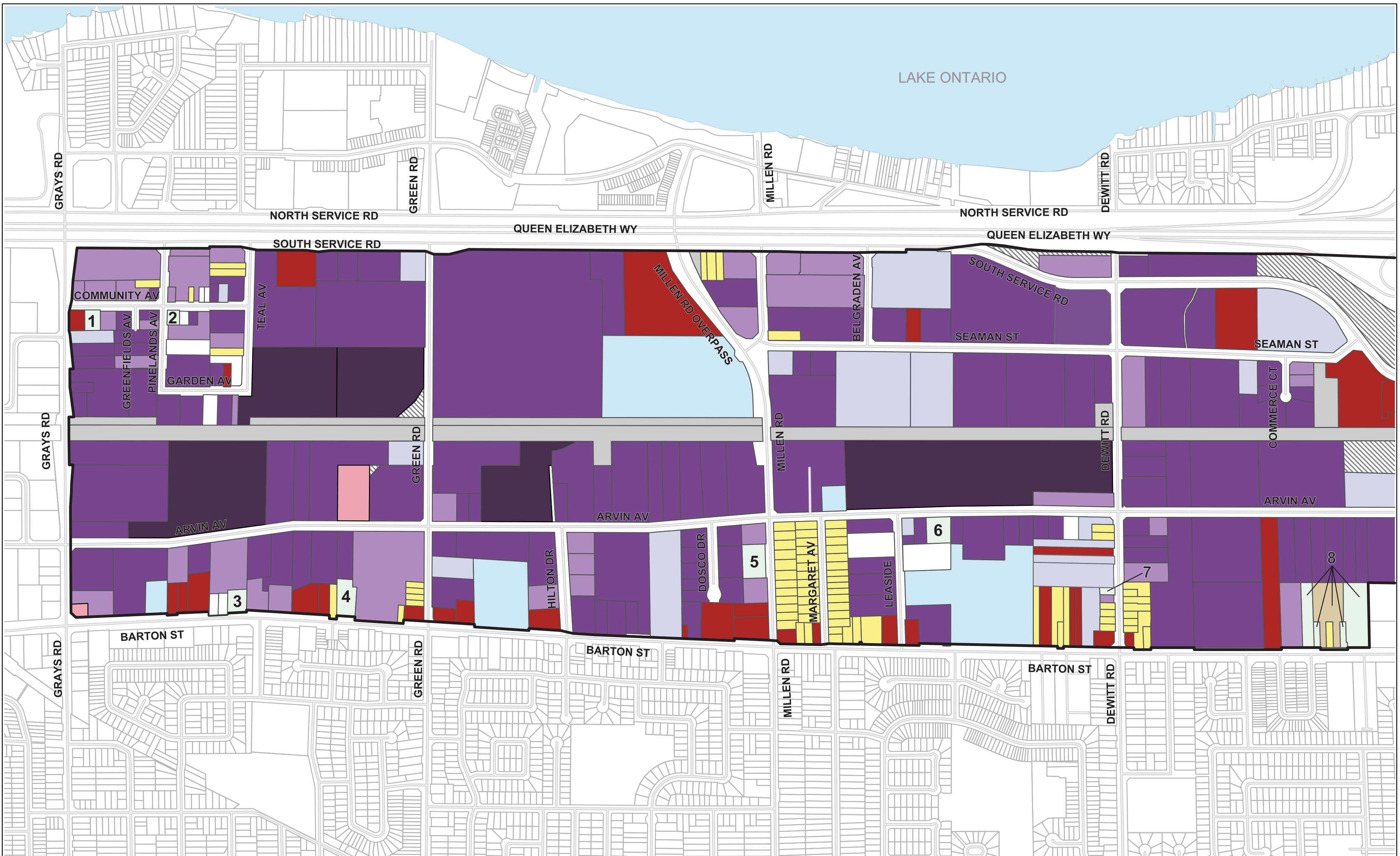
Red Hill Business Park South Potential Developable Lands December 31, 2020							
Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
1	TWENTY RD	10.04	10.04	10.04	Unserviced	0.00	FC-21-119
2	610 NEBO RD	7.70	7.70	7.70	Partial	0.00	
3	615 NEBO RD	0.38	0.38	0.38	Partial	0.00	
4	212 GLOVER RD	26.68	24.47	24.47	Full	24.47	25T-80024/ZAC-14-034
5	190 GLOVER RD	2.03	2.02	2.02	Partial	0.00	
6	187 GLOVER RD	0.74	0.74	0.00	Partial	0.00	
7	216 TRINITY CHURCH RD	11.81	11.81	0.00	Unserviced	0.00	FC-20-071
8	TRINITY CHURCH RD	17.31	16.19	16.19	Partial	16.19	25T-85003
9	7 AMBITIOUS CRT	1.56	1.56	1.56	Full	1.56	25T-201207/62M-1259
	6 AMBITIOUS CRT	1.05	1.05	1.05	Full	1.05	25T-201207/62M-1259
	14 AMBITIOUS CRT	3.08	3.08	3.08	Full	3.08	25T-201207/62M-1259
	15 AMBITIOUS CRT	2.74	2.74	2.74	Full	2.74	DA-20-034/25T-201207/62M-1259
10	720 NEBO RD	0.59	0.59	0.59	Full	0.59	DA-20-002
11	884 NEBO RD	0.09	0.09	0.09	Partial	0.00	
12	TWENTY RD E	0.04	0.04	0.04	Full	0.04	
13	863 NEBO RD	11.84	11.84	11.84	Full	11.84	DA-21-129
14	5787 TWENTY RD	0.52	0.52	0.00	Full	0.52	
15	5787 TWENTY RD E	0.57	0.49	0.49	Full	0.49	
16	5787 TWENTY RD	15.56	11.35	11.35	Unserviced	0.00	
17	5407 TWENTY RD	2.22	1.56	1.56	Unserviced	0.00	
18	5365 TWENTY RD	3.21	3.21	3.21	Unserviced	0.00	
19	5291 TWENTY RD	0.76	0.76	0.00	Partial	0.00	
20	400 GLOVER RD	5.43	5.43	5.43	Full	5.43	
21	399 GLOVER RD	10.60	10.60	10.60	Full	10.60	DA-21-072
22	TWENTY RD	0.65	0.35	0.35	Unserviced	0.00	
23	DICKENSON RD	4.20	3.22	3.22	Unserviced	0.00	
24	DICKENSON RD	4.05	4.05	4.05	Unserviced	0.00	
25	941 NEBO RD	0.14	0.14	0.14	Unserviced	0.00	
	NEBO RD	2.27	2.27	2.27	Unserviced	0.00	
26	925 NEBO RD	4.05	4.05	4.05	Unserviced	0.00	
27	DICKENSON RD	1.62	1.62	1.62	Unserviced	0.00	
28	925 NEBO RD	3.33	3.33	3.33	Unserviced	0.00	
29	DICKENSON RD	2.46	2.12	0.00	Unserviced	0.00	
30	5420 DICKENSON RD	1.84	1.84	0.00	Unserviced	0.00	
31	DICKENSON RD	2.64	2.12	2.12	Unserviced	0.00	
32	DICKENSON RD	1.69	1.55	1.55	Unserviced	0.00	
33	DICKENSON RD	8.40	7.85	7.85	Unserviced	0.00	

Red Hill Business Park South Potential Developable Lands December 31, 2020							
Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
34	DICKENSON RD	4.77	4.77	4.77	Unserviced	0.00	
Total		178.66	167.54	149.75		78.60	

Sources: Planning and Economic Development GIS Year End 2020 PPI Land Use Layer, 2020 Building Permits, November 2020 MPAC, Ministry Approved Urban Hamilton Official Plan E-1 Schedule

Notes:

1. Data captured in this table is based on existing primary landuse and is part of the land budget.
2. Existing roads excluded from area calculations.



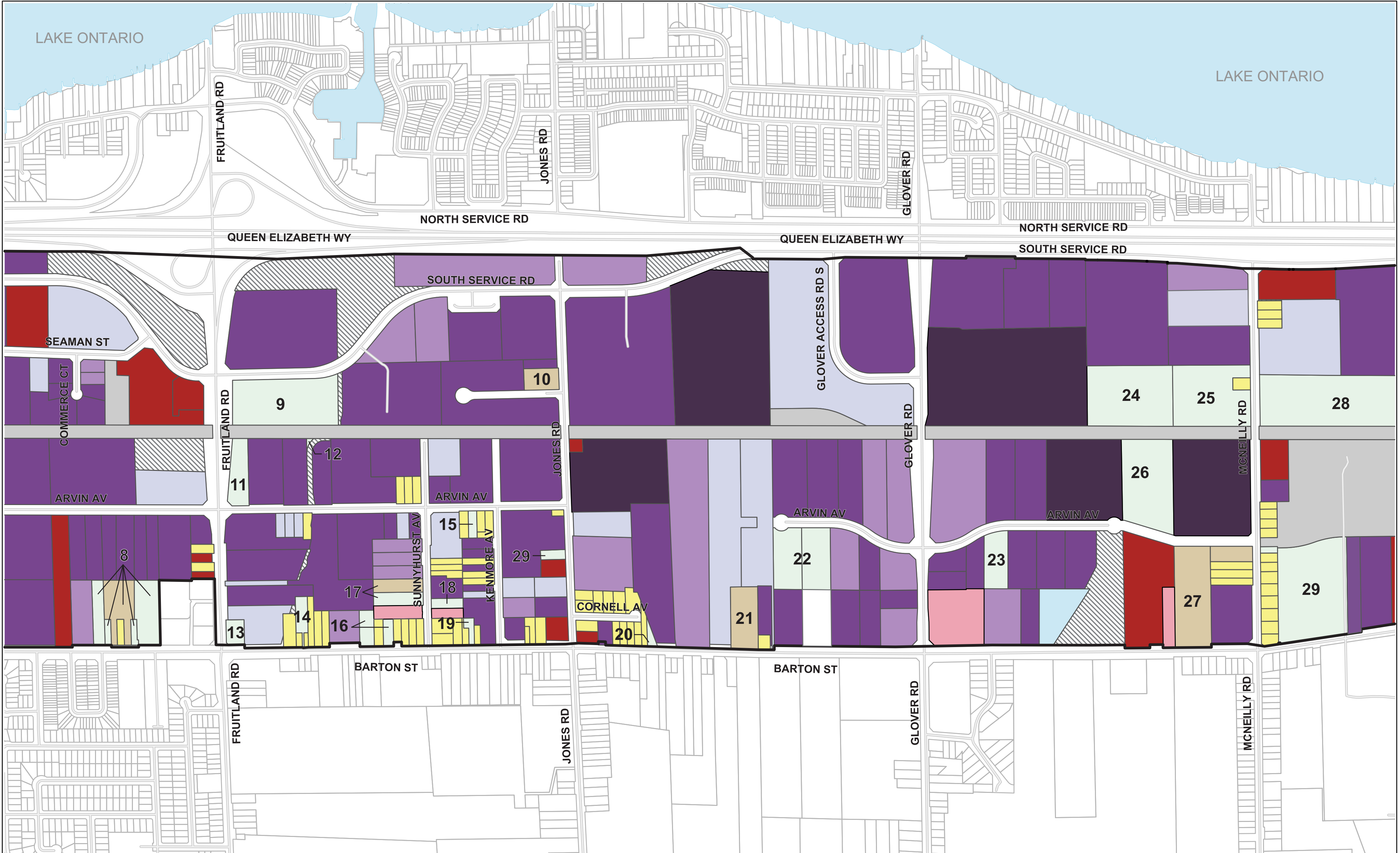
Legend

- | | | | |
|---------------------------------|--------------------|----------------------------------|----------------------------------|
| Employment Area Boundary* | Industrial - Heavy | Parcel Fabric | Utilities |
| Farm with Retail/Industrial Use | Institutional | Potential Area for Redevelopment | Vacant Land |
| Industrial - Light | Non-Developable | Residential < 1ac | Warehouse/Storage |
| Industrial - Medium | Office | Retail | Reference Number (table follows) |

* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule

Stoney Creek Business Park
 2020 Existing Uses

Source Date: December 31, 2020		
	Sheet 1 of 3	
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT		



Legend

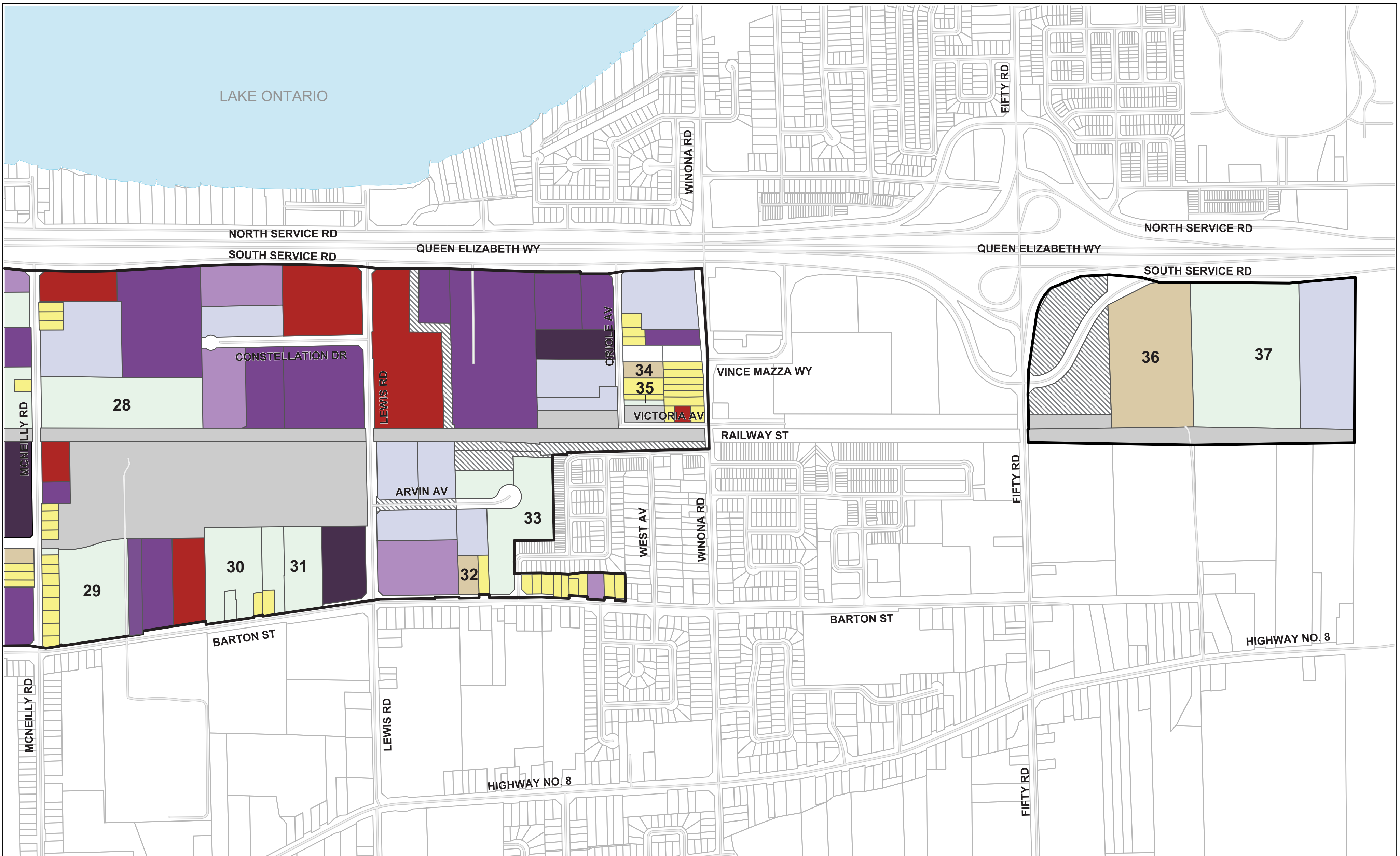
- | | | | |
|---------------------------------|--------------------|----------------------------------|----------------------------------|
| Employment Area Boundary* | Industrial - Heavy | Parcel Fabric | Utilities |
| Farm with Retail/Industrial Use | Institutional | Potential Area for Redevelopment | Vacant Land |
| Industrial - Light | Non-Developable | Residential < 1ac | Warehouse/Storage |
| Industrial - Medium | Office | Retail | Reference Number (table follows) |

* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule





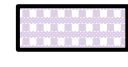










Stoney Creek Business Park
 2020 Existing Uses

Source Date: December 31, 2020		
	Sheet 2 of 3	
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT		

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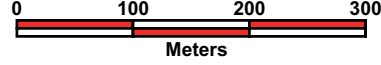


Legend

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|-------------------------------------------------------------------------------------|---------------------------------|-------------------------------------------------------------------------------------|--------------------|---------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------------------------------------|----------------------------------|
|  | Employment Area Boundary* |  | Industrial - Heavy |  | Parcel Fabric |  | Utilities |
|  | Farm with Retail/Industrial Use |  | Institutional |  | Potential Area for Redevelopment |  | Vacant Land |
|  | Industrial - Light |  | Non-Developable |  | Residential < 1ac |  | Warehouse/Storage |
|  | Industrial - Medium |  | Office |  | Retail | 1 | Reference Number (table follows) |

* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule

Stoney Creek Business Park
 2020 Existing Uses

Source Date: December 31, 2020		
	Sheet 3 of 3	
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT		

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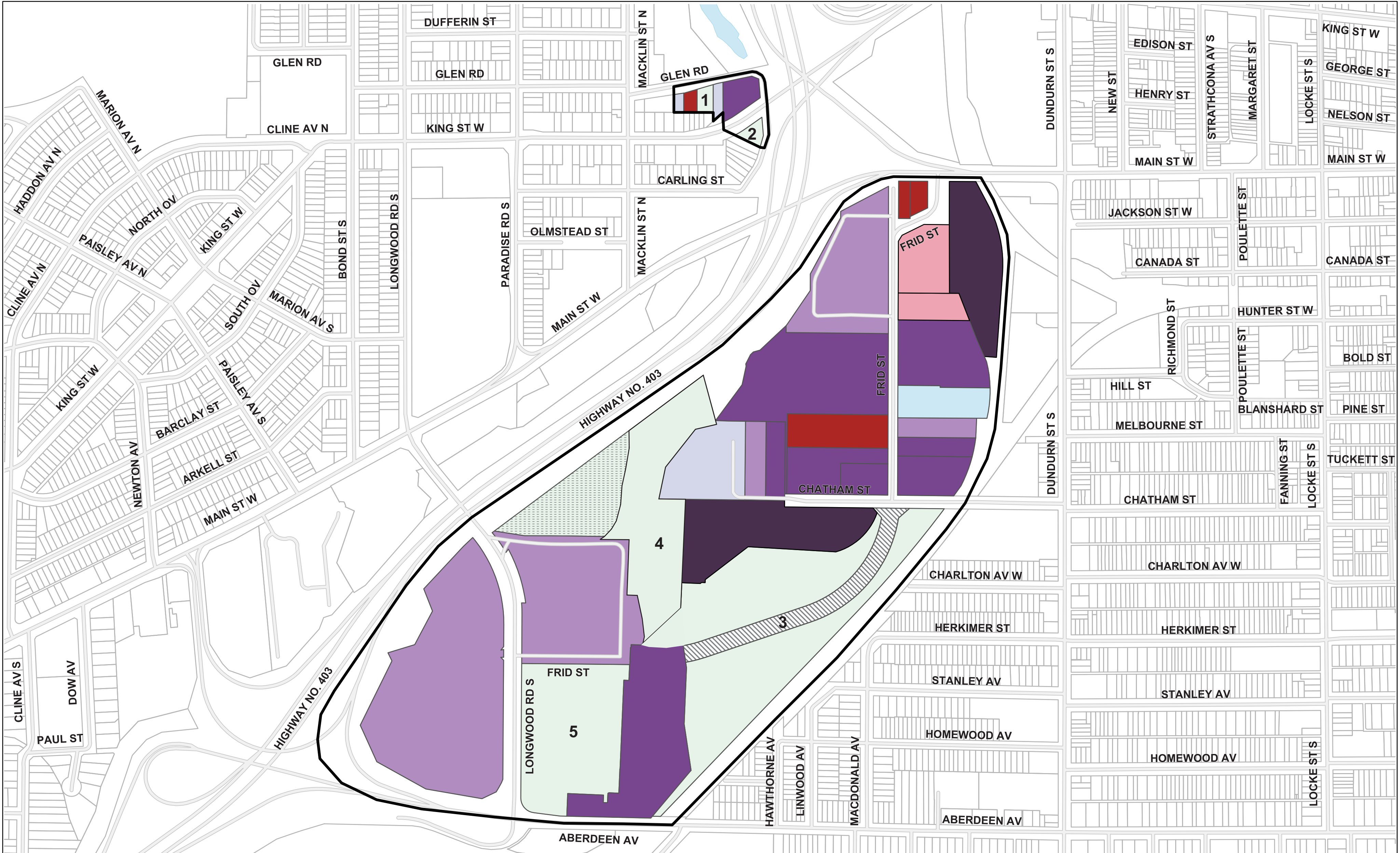
Stoney Creek Business Park Potential Developable Lands							
December 31, 2020							
Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
1	10 COMMUNITY AVE	0.21	0.21	0.21	Full	0.21	FC-19-058
2	38 COMMUNITY AVE	0.12	0.12	0.12	Full	0.12	
3	217 BARTON ST	0.28	0.28	0.28	Full	0.28	
4	251 BARTON ST	0.44	0.44	0.44	Full	0.44	
5	341 MILLEN RD	0.49	0.49	0.49	Full	0.49	
6	464 ARVIN AVE	0.40	0.40	0.40	Full	0.40	
7	331 DEWITT RD	0.07	0.07	0.07	Full	0.07	
8	595 BARTON ST	0.47	0.47	0.47	Full	0.47	FC-19-074
	599 BARTON ST	0.10	0.10	0.10	Full	0.10	
	601 BARTON ST	0.97	0.97	0.00	Full	0.97	
	607 BARTON ST	0.10	0.10	0.10	Full	0.10	
	615 BARTON ST	1.00	1.00	1.00	Full	1.00	
9	650 SOUTH SERVICE RD	3.10	3.10	3.10	Full	3.10	
10	401 JONES RD	0.48	0.48	0.00	Full	0.48	
11	649 ARVIN AVE	0.79	0.79	0.79	Full	0.79	
12	687 ARVIN AVE	0.02	0.02	0.02	Full	0.02	
13	BARTON ST	0.29	0.29	0.29	Full	0.29	
14	673 BARTON ST	0.30	0.30	0.30	Partial	0.00	
15	736 ARVIN AVE	0.15	0.15	0.15	Full	0.15	
16	695 BARTON ST	0.34	0.34	0.34	Full	0.34	
	701 BARTON ST	0.18	0.18	0.18	Full	0.18	
17	15 SUNNYHURST AVE	0.42	0.42	0.42	Full	0.42	
	19 SUNNYHURST AVE	0.42	0.42	0.00	Full	0.42	
18	16 SUNNYHURST AVE	0.20	0.20	0.20	Full	0.20	
19	729 BARTON ST	0.13	0.13	0.13	Full	0.13	
20	BARTON ST	0.10	0.02	0.02	Partial	0.00	
21	827 BARTON ST	1.08	1.08	0.00	Partial	0.00	
22	842 ARVIN AVE	1.10	1.10	1.10	Full	1.10	DA-20-072
	842 ARVIN AVE	1.12	1.12	1.12	Full	1.12	DA-20-072
23	900 ARVIN AVE	0.85	0.85	0.85	Full	0.85	DA-21-007
24	956 SOUTH SERVICE RD	3.30	3.01	3.01	Unserviced	0.00	
25	403 MCNEILLY RD	2.88	2.70	2.70	Full	2.70	DA-21-100
26	967 ARVIN AVE	2.86	2.12	2.12	Full	2.12	
27	993 BARTON ST	2.32	2.32	0.00	Full	2.32	

Stoney Creek Business Park Potential Developable Lands December 31, 2020							
Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
	343 MCNEILLY RD	0.41	0.41	0.00	Full	0.41	
28	400 MCNEILLY RD	5.22	5.22	5.22	Full	5.22	SPA-20-111
29	1047 BARTON ST	4.24	4.24	4.24	Full	4.24	DA-18-154
	346 MCNEILLY RD	0.07	0.07	0.07	Full	0.07	
30	1081 BARTON ST	4.26	4.26	0.00	Full	4.26	PSR-19-005
31	1103 BARTON ST	2.01	2.01	0.00	Full	2.01	
32	1187 BARTON ST	0.50	0.50	0.00	Full	0.50	
33	1285 ARVIN AVE	0.91	0.91	0.91	Full	0.91	
	1310 ARVIN AVE	2.53	2.53	2.53	Full	2.53	FC-19-108
	1199 BARTON ST	0.87	0.87	0.87	Full	0.87	FC-21-096
34	18 ORIOLE AVE	0.42	0.42	0.00	Full	0.42	
35	8 ORIOLE AVE	0.15	0.15	0.15	Full	0.15	
36	1400 SOUTH SERVICE RD	7.26	7.04	0.00	Partial	0.00	FC-19-097
37	34 BRIDGMAN LANE	9.90	7.98	7.98	Unserviced	0.00	
Total		65.83	62.40	42.49		42.97	



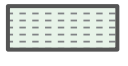













Sources: Planning and Economic Development GIS Year End 2020 PPI Land Use Layer, 2020 Building Permits, November 2020 MPAC, Ministry Approved Urban Hamilton Official Plan E-1 Schedule

Notes:

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2. Existing roads excluded from area calculations.




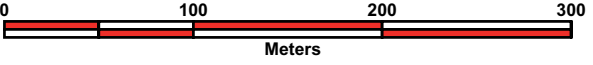
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|-------------------------------------------------------------------------------------|---------------------------------|-------------------------------------------------------------------------------------|--------------------|---------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------------------------------------|----------------------------------|
|  | Employment Area Boundary* |  | Industrial - Heavy |  | Parking Lot |  | Utilities |
|  | Farm with Retail/Industrial Use |  | Institutional |  | Potential Area for Redevelopment |  | Vacant Land |
|  | Industrial - Light |  | Non-Developable |  | Residential < 1ac |  | Warehouse/Storage |
|  | Industrial - Medium |  | Office |  | Retail |  | Parcel Fabric |
| | | | | | | 1 | Reference Number (table follows) |

* Based on Ministry Approved Urban Hamilton Official Plan - E-1 Schedule

West Hamilton Innovation District
 2020 Existing Uses

Source Date:
 December 31, 2020

Hamilton

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
 INFRASTRUCTURE PLANNING - GROWTH MANAGEMENT

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West Hamilton Industrial District Potential Developable Lands December 31, 2020							
Reference Number	Location	Gross Area (ha)	Net Area (ha)		Municipal Servicing	Fully Serviced Area	Associated Development Application
			Overall	Vacant			
1	43 GLEN RD	0.10	0.10	0.10	Full	0.10	
2	128 TOPE CRES	0.10	0.02	0.02	Full	0.02	
3	153 CHATHAM ST	6.41	6.34	6.34	Unserviced	0.00	
4	ABERDEEN AVE	3.01	1.23	1.23	Partial	0.00	
5	175 LONGWOOD RD S	3.36	3.36	3.36	Full	3.36	
Total		12.98	11.05	11.05		3.48	

Sources: Planning and Economic Development GIS Year End 2020 PPI Land Use Layer, 2020 Building Permits, November 2020 MPAC, Ministry Approved Urban Hamilton Official Plan E-1 Schedule

Notes:

1. Data captured in this table is based on existing primary landuse and is part of the land budget.
2. Existing roads excluded from area calculations.

**PLANNING AND DEVELOPMENT
DEPARTMENT**

CITY OF HAMILTON

- RECOMMENDATION -

DATE: August 10, 2001
File No.: E205-05 Author: M. Inrig (Ext. 4303)

REPORT TO: Mayor and Members
Committee of the Whole

FROM: Lee Ann Coveyduck
General Manager
Planning and Development Department

SUBJECT: Streamlining of Development Approvals for the New City of Hamilton
(PD01146) - (City Wide)

RECOMMENDATION:

- (a) That the Mayor and City Clerk be authorized and directed to execute subdivision agreements and/or service agreements, as well as any other related document required, as a condition of development approval arising out of development applications regulated by the Ontario Planning Act, providing such agreements and/or documents are in a form satisfactory to Corporate Counsel and there is no City share of servicing cost under a Subdivision/Service Agreement, or, where there is a City's share of servicing cost under a Subdivision/Service Agreement, it has been previously approved in the current Capital Budget for the City.
- (b) That the Mayor and City Clerk be authorized and directed to execute lot grading agreements, as well as any other related document required, as a condition of development approval arising out of development applications regulated by the Ontario Planning Act, providing such agreements and/or documents are in a form satisfactory to Corporate Counsel.
- (c) That the Mayor and City Clerk be authorized and directed to enter into and execute special sewer service and/or special water service agreements for the purpose of allowing temporary sewer and/or water connections where there are no sewers or watermains in a public highway directly abutting a property, provided:
 - (i) that there is some other sewer or watermain, which the property may be readily serviced to, in the opinion of the City Engineer;

**Streamlining of Development Approvals For the New City of Hamilton
(PD01146)**

- (ii) that there is provision in the Sewer and Water By-laws, as amended, for such connections;
 - (iii) that the property to be connected is within, or directly abutting, the Urban Area, as defined by the Official Plan; and,
 - (iv) that the connection is for an existing property only for lands, not within, but directly abutting, the Urban Area, as defined by the Official Plan.
- (d) That the Mayor and City Clerk be authorized and directed to execute joint sewer and/or joint water service agreements, where the requirement to enter into an agreement is a condition of development approval, which the General Manager of Planning and Development has authority to impose, for development applications regulated by the Ontario Planning Act, provided such agreements are in a form satisfactory to Corporate Counsel.
- (e) That the City adopt the following criteria as conditions to be satisfied by a subdivider before entering into an agreement with the City for the privilege of pre-servicing a subdivision.

The subdivider shall:

- (i) obtain approval of engineering design drawings for the works to be constructed to service the subdivision, including receipt of Ministry of the Environment (MOE) certificates;
- (ii) submit originally signed certificates of insurance for the subdivider and the contractor as proof that both subdivider and contractor have obtained adequate insurance coverage in accordance with the City's Subdivision Agreement;
- (iii) deposit a cash payment in the amount of \$50,000 to the City's Finance and Corporate Services Department as security in the event that construction is not completed and the City is required to restore the site and maintain public safety surrounding the site;
- (iv) pay an administration fee for the preparation of a pre-servicing agreement in an amount approved by the City under the City's current User Fee By-law;
- (v) submit written verification that an archeological survey has been conducted and the site is free and clear for construction when the requirement for an archeological survey is a condition of draft plan approval;

**Streamlining of Development Approvals For the New City of Hamilton
(PD01146)**

- (vi) submit written verification that the subdivision lands have been decommissioned when the requirement for decommissioning is a condition of draft plan approval;
 - (vii) submit written verification of compliance with the City's requirements regarding blasting where services are to be constructed in rock;
 - (viii) arrange for all required site inspections and materials testing for the works to be constructed to service the subdivision; and,
 - (ix) arrange for a pre-construction meeting for construction of the works to service the subdivision.
- (f) That the Mayor and City Clerk be authorized and directed to enter into and execute pre-servicing agreements, provided the subdivider has satisfied all conditions required by the City for the privilege to pre-service a subdivision and provided the pre-servicing agreement is in a form satisfactory to Corporate Counsel.
- (g) That the Mayor and City Clerk be authorized and directed to enter into and execute model home agreements, provided the agreement is in a form satisfactory to Corporate Counsel.
- (h) That Development Division staff prepare a list of development agreements executed by the City of Hamilton for review by Council on a quarterly basis.
- (i) That the Mayor and City Clerk be authorized and directed to execute discharges of subdivision agreements, service agreements, special sewer service agreements, special water service agreements, joint service agreements, model home agreements and easement agreements, upon the advice of the City Engineer, that all requirements, financial and otherwise under the agreements, have been completed to the satisfaction of the City.
- (j) That the amount of payment for cash-in-lieu of five percent (5%) parkland dedication, required as a condition of subdivision approval, be calculated by the Corporate Buildings and Real Estate Division, Community Services Department of the New City of Hamilton and collected through the City's Subdivision Agreement without submission to Council.
- (k) That the General Manager of Finance and Corporate Services, or designate, be authorized and directed to close capital project accounts, established to finance the City's share of servicing costs under development agreements, upon notice from the General Manager of the Planning and Development Department, or designate, that payment of the City's share of servicing costs is complete and no further payments are required by the City.

Streamlining of Development Approvals For the New City of Hamilton (PD01146)

- (l) That the General Manager of Finance and Corporate Services, or designate, be authorized and directed to transfer all excess funding from closed capital accounts, established to finance the City's share of servicing costs under development agreements, to the original source of funding.

Lee Ann Coveyduck
General Manager
Planning and Development Department

CORPORATE IMPLICATIONS:

The endorsement of recommendations in this report will have the positive effect of streamlining the development approval process, saving both time and financial costs, and generally improving the quality of customer service for the corporation.

BACKGROUND:

Under the amalgamation of the former Region of Hamilton-Wentworth and former City of Hamilton, an analysis of the development approval process led to more assignments of mainly routine consent items, which required very little discussion, if any, at Committee or Council to staff level. These consent items were routine in nature as they involved the act of fulfilling requirements which Council had endorsed or approved earlier in the development process and were, therefore, non-controversial. The purpose of this report is to reiterate and replicate these same provisions for the New City of Hamilton.

ANALYSIS:

When administrations of the former City of Hamilton and former Region of Hamilton-Wentworth were amalgamated, development staff undertook a detailed analysis of the development approval process for the purpose of identifying streamlining measures to increase efficiencies in the process and harmonize the two administrations.

One part of the process identified by the analysis as inefficient and redundant was a requirement to obtain Council approval at the Subdivision Agreement stage in the development process to fulfill requirements which Council, or the authority delegated by Council, had previously approved at the draft approval stage of development. It was determined that the act of fulfilling the direction of Council, or the authority delegated by Council, from an earlier stage of the development process did not require further Council approval at a later stage in the development process.

Streamlining of Development Approvals For the New City of Hamilton (PD01146)

However, where additional requirements arise in the later stages of the development process, which were not previously approved in the earlier stages, then these requirements would require Council approval. Such requirements may include additional City expenditures not already approved in a current City Capital Budget or a dispute by a developer regarding payment of cash-in-lieu of parkland dedication or repayment of servicing costs or changes to the standard form development agreement to implement specific development requirements which may arise out of the detailed engineering design review of a development.

The streamlining measures undertaken by the former City of Hamilton and former Region of Hamilton-Wentworth worked extremely well in expediting development agreement preparation and execution, especially over the summer months when Council meetings are less frequent and subdivision construction is most active. By implementing streamlining measures, City and Regional Development staff were better able to meet the needs of the development community during peak development periods without compromising the development review and approval process.

SUSTAINABLE DEVELOPMENT:

(Vision 2020, adopted by Regional Council as its vision for the future of Hamilton-Wentworth and endorsed by the Transition Board as the basis of a vision for the "New" City of Hamilton, embodies the concept of a sustainable community which is an equal balance of the economy, the environment, and social/health factors in all municipal decision-making.)

The principles of sustainable development embodied in Vision 2020 are not contravened by the endorsement of the recommendations in this report.

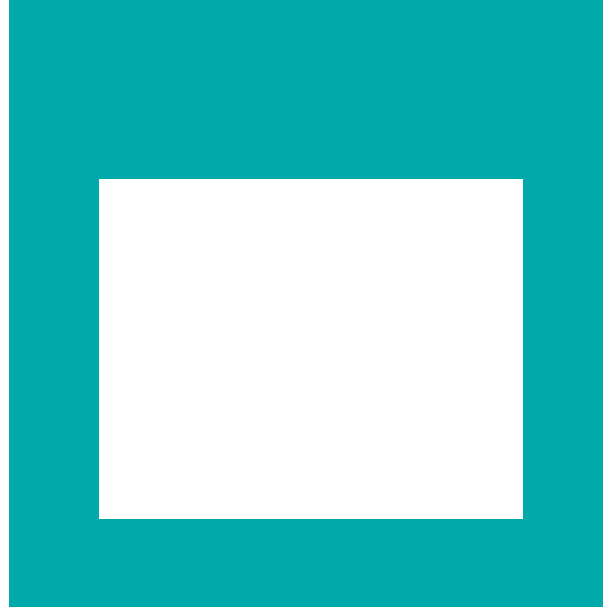
CONCLUSION:

In order to maintain efficiencies and service levels achieved by the former corporations, staff recommend that the same streamlining measures be endorsed for all development applications within the New City of Hamilton.

To keep Council informed of all active developments in the New City of Hamilton, an Information Memo of development activity will be prepared for Council by Development staff quarterly.

:MJJ

cc: J. Spiler, Finance and Corporate Services
cc: K. Christenson, Finance and Corporate Services
cc: D. A. Powers, Legal Services and Corporate Counsel



City of Hamilton 2018 - 2020 Employment Area Inventory and Shovel Ready Lands

October 20, 2021

PED16161(b)

2018 - 2020 EMPLOYMENT AREA INVENTORY AND SHOVEL READY LANDS

Report PED16161(b) is intended to:

- Provide Council with the status of the City's Employment Areas Inventory and Shovel-Ready Employment Areas Initiative within the City's business parks:
 - since 2018 to the end of 2020
 - forecast anticipated changes to 2024

- Request Council's consideration for additional tools that can be implemented by staff to expedite the servicing of employment lands in order to advance the City's Shovel-Ready Initiative.

2018 - 2020 EMPLOYMENT AREA INVENTORY AND SHOVEL READY LANDS

Part A

2018-2020 Employment Areas Inventory and Shovel-Ready Employment Areas Initiative Update Overview

WHAT IS A “SHOVEL READY” SITE?

A Shovel Ready site:

....is land or a property that is vacant or otherwise available for redevelopment, **zoned** as employment land, and **fully serviced** with municipal water, wastewater, and road infrastructure.

CREATING SHOVEL-READY INVENTORY

The Shovel-Ready land inventory is dynamic; lands are created and added to the inventory and removed as development proceeds, continuously.

The ways in which Shovel-Ready land can be **created** include:

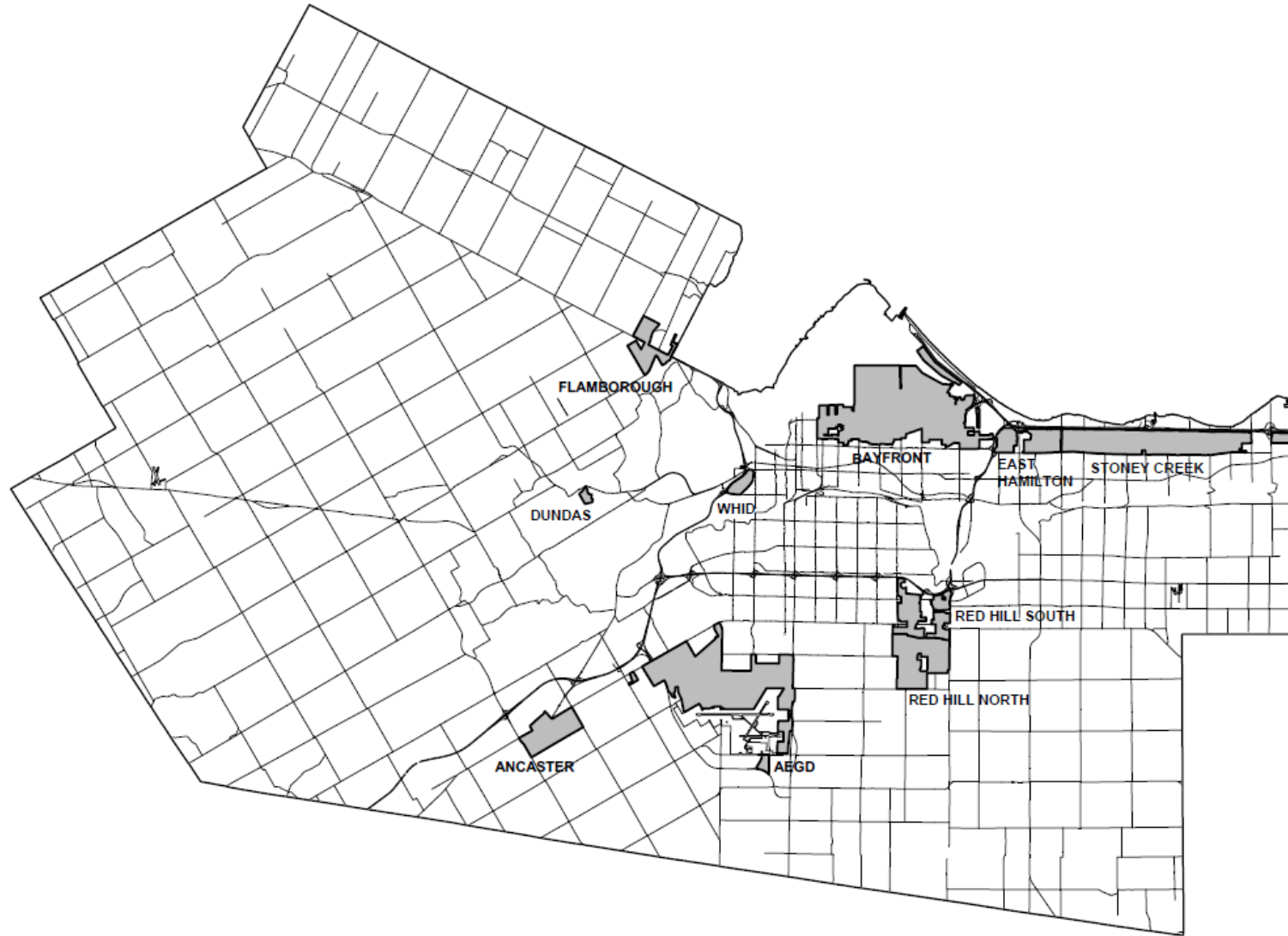
- Extending water/sewer/road infrastructure to unserviced lands;
- Demolition of existing buildings on an already-serviced property being used for a non-conforming use; e.g. farming operation; and,
- Through land assembly.

REDUCING SHOVEL-READY INVENTORY

The **removal** of Shovel-Ready land from the inventory is achieved when a development is approved culminating with issuance of building permits.

This is also referred to as **land absorption**.

HAMILTON'S BUSINESS PARKS



HAMILTON'S BUSINESS PARKS

- Airport Employment Growth District
- Ancaster Industrial Business Park
- Bayfront Industrial Area
- Flamborough Industrial Business Park
- Red Hill North Industrial Business Park
- Red Hill South Industrial Business Park
- Stoney Creek Industrial Business Park
- West Hamilton Innovation District
- East Hamilton Industrial Area
- Dundas Industrial Park

2018-2020 SHOVEL READY EMPLOYMENT LANDS

SUMMARY:

Industrial Business Park	2020 Shovel Ready Lands (ha)
AEGD	12
Ancaster	36
Bayfront	40
Flamborough	28
Stoney Creek	43
Red Hill and North and South	99
Total	258

SHOVEL-READY INVENTORY CHANGES

AEGD:

- There is currently only a small amount of Shovel-Ready land available in the AEGD.
- Significant development activity (e.g. Amazon site) is quickly absorbing what is available and 4 Draft Plans of Subdivision are currently being processed for approval.

2018 Shovel-Ready Inventory (ha)	Shovel-Ready Land Created (ha)	Shovel-Ready Land Removed (ha)	2020 Shovel-Ready Inventory (ha)
40	3	31 removed through absorption	12

SHOVEL-READY INVENTORY CHANGES

Ancaster Business Park:

- Well-established, but still growing business park.
 - Cormorant Road Extension to Trinity Road opened in 2020, providing much needed second access to park.

2018 Shovel-Ready Inventory (ha)	Shovel-Ready Land Created (ha)	Shovel-Ready Land Removed (ha)	2020 Shovel-Ready Inventory (ha)
41	28	21 removed through absorption	36

SHOVEL-READY INVENTORY CHANGES

Flamborough Business Park:

- Clustered in each of the four quadrants at Highway 5/6 is partially built out.
- Actively growing in NW, NE and SE quadrants. Recent notable infrastructure projects include:
 - Extension of Clappison Drive to Parkside Drive
 - Construction of Leavitt Boulevard as part of Wescam project

2018 Shovel-Ready Inventory (ha)	Shovel-Ready Land Created (ha)	Shovel-Ready Land Removed (ha)	2020 Shovel-Ready Inventory (ha)
18	19	9 removed through absorption	28

SHOVEL-READY INVENTORY CHANGES

Red Hill North and South Business Parks:

- Red Hill North is well-established.
- Red Hill South still very much undeveloped, but is considered a prime area for employment expansion.
 - Extension of Dartnall Road planned for 2025.
 - Urbanization of Nebo Road in 2022.

2018 Shovel-Ready Inventory (ha)	Shovel-Ready Land Created (ha)	Shovel-Ready Land Removed (ha)	2020 Shovel-Ready Inventory (ha)
83	22.6	6.1 removed through absorption	99

SERVICING PRIORITIES FOR 2021 - 2024

AEGD

- Dickenson trunk sanitary sewer – east of Upper James
- Dickenson sub-trunk sanitary sewer – west of Upper James
- Garner trunk sanitary sewer – east of Hwy. 6

Red Hill Business Park South

- Urbanization of Nebo Road from Rymal Road to Twenty Road
- Dartnall Road extension from Twenty Road to Dickenson Road

Stoney Creek Industrial Business Park

- Arvin Road extension from McNeilly Road to Lewis Road

Flamborough Business Park

- Solar Drive extension

2021-2024 SHOVEL READY EMPLOYMENT LANDS FORECAST SUMMARY:

Business Park	Net Supply (ha)	2020 Shovel-Ready Supply (ha)	Added Shovel-Ready Supply Forecast (ha)			
			2021	2022	2023	2024
AEGD Along Dickenson	743	12	27	71	45	0
AEGD Along Garner			0	101	0	27
Ancaster BP	85	36	9	8	5	0
Stelco / Bayfront	46	40	0	16	0	0
Flamborough BP	54	28	8	7	0	0
Stoney Creek BP	62	43	0	14	0	10
Red Hill North & South	216	99	4	18	0	13
Total	1206	258	48	235	50	50

EXPEDITING SHOVEL-READY DEVELOPMENT

Part B

Additional Tools to Expedite the Shovel-Ready Land Initiative

EXPEDITING SHOVEL-READY DEVELOPMENT

- City is experiencing significant growth in employment land development, particularly in the AEGD.
- Lack of large (>10 ha) shovel-ready properties across the City.
- Currently several active employment developments in the AEGD that require major municipal infrastructure.
- Typical timelines to get approvals and service land puts the ability to attract specific businesses looking to locate in Hamilton at risk.

EXPEDITING SHOVEL-READY DEVELOPMENT

Recommendation b) of **Report PED16161(b)** seeks Council's approval for expanded delegated authority for staff to use additional tools intended to expedite the servicing required for employment land projects.

EXPEDITING SHOVEL-READY DEVELOPMENT

These tools come in the form of additional authority of staff to consider the use and execution of standard form Development Agreements to permit development activities that are currently **not permitted** prior to approval of a Plan of Subdivision application.

EXPEDITING SHOVEL-READY DEVELOPMENT

Existing Delegated Authority

- Staff have authority to execute Development Agreements as a condition of development approval under the Planning Act (e.g. Plans of Subdivision).
- Prior to work proceeding, a Developer must have approved construction plans and also execute an appropriate Development Agreement with the City (e.g. a Subdivision Agreement or External Works Agreement).

EXPEDITING SHOVEL-READY DEVELOPMENT

Activities that staff support to occur in parallel with the planning approval process include:

- 1. External Works** - the installation of municipal infrastructure on existing municipal roads (external to the subject lands) that is required to support a development project.
- 2. Stockpiling and Pre-grading of Fill** - the stockpiling and limited pre-grading of fill by a developer on its subject lands.

EXPEDITING SHOVEL-READY DEVELOPMENT

Allowing these activities prior to approval require delegated authority to the GM of PED to enter into the following development agreements with Developers of Employment Land:

- External Works Agreement for infrastructure servicing external to the subject lands.
- Pre-grading Agreement for stockpiling and limited pre-grading on their subject lands.

RESOURCING SHOVEL-READY DEVELOPMENT



Staff support this approach to expediting the shovel-ready initiative:

- Enhances the Shovel-Ready Initiative
- Reflects positively on the City that we are open for business

Thank You!



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division
and
Tourism and Culture Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 20, 2021
SUBJECT/REPORT NO:	2021-2025 Economic Development Action Plan (PED21001) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Graeme Brown (905) 546-2424 Ext. 2363
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	 Carrie Brooks-Joiner Director, Tourism and Culture Planning and Economic Development Department 

RECOMMENDATION

- (a) That the City of Hamilton “2021-2025 Economic Development Action Plan” (Plan), attached as Appendix “A” to Report PED21001, be approved;
- (b) That staff be directed to implement Actions contained in the 2021-2025 Economic Development Action Plan that do not require a change to policy or additional financial and staffing resources;
- (c) That Actions contained in the 2021-2025 Economic Development Action Plan which have policy, financial or staffing implications be the subject of reports back to the appropriate Committee for approval prior to implementation.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: 2021-2025 Economic Development Action Plan (PED21001) (City Wide) - Page 2 of 7

EXECUTIVE SUMMARY

The Economic Development Division and the Tourism and Culture Division have jointly led the creation of 2021-2025 Economic Development Action Plan (EDAP). Building on the 2016-2020 Economic Development Action Plan, the new Plan articulates stakeholder validated opportunities and Priorities for the next five years. The EDAP has been designed to be a City-wide document that is visionary, representative, concise and action oriented.

The EDAP is aligned to the City of Hamilton's 2016-2025 Strategic Plan and its seven Priorities, as well as the Term of Council Priorities. It primarily focuses on the Economic Prosperity and Growth priority of the City's 2016-2025 Strategic Plan by leveraging the existing capacity and strengths of our local economy and by pursuing Initiatives and Actions to stimulate or facilitate growth.

The EDAP identifies 77 Actions to be completed over the next five years as well as Annual Performance Indicators and Stretch Targets that will help to quantify the impacts of the Plan.

The document has been informed by extensive stakeholder consultation, research, surveys, and improved understanding and consideration of Equity, Diversity and Inclusion as well as Climate Change.

The EDAP has identified six Priorities for the next five years, which are:

- Facilitating a Skilled and Adaptable Workforce;
- Enhancing Digital Infrastructure and Services;
- Growing Business and Investments;
- Moving Goods and People;
- Revitalizing Priority Areas and Placemaking; and,
- Building Transformational Projects.

Within these six Priorities, a total of 77 Projects and Initiatives (called Actions) have been identified. An expanded Performance Measurement Section, which now includes several annual performance indicators to track and report on annually to complement ambitious Stretch Targets as first featured in the 2016-2020 Economic Development Action Plan. The ongoing status of those Actions, Indicators and Stretch Targets will be

SUBJECT: 2021-2025 Economic Development Action Plan (PED21001) (City Wide) - Page 3 of 7

communicated to stakeholders through an annual update to Committee in the second quarter of each preceding year.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: All recommended Actions identified in the proposed EDAP will either be managed within the existing budget allocations or will be contingent upon securing the necessary financial resources.

Staffing: All recommended Actions identified in the proposed EDAP will either be managed within the existing staff complement or will be contingent upon securing the required human resources.

Legal: There are no known material legal issues relating to the recommended Actions identified in the proposed EDAP.

HISTORICAL BACKGROUND

Council approved the previous 2016-2020 Economic Development Action Plan on December 7, 2016. The 2016-2020 Action Plan included a number of specific Actions and Stretch Targets identified through stakeholder engagement that City staff and the larger community worked towards achieving. In January 2021, staff provided a final update of the 2016–2020 Action Plan to Council which demonstrated that the majority of Actions and Targets had been achieved (see Appendix “B” to Report PED21001).

The approved City of Hamilton 2016-2020 Economic Development Action Plan received an Award of Excellence from the Economic Development Council of Ontario in 2017 in the Strategic Document Category.

In late 2019, staff from the Economic Development Division and the Tourism and Culture Division began working on an updated five-year Action Plan. The original timeline for the completion of the 2021-2025 Action Plan was late 2020, however the onset of the global pandemic prompted a modification to the Project timeline to accommodate the evolving priorities of stakeholders and the changes to the City’s economic landscape.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The EDAP is aligned to the City of Hamilton’s 2016-2025 Strategic Plan and its seven Priorities, as well as the Term of Council Priorities. The EDAP is intended to be the primary Plan within the City of Hamilton to advance the Economic Prosperity and

SUBJECT: 2021-2025 Economic Development Action Plan (PED21001) (City Wide) - Page 4 of 7

Growth Priority as well as directly supports the advancement of the Built Environment and Infrastructure, Culture and Diversity, Community Engagement and Participation, as well as the Our People and Performance Priorities.

RELEVANT CONSULTATION

A significant amount of stakeholder engagement was undertaken to guide the creation of the 2021-2025 Economic Development Action Plan. The engagement methodologies used and the timeline in which the engagement activities were undertaken were adjusted as a result of the pandemic, however, a large amount of relevant, actionable and high-quality input was received.

The target audience for the engagement activities was broad including the owners and operators of businesses and support organizations across all industry sectors as well as the general public and City staff. To accomplish broad community engagement efforts, staff worked with the City of Hamilton's Community Initiatives section to leverage their insights and stakeholder reach through their Our Future Hamilton initiative, which resulted in an "Economic Growth and Prosperity" half-days summit in late 2019 targeted primarily towards not-for-profit community service providers and the general public, with over 300 registered participants. The City's new public engagement platform "Engage Hamilton" was also used to host and facilitate access to a Stakeholder Engagement Survey in September 2020 targeting both businesses and the general public that was widely distributed and yielded a large number of participants.

The business community, including the Invest In Hamilton partners (a group consisting of the City's large public sector education and health institutions as well as business representing organizations such as all local Chambers of Commerce) were engaged across a number of initiatives that included one-on-one engagement with City staff, focus groups and two business specific surveys that yielded a record number of qualified respondents. In addition to those direct engagement activities, in 2020, a cross sectoral group of business and community leaders were assembled as The Mayor's Taskforce on Economic Recovery (The Task Force) to provide input and recommendations relating to Economic Development issues arising from or amplified by the pandemic and its impact on Hamilton. The Task Force's final Report to Council also informed the content of the EDAP.

Staff from across the Corporation were also engaged, and related Economic Development activities were identified and included in the EDAP.

SUBJECT: 2021-2025 Economic Development Action Plan (PED21001) (City Wide) - Page 5 of 7

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Influenced by research and stakeholder feedback, the changing impacts of the pandemic on the economy, as well as an improved understanding of and priority to pursue improvements relating to Equity, Diversity and Inclusion and Climate Change, the EDAP has identified six Priorities for the next five years:

Facilitating A Skilled and Adaptable Workforce

Focusing on attracting, training, retaining and enabling full participation of Hamiltonians in the local economy to meet the current future needs of our community in partnership with local stakeholders and external funders.

Enhancing Digital Infrastructure and Services

Guiding and enabling the transformation of service delivery to include effective digital first options and pursuing the expansion of the City of Hamilton's access to digital infrastructure to support the technologies of today and tomorrow.

Growing Business and Investments

Facilitating the attraction, retention and growth of businesses in Hamilton, both locally and globally to maintain and grow Hamilton's established position as a leading national economy and important contributor to the global economy.

Moving Goods and People

Designing, creating, delivering and maintaining an efficient and effective mix of multiple transportation modes built for the needs of today and built with the capacity to meet the needs of tomorrow.

Revitalizing Priority Areas and Placemaking

Investing in the promotion and contributing to transformation of important commercial areas and corridors back into the vibrant spaces and places they were pre-pandemic and enabling their evolution into the major culturally significant community places they will become over the next 25 years.

Building Transformational Projects

Facilitating the growth and development of the City of Hamilton through the completion of transformational infrastructure and development Projects that will be catalysts for future growth and community improvement efforts.

SUBJECT: 2021-2025 Economic Development Action Plan (PED21001) (City Wide) - Page 6 of 7

Within these six Priorities, a total of 77 Actions (Projects and Initiatives) have been identified. An expanded Performance Measurement Section includes a number of key Annual Performance Indicators, as well as ambitious Stretch Targets. The ongoing status of those Actions, Indicators and Stretch Targets will be communicated to stakeholders through an annual update to Committee.

The updated five-year Action Plan primarily focuses on the Economic Prosperity and Growth Priority of the 2016-2025 Strategic Plan by leveraging the existing capacity and strengths of our local economy and by pursuing Initiatives and Actions that Economic Development stakeholders have identified as being priorities towards stimulating or facilitating growth. The EDAP identifies numerous Actions to be completed over the next five years as well as realistic and measurable Targets that will help to quantify the material impacts of the activities of staff and the wider Hamilton business ecosystem towards the enhancement of the competitiveness of our City in attracting, retaining and growing businesses.

ALTERNATIVES FOR CONSIDERATION – N/A

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

Built Environment and Infrastructure

Hamilton is supported by state-of-the-art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

Our People and Performance

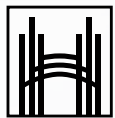
Hamiltonians have a high level of trust and confidence in their City government.

SUBJECT: 2021-2025 Economic Development Action Plan (PED21001) (City Wide) - Page 7 of 7

APPENDICES AND SCHEDULES ATTACHED

- Appendix "A" to Report PED21001 – City of Hamilton 2021-2025 Economic Development Action Plan
- Appendix "B" to Report PED21001 – 2020 Annual Report on the 2016-2020 Economic Development Action Plan Progress (PED20203)

GB/jrb



Hamilton

2021-2025 ECONOMIC DEVELOPMENT ACTION PLAN

MESSAGE FROM THE MAYOR & COUNCIL

The Economic Development Action Plan (EDAP) is a blueprint for our community's priorities- how we plan to grow, how commerce can shape consciousness and how all Hamiltonians can play a part in building a more equitable and inclusive economy. Over the past five years, Hamilton has enjoyed extensive economic success, including consistent national and international rankings as one of the top places in Canada in which to invest and several billion dollars in new construction activity. There are cranes in the skies, significant activity in our business parks and new gains in science, technology and digital services.

This success is a reflection of the great work from our community in many forms and extensive consultations with individuals and groups from across the city over the past year and-a-half worked to ensure that this plan is as inclusive as possible- consultations that continued despite the spread of the Covid-19 pandemic across our community. These consultations laid bare the deep need for a plan that not only focused on growing non-residential tax assessments, but doing so with a clear focus on climate change and equity, diversity and inclusion. The EDAP will also serve to advance Council's Economic Prosperity & Growth priority and is aligned to the City of Hamilton's 2016-2025 Strategic Plan and its seven Priorities – ensuring strong corporate support for the EDAP's six priorities.

With those principles in mind, during the early days of the pandemic I created a Mayor's Task Force on Economic Recovery to look ahead and plan not only for the future of our economy, but the future of our community. It became quite clear through this extensive and collaborative community effort that three areas of focus were critical in influencing this Economic Development Action Plan: Labour Force Growth, Climate Change and Equity, Diversity and Inclusion. It also became quite clear that recovery efforts will require the support of both the Federal and Provincial governments to ensure that Hamilton's economic progress continues for years to come.

That is why this iteration of the City of Hamilton's Economic Development Action Plan is also a living document that aims to address recovery efforts post-pandemic and provide the services needed to those economic sectors that require it the most. As Hamilton recovers from the pandemic's impact, there is an opportunity to transform the city, businesses and industries to be more sustainable and equitable.

Over the past several years, our economy grew through our collective efforts and now recovery from one of the most devastating pandemics in a century will require our collective efforts once again.

On behalf of Hamilton City Council, I encourage you to take a moment to read our plan, understand where our economy is headed and of course contact us when you are ready to invest in Hamilton.



Fred Eisenberger, Mayor, City of Hamilton

MESSAGE FROM THE MAYOR & COUNCIL *CONT.*



Back Row: Councillor Tom Jackson, Councillor Maureen Wilson, Councillor Terry Whitehead, Councillor Terry Whitehead, Councillor Jason Farr, Councillor Arlene VanderBeek, Councillor Brad Clark, Councillor John-Paul Danko, Councillor Chad Collins, Councillor Sam Merulla

Front Row: Councillor Nrinder Nann, Councillor Esther Pauls, Councillor Brenda Johnson, Mayor Fred Eisenberger, Councillor Judi Partridge, Councillor Maria Pearson, Councillor Lloyd Ferguson

EXECUTIVE SUMMARY

The 2021-2025 Economic Development Action Plan is a city-wide document that aims to be visionary, representative, concise and action oriented. The development of the Economic Development Action Plan was jointly led by the Economic Development Division and the Tourism and Culture Division of the Planning and Economic Development Department.

The Action Plan is aligned to the City of Hamilton’s 2016-2025 Strategic Plan, advancing the seven City Priorities and the identified Term of Council Priorities. The 2021-2025 Economic Development Action Plan is the primary City of Hamilton plan that focuses on advancing the Economic Prosperity & Growth priority. The Plan supports the advancement of the Built Environment & Infrastructure and Culture & Diversity priorities and embraces the Community Engagement and Participation and the Our People and Performance priorities.

The content has been informed by research, stakeholder feedback on the current and the expected long-term economic situation, and the prioritization of Equity, Diversity and Inclusion and Climate Change.

The resulting six priorities have been established for the 2021-2025 Economic Development Action Plan:

- ▶ **FACILITATING A SKILLED AND ADAPTABLE WORKFORCE**
- ▶ **ENHANCING DIGITAL INFRASTRUCTURE AND SERVICES**
- ▶ **GROWING BUSINESS AND INVESTMENTS**
- ▶ **MOVING GOODS AND PEOPLE**
- ▶ **REVITALIZING PRIORITY AREAS AND PLACEMAKING**
- ▶ **BUILDING TRANSFORMATIONAL PROJECTS**



Within these six priorities, a total of 77 Actions have been identified along with several economic development progress indicators and stretch targets.

Over the next five years, staff will pursue completion of the actions and report upon the progress and associated outcomes in an annual update to Hamilton City Council and community stakeholders.

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INTRODUCTION

The City of Hamilton has one of the most diversified economies in Canada – a product of the City’s rich history of innovation, the quality of its labour force, its numerous geographic advantages and the efforts of Hamilton’s business community and institutions. The City of Hamilton’s Economic Development mandate is to retain and create living-wage jobs, increase the non-residential tax base, and increase Hamilton’s attractiveness as “the best place to raise a child and age successfully”. This mandate is consistent with and aims to address several themes in the city’s community-led 25 year vision for the future which was launched in 2016 – Our Future Hamilton.

This document – the 2021-2025 Economic Development Action Plan – is an update and extension of the previous award-winning 2016-2020 Economic Development Action Plan, but has been created during a time which is very different than five years ago. The growing global awareness of the urgency around global warming and the impacts of climate change, the importance of actively championing and pursuing equity, diversity and inclusion within our society, and the devastating impacts of the global pandemic on the global population and its economies provide new lenses in which economic development priorities need to be viewed, actioned and measured.

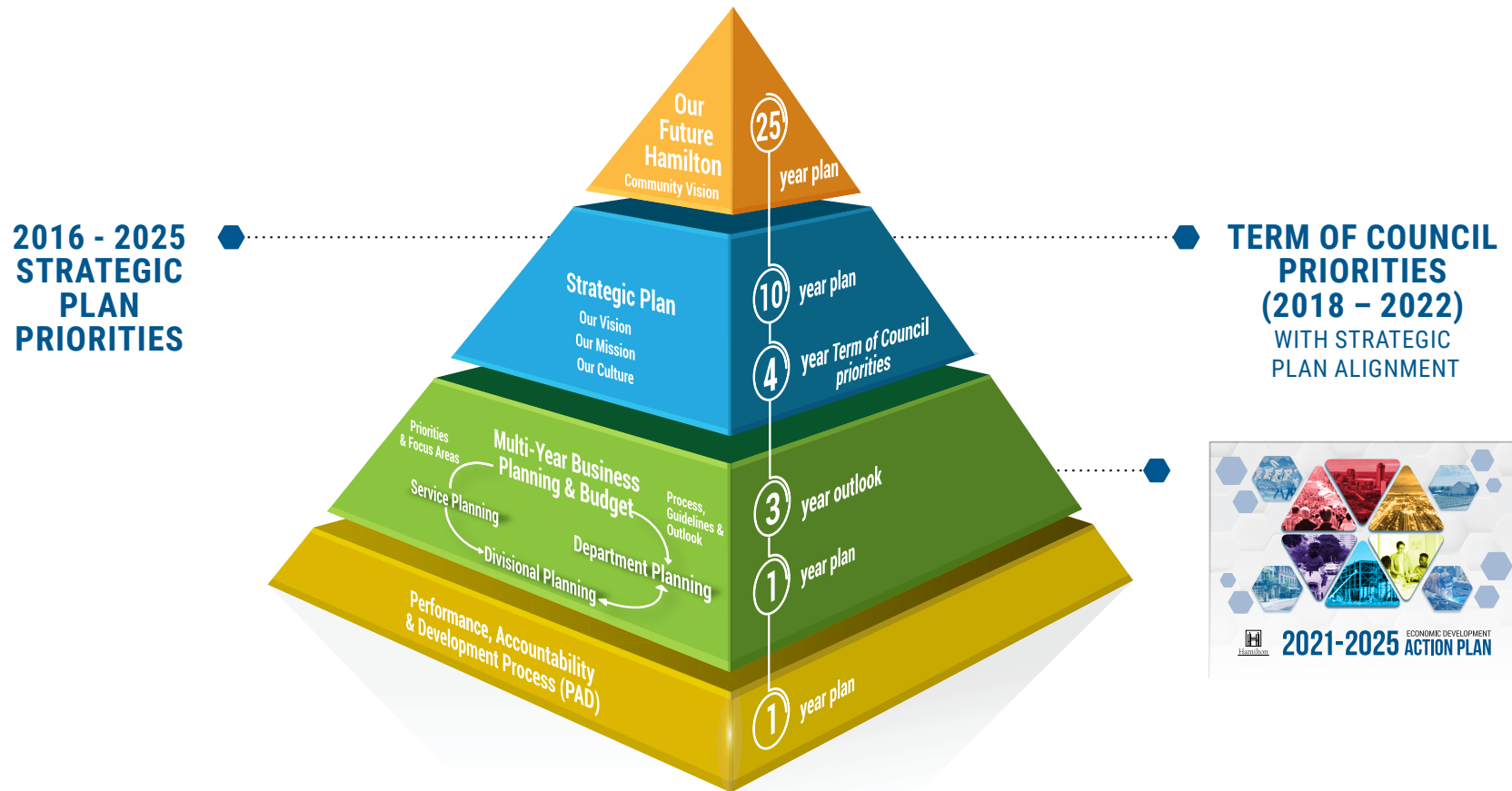
The objective of the 2021-2025 Economic Development Action Plan is to put forward a strategy to maintain and sustain our economy as we collectively navigate the global pandemic, continue to pursue economic growth opportunities based on Hamilton’s current economic strengths and momentum and the current and forecasted global landscape, leveraging the insights and feedback from our business owners, developers, citizens, anchor institutions and City Council.

As always, we encourage and welcome feedback on this document, which is intended to be a “living” document, that is constantly being updated and amended as circumstances warrant, and where progress on the actions are regularly communicated to our stakeholders.



CITY OF HAMILTON'S STRATEGIC PLAN

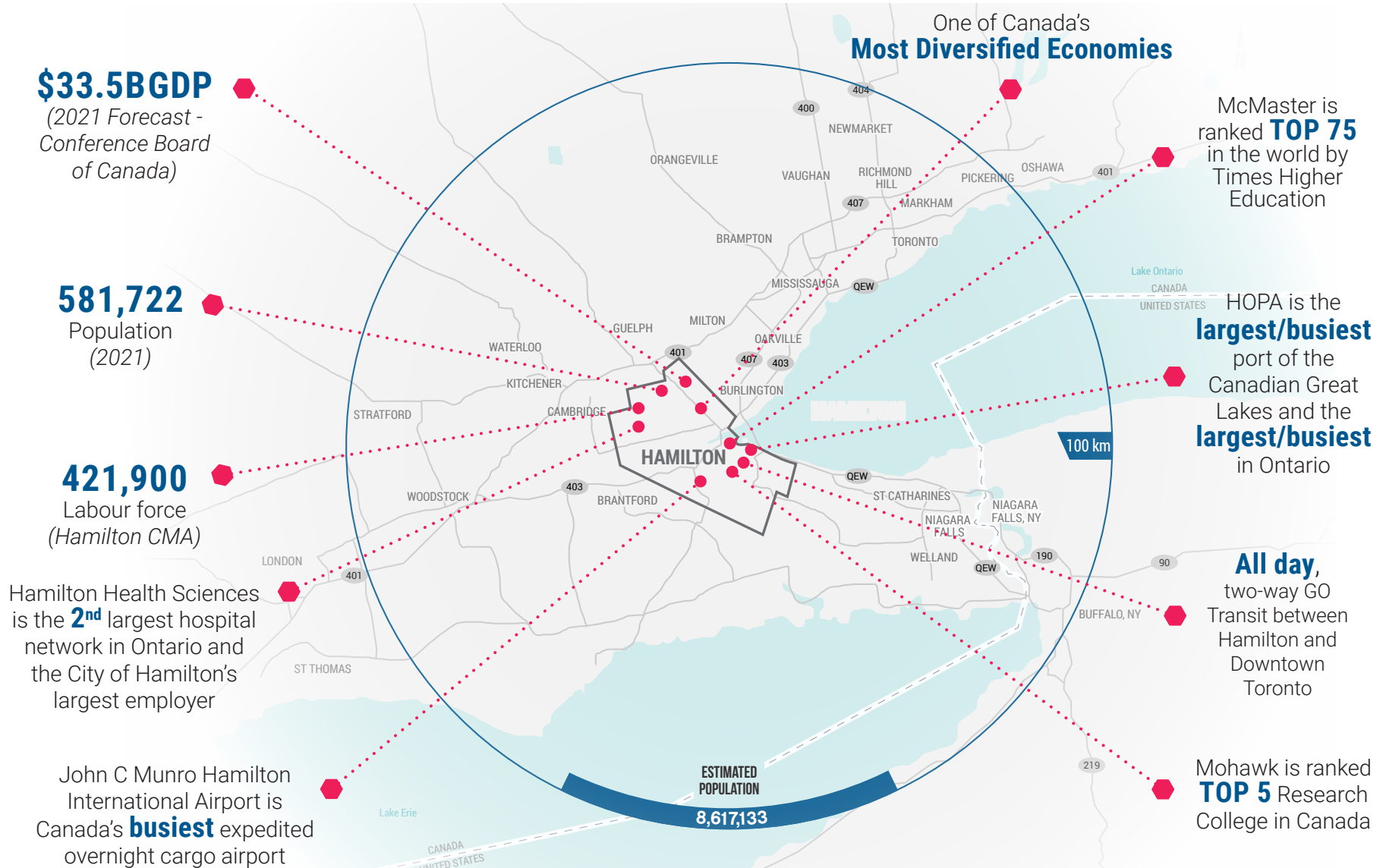
In September 2016, The City of Hamilton adopted the 2016-2025 Strategic Plan to support the Our Future Hamilton long term community vision. The ten-year City of Hamilton Strategic Plan and its seven identified priorities is supported by a number of short/medium term plans from various City of Hamilton Departments and Divisions, one of which is the 2021-2025 Economic Development Action Plan.



The 2021-2025 Economic Development Action Plan aligns with and supports the seven identified priorities in the City of Hamilton's 10 Year Strategic Plan and the eight 2018-2022 Term of Council Priorities, with specific focus on those priorities relating to the growth, development and health of Hamilton's economy.

HAMILTON'S ECONOMIC LANDSCAPE

The City of Hamilton is located in the middle of Canada's most densely populated and economically advanced region and has all the amenities to make it the ideal location for businesses and their workforces to locate and grow.



HAMILTON'S ECONOMIC LANDSCAPE *CONT.*

TOP 7
 Intelligent Community
 (2018, 2020)



Canadian Cities
 for Youth -
2nd overall (2021)

15,782
 number of businesses
 with employees in Hamilton



238KM
 of street cycling
 infrastructure

63,936
 Post secondary
 enrollment



154KM
 of major
 multi-use trails

Agriculture **\$1B**
 economic driver



A Designated **Foreign
 Trade Zone Point**

\$6.5B+
 estimated building permit
 values (2016-2020)



1 in 4 Hamiltonians
 were born in another
 country (2016 Census)

6.3M sq. ft.
 of Commercial/
 Industrial added
 from 2016-2020



30,000
 People who live in Hamilton
 work in the Creative Industries

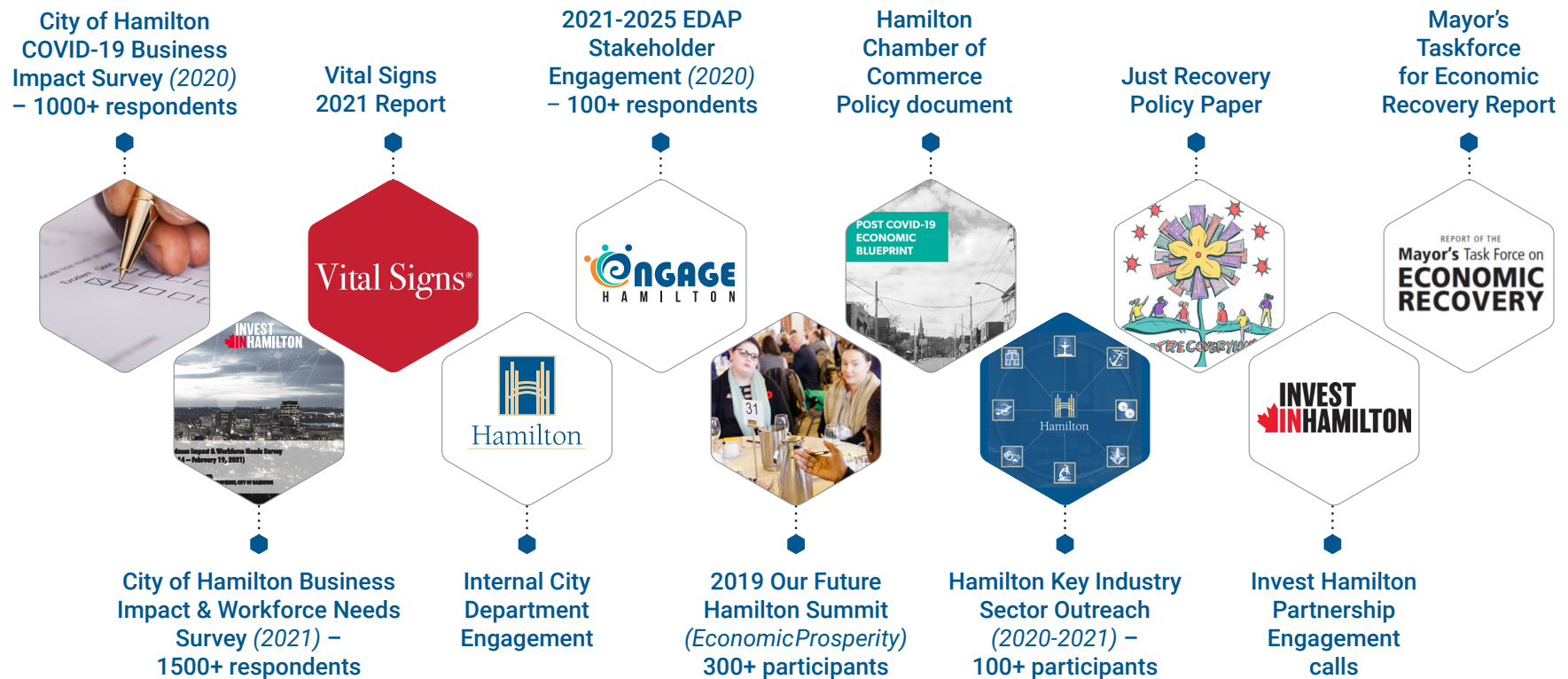
3rd largest cluster of film
 businesses in Canada



Recognized as **7th**
 in the world for
 independent musicians
 per capita

ENGAGEMENT OF STAKEHOLDERS

City of Hamilton staff engaged numerous stakeholders to understand their experience and incorporate their input into this strategic document. The planned actions address directly the opportunities for advancement and improvement identified by our partners, businesses, colleagues and citizens. The engagement process included significant effort to capture the voice and thoughts of businesses and general public and required modified strategies due to the global pandemic. Despite a challenging environment, there was strong response to engagement from all contributors to Hamilton's economy.



The suggestions, ideas, opportunities and areas of concern provided by stakeholders through the above channels influenced the 2021-2025 Economic Development Action Plan's priorities and actions. They also cemented the importance of having labour force development, climate change, public transportation, housing, and equity, diversity and inclusion initiatives and considerations included in this plan.

2021-2025 PRIORITIES



There has been a tremendous amount of development and growth occurring in the City of Hamilton over the last ten years, as a growing number of businesses and workers have chosen to live, invest and build here. The next five years will be a crucial time in the history of the City, as we work to maintain the momentum that was partially disrupted by the global pandemic, and we collectively build a stronger and more equitable economy for the future. The 2021-2025 Economic Development Action Plan identifies six key Priorities, based on the input provided by stakeholders during our stakeholder engagement activities.

▶ FACILITATING A SKILLED AND ADAPTABLE WORKFORCE

Focusing on attracting, training, retaining and enabling Hamiltonians' full participation in the local economy.

▶ ENHANCING DIGITAL INFRASTRUCTURE AND SERVICES

Guiding and enabling digital service delivery and expanding Hamilton's access to digital infrastructure to support current and future technology.

▶ GROWING BUSINESS AND INVESTMENTS

Facilitating the attraction, retention and growth of businesses in Hamilton to maintain and grow its position as a leading contributor to the national and the global economy.

▶ MOVING GOODS AND PEOPLE

Designing, creating, delivering and maintaining an efficient and effective mix of transportation modes built for the needs of today and built with the capacity to meet the needs of tomorrow.

▶ REVITALIZING PRIORITY AREAS AND PLACEMAKING

Contributing to the recovery and transformation of key commercial areas and corridors to enable their evolution into culturally significant community places over the next 25 years.

▶ BUILDING TRANSFORMATIONAL PROJECTS

Facilitating the completion of transformational infrastructure and development projects to catalyse future growth and community improvement efforts.

2021-2025 PRIORITIES *CONT.*

Within these six Priorities, a total of 77 Actions have been identified based on the following criteria:

- ◆ Addresses opportunities for improvement identified by stakeholders;
- ◆ Directly and positively impacts the advancement of Hamilton's economy;
- ◆ Provides a positive return on any investment of funds or staff time;
- ◆ Utilizes existing strengths or capacity of the City or its partners; and
- ◆ Attracts funding from external sources to deliver valuable programs, services or projects.
- ◆ Contributes to shared and equitable economic growth that benefits all Hamiltonians
- ◆ Positions Hamilton for a sustainable economic future that achieves the City's climate goals and contributes to climate resiliency





FACILITATING A SKILLED AND ADAPTABLE WORKFORCE

There is no larger factor to the success of an organization than its employees. Insights gathered from current and prospective Hamilton businesses confirm that attracting and retaining a skilled workforce is a top priority. The advancement of workplace technologies, a growing digital economy and an aging workforce, means that cities must have a large and skilled labour force if they want to attract and retain globally competitive businesses. Hamilton currently benefits from a skilled labour force and has a strong network of organizations that deliver a variety of training and educational services. However, turnover in the aging workforce and the rapid growth in traditional and emerging industries could result in a significant skills shortage and lost opportunities.

WHAT WE ARE ALREADY DOING

- Partnering, collaborating and supporting workforce development organizations in the City of Hamilton that are delivering local workforce development services
- Collaborating with post-secondary institutions on workforce development and retention related initiatives
- Working in collaboration with post-secondary institutions on the attraction and retention of international students
- Delivering provincially and federally funded workforce development related programs and initiatives
- Supporting and celebrating newcomers and the contributions they are making in our City

Key Opportunities

NEWCOMER WORKFORCE ENGAGEMENT

The City of Hamilton has, throughout its history, benefitted immensely from the arrival of newcomers to the city from all parts of the world. These new residents inject valuable skills, experiences, ideas and capital into our local economy.

While many Hamiltonians have family stories of ancestors immigrating to Canada and starting successful careers, the barriers to employment and engagement are more significant for newcomers today. Expediting the integration of newcomers into the city and the local labour force is essential to our city's future success.



SCALING THE PATHWAYS FOR BUILDING IN-DEMAND SKILLS

As industries continue to change and people's career paths evolve, individuals need to adapt and upgrade their skillsets to be successful in their current jobs, advance within their field, or pursue other types of work.

It is critically important that our current and future labour force has both the information and means to navigate these changes. Access to employer insights into in-demand skills/credentials, knowledge about growing sectors and the forecasted labour requirements, and ensuring that appropriate training programs have the necessary capacity locally to fill that demand will be essential to the creation and maintenance of a future-ready labour force.



Key Opportunities

OUR COMMITMENT TO EQUITY, DIVERSITY & INCLUSION

Equity, diversity and inclusion work demands our collective responsibility – at all levels – and recognition that progress underway must continue in order to build an inclusive community for all. Canadians are demanding more of government and businesses to make meaningful and lasting improvements in how they operate to ensure that everyone is treated respectfully, fairly and given equal opportunity to participate in society.

There is growing evidence that businesses pursuing improvements in Equity, Diversity and Inclusion yield above average benefits.



Facilitating a Skilled and Adaptable Workforce

- 1 Approve and implement the Hamilton Immigration Partnership Strategy
- 2 Review the CityLAB Program for the purposes of potential continuation and expansion
- 3 Design and deliver an annual Local Economy and Workforce Needs business survey
- 4 Assign a Workforce Development "lead" within the Economic Development Division
- 5 In collaboration with the workforce development community, create and implement a Workforce Attraction, Retention & Development (Talent) Strategy
- 6 Collaborate with local industry to create an integrated jobs portal
- 7 Implement a Future of Work series that acts as an experiential conduit between learners/jobseekers and employers to allow local companies to inform future employees of job and career opportunities available in Hamilton
- 8 Explore the development of a Talent Pipeline program
- 9 Implement a Hamilton Collaborative Talent Zone space where industry and local partners focus on teaching and closing any skills gaps in the Hamilton workforce
- 10 Apply to participate in the Municipal Nominee Program
- 11 Partner with the workforce and business community to identify employment programs, work development opportunities and initiatives in Hamilton focused on equity-seeking groups, groups disadvantaged by discrimination and marginalized communities in order to recommend future strategies to address existing needs and gaps



ENHANCING DIGITAL INFRASTRUCTURE AND SERVICES

Society is evolving rapidly, powered by the advancement and adoption of technologies that continue to impact how people live and interact with each other. The global pandemic has only accelerated this shift, where digital channels have become the predominant or sole channel for commerce and service delivery. Yet, the speed and intensity of digital evolution varies greatly across nations and localities; it is influenced by the local digital infrastructure, the speed at which business and government develop and implement value-adding technology, and the citizenry's means of adopting and benefiting from those improvements. The City of Hamilton has received international recognition for its efforts to build an "Intelligent Community", and the actions we take over the next five years will only enhance our infrastructure and services and increase community access.

WHAT WE ARE ALREADY DOING

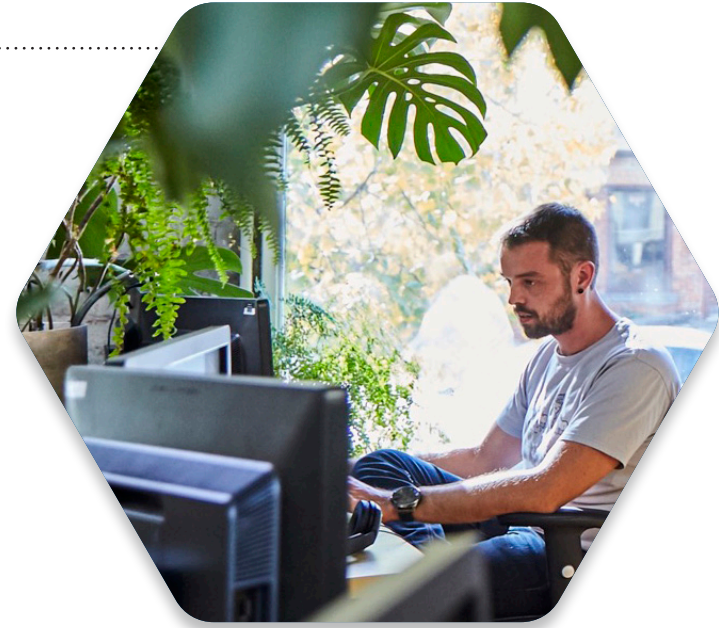
- Increasing the amount of city services available online and amenable to receiving electronic submissions and payments
- Investing in initiatives that maintain and grow the City of Hamilton's free public wireless/wi-fi network
- Advocating for service enhancing investments in Hamilton by national and regional telecommunications providers
- Attracting businesses to locate and grow in Hamilton and bring their technologies, expertise and capabilities into our City
- Collaborating with local organizations and higher levels of government to design and implement programs to increase the digital capacity and capabilities of all Hamiltonians
- Collaborating with community partners to facilitate and promote several innovation testbeds including the Autonomous Vehicle Innovation Network and digital infrastructure testbeds

Key Opportunities

A STRATEGIC ROADMAP FOR THE CITY'S DIGITAL FUTURE

The sudden widescale need to work remotely during the pandemic, provided the catalyst for enhanced digital service delivery and technology-enabled continuous improvement initiatives within the City of Hamilton.

This shift has enabled the creation and piloting of many independent initiatives that have demonstrated their on-going value to internal and external stakeholders. A City-wide and strategically prioritized roadmap for the next 5-10 years will enable an increasing level of digital service.



BRIDGING THE DIGITAL DIVIDES RELATING TO INFRASTRUCTURE, EQUIPMENT, ACCESS, EQUITY, INCLUSION AND ABILITY (DIGITAL LITERACY)

Not all Hamiltonians have benefited equally from society's advancement into an increasingly connected and digital future, multiple barriers still exist including geographic location, age, income and ability.

Bridging the digital divide is essential to the advancement of Hamilton's economy. An increasingly digital economy requires a population that has access to the essential infrastructure, equipment and technical skills required to participate.

Key Opportunities

PUBLIC/PRIVATE INITIATIVES ESTABLISHING HAMILTON AS AN INNOVATION/DEMONSTRATION CENTRE

The City of Hamilton has a long history as a “City of Innovation” with the early implementation of electricity, telephones, and traffic lights as examples. These technologies were catalysts for the economic growth and prosperity that propelled Hamilton into a stable position as a top 10 Canadian city.

There are a growing number of public and private initiatives that can re-establish Hamilton as a City of Innovation and become catalysts for attracting talent and investment while delivering the latest infrastructure and services to our residents.



Enhancing Digital Infrastructure & Services

- 12** Advocate for and promote investment in broadband connectivity speed increase in Hamilton with a target that all rural Hamilton have access to 50/10 Mbps and urban Hamilton average speed be 100/20 Mbps and 1 Gbps options available to residents and business who need that level of service
- 13** Complete a City Digital Strategy
- 14** Complete a City of Hamilton Broadband Strategy
- 15** Develop a Smart/Connected Communities Strategy
- 16** Develop and implement expanded Public Internet Access initiatives
- 17** Develop and Implement Digital Divide/Equity Initiatives
- 18** Expansion of Digital Main Street partnerships to support the grow and adaptation of digital transformation for all businesses in Hamilton
- 19** Develop and Implement a Virtual Business Investment and Sales Tour Program
- 20** Increase the number of services that can be accessed digitally/on-line for citizens and businesses



GROWING BUSINESS AND INVESTMENT

In the past five years, Hamilton has experienced significant population growth and infrastructure expansion, as households and businesses have made long-term investments in the city. The global pandemic has temporarily disrupted this positive momentum, however businesses and city investors forecast a return to growth in the near term. As restrictions become unnecessary and the global economy transitions towards recovery, it is important that the City of Hamilton is prepared with the needed resources, programs and ecosystems to ensure Hamilton businesses can participate fully.

WHAT WE ARE ALREADY DOING

- Supporting entrepreneurs, small local business and start-ups and helping to build further capacity within the existing eco-system
- Engaging existing City of Hamilton businesses to understand their requirements and provide support as it relates to operating and growing their businesses successfully in Hamilton
- Communicating the City of Hamilton's strong value proposition as a place to visit and invest
- Building the capacity and strength of Hamilton's key industry sectors in partnership with Business Improvement Areas, local business leaders, public institutions and higher levels of government
- Attracting new business and investment opportunities to the City of Hamilton
- Attracting a regional leisure tourism market and a national tourism market for major events
- Develop global connections to cultivate trade, investment and knowledge sharing opportunities with key markets around the world
- Collaborate with federal, provincial and regional partners to promote and support export & trade opportunities for local industry

Key Opportunities

SUPPORTING AND GROWING KEY INDUSTRY SECTORS

Industry research conducted over the past 18 months provides insight into the economic impacts experienced, by sector and business type, during the first year of the global pandemic. The impacts have not been distributed evenly with some sectors, such as the hospitality, tourism, culture and retail sectors, being more adversely affected. Those sectors will need targeted and sustained support to help their businesses recover and meet consumers' altered needs and expectations.

Other key industries in Hamilton, such as Advanced Manufacturing, Goods Movement Life Sciences and Agriculture & Food Processing, have experienced a renewed importance in the role of local and national supply chains and/or an increased awareness of the re-emerging global opportunities for best-in-class solutions.



HAMILTON ONTARIO CANADA

WHERE INNOVATION GOES TO WORK

ONE OF THE MOST DIVERSIFIED ECONOMIES IN CANADA
Conference Board of Canada

FASTEST GROWING MID-SIZED CITY FOR TECH TALENT
CBRE

MOST RESEARCH-INTENSIVE UNIVERSITY IN CANADA
Research InfoSource

GLOBAL TOP7 INTELLIGENT COMMUNITY OF THE YEAR
Intelligent Communities Forum

follow us: [hamiltoncedev](#)
 investinhamilton.ca

Hamilton

PROMOTING AND SELLING HAMILTON

According to a wide variety of competitive rankings, Hamilton is an excellent location to live, work, invest and play, offering a unique mix of world-class amenities and institutions, and a skilled and productive workforce.

As there is always room for improvement, we need to be aggressive in letting the world know about opportunities that exist here and ensure businesses are excited to invest in Hamilton.

Key Opportunities

PURSUING NATIONAL/INTERNATIONAL OPPORTUNITIES

As a growing number of Hamilton businesses indicated that they were pursuing opportunities outside of the local market prior to the pandemic, it is becoming increasingly clear that successful businesses of the future will have a national or global footprint. The City of Hamilton needs to be a meaningful participant in the re-opening and re-connecting of the global economy.



Growing Business and Investment

- 21** Complete and implement a Tourism Strategy 2021-2025
- 22** Identify opportunities to increase "social", "local" and "green" Procurement
- 23** Update the Film By-law
- 24** Create and Implement an Economic Development Marketing Strategy
- 25** Update and Implement the Hamilton Music Strategy
- 26** Complete a feasibility study on a food business incubator to provide space, training, resources and distribution assets for entrepreneurs to access wholesale or retail markets
- 27** Create and Implement a Business Succession Planning Program
- 28** Create and Implement a Life Sciences Sector Strategy
- 29** Examine the tourism and business attraction potential of e-Gaming
- 30** Initiate and Implement an updated Advanced Manufacturing Sector Strategy – including Aerospace, Electrical & Autonomous vehicle opportunities
- 31** Establish a local Energy Retrofit accelerator providing a one-stop portal for Hamilton businesses and residents to find local retrofit providers, suppliers, and experts
- 32** Encourage environmental sustainability expansion of the LEED CIP
- 33** Study the feasibility of establishing an agriculture, agri-food and rural Community Improvement Plan
- 34** Update the City of Hamilton's Foreign Direct Investment Strategy
- 35** Operationalize the Global Hamilton Council to support Foreign Direct Investment
- 36** Support and pursue potential funding and partnership opportunities for Hamilton industrial manufacturers to invest in emissions reduction technologies
- 37** Implement a Soft-Landing program for international businesses wanting to establish a presence in Hamilton
- 38** Identify the existing and scope of business support and initiatives in Hamilton focused on equity-seeking groups, groups disadvantaged by discrimination and marginalized communities and recommend future strategies to address needs and gaps



MOVING GOODS AND PEOPLE

The planning and delivery of transportation services and infrastructure has a material impact on the economic prosperity of the city. From an economic development perspective, the design, creation, delivery and maintenance of an efficient and effective mix of transportation modes built for the needs of today and with the capacity to meet the needs of tomorrow is essential to the competitiveness of Hamilton's economy and the health, safety and prosperity of its residents and visitors. Taking into consideration the Government of Canada's estimate that transportation accounts for 25% of Canada's greenhouse gas emissions, the decisions and related investments into our mix of transportation services and infrastructure will also have a lasting impact on our local and global environment.

WHAT WE ARE ALREADY DOING

- Operating and expanding the City of Hamilton's public transportation system to meet the growing needs of the City of Hamilton's residents
- Investing in the creation of protected cycling and other non-motorized vehicle infrastructure to provide safe spaces for active travel
- Promoting the City of Hamilton's strength in multi-modal transportation capabilities across highway, rail, sea and air in our business attraction and retention efforts
- Pursuing infrastructure funding from higher levels of government to add capacity to transportation infrastructure and services to meet forecasted demand resulting from expected population and business growth

Key Opportunities

DESIGNING COMPLETE STREETS

Accommodating and allocating space for various uses and transportation modes through a Complete Streets approach can create safer and more equitable streets for all, and are increasingly associated with positive economic development outcomes.

The role and importance of optimizing curbside space utilization that supports both businesses and the general public is critical, and is increasingly being leveraged for pick-up/drop-offs, loading, taxi and ride-hailing services, on-street patios and parking for bike share and other mobility devices.

Preparing now for Connected and Autonomous Vehicles, which may change how people travel and how deliveries are made, will ensure the City is well positioned to take advantage of these new technologies while minimizing negative impacts.



PUBLIC TRANSIT AS AN ECONOMIC DRIVER

There is a critical need to facilitate the movement of people to employment areas, and comprehensive and frequent public transit is a growing priority and necessity for businesses, their employees and their customers.

An enhanced frequent transit service network comprised of Light Rail Transit (LRT), Bus Rapid Transit (BRT), Priority Bus Corridors, and two-way all-day GO service to connecting commercial areas and communities will attract future investment and increase access to employment opportunities for Hamilton residents.

Key Opportunities

GREENING OUR TRANSPORTATION

There is a rapidly growing demand from both businesses and consumers for transportation alternatives that minimize negative environmental impacts as the global economy becomes increasingly aware of the impacts of climate change.

Embracing and accommodating the continued shift towards green transportation options including walkable streets, electric vehicles, unpowered/low power transportation options such as bicycles and scooters, and multi-occupant travel options and car-sharing. By improving our infrastructure to support these greener alternatives, we can reduce the negative impacts related to single occupant vehicles, while increasing the livability of our city and its attractiveness as a place for people and businesses to invest and live.



LEVERAGING, PROMOTING AND GROWING OUR TRANSPORTATION INFRASTRUCTURE ADVANTAGE

The City of Hamilton has a unique and valuable mix of the four key transportation modes (highway, rail, marine and air) due to our geographic location and proximity to large commercial markets. When combined with successful commercial and industrial areas and a highly skilled and diverse labour force, the City of Hamilton is increasingly being viewed as a highly viable location for investment, and we can further strengthen this position.

Moving Goods and People

- 39** Develop a Comprehensive Curbside Management Strategy
- 40** Finalize the Truck Route Master Plan Update
- 41** Complete Feasibility Studies for A-line, S-Line and remaining Higher Order Transit (BLAST) Corridors
- 42** Expand Micro-mobility travel options such as Bike Share and E-scooters
- 43** Commence Development of an Integrated Active Transportation Master Plan including cycling, walking and trails
- 44** Continue to investigate the potential for On-Demand Transit Services to provide or supplement regular public transit services to, from and within employment areas and community nodes, using the Flamborough On-Demand Service as a pilot
- 45** Design and Launch Smart Commute Hamilton Airport (SCHA) Association. The SCHA would create a program to meet the specialized needs associated with Airport-related employers by helping to coordinate individual employers travel demand management programs
- 46** Update the Goods Movement Sector Strategy
- 47** Promote and support the Transportation and Connected Vehicle industry with the Centre of Integrated Transportation and Mobility network
- 48** Work with airport partners to attract new international air cargo operators, increase and expand air routes and intensify newer fuel efficient and noise reduction air fleet
- 49** Engage with transportation associations, MITL and Fluid Intelligence Program to improve goods movement capabilities, technology and improved sustainable alternatives
- 50** Encourage new development within the Airport and AEGD to incorporate District Energy Systems to reduce environmental impacts
- 51** Work with Port partners to introduce environmentally sustainable options for cargo movement through container service and increased rail and intermodal operations.



REVITALIZING PRIORITY AREAS AND PLACEMAKING

There are several important commercial and priority areas that power the city's economy and give a sense of character to neighborhoods, tourists and investors. The ability for the City of Hamilton to meet residents' future commerce and employment needs will be determined by these business clusters and our collective ability to establish, maintain and enhance those community downtowns, commercial corridors, Business Improvement Areas and industrial parks.

WHAT WE ARE ALREADY DOING

- Supporting the City's numerous Business Improvement Areas and commercial districts through dedicated staff and innovative programming aimed at overall improvement, beautification and promotion of these business and shopping destinations
- Incentivizing investment in the remediation of Brownfield lands to encourage its transition to a cleaner and more productive use that act as a catalyst for further economic improvement of the wider area
- Encouraging and facilitating the revitalization of Downtown Hamilton through direct investments into infrastructure projects, office space and public space animation
- Stimulating revitalization of commercial areas through financial incentives encouraging commercial building improvements that have net positive assessment return and enhance aesthetic attractiveness
- Providing financial assistance programs to support the retention and rehabilitation of cultural heritage resources/buildings
- Protecting the unique and valuable characteristics of our key historic commercial buildings through heritage designations

Key Opportunities

ENCOURAGING GROWTH, INVESTMENT AND ACTIVITY IN THE COMMUNITY DOWNTOWNS AND COMMERCIAL AREAS TO MEET THE FUTURE NEEDS OF CONSUMERS

Necessary pandemic restrictions have had a significant negative impact on our community downtowns and commercial areas. As restrictions are gradually lifted, it is critical that we support these areas with their unique neighbourhoods and historic buildings to regain their commercial vibrancy through placemaking activities, such as festivals and events, and a renewed focus on these areas as centres of art and culture.



THE CONTINUED RENAISSANCE OF DOWNTOWN HAMILTON

Downtown areas represent a city's personality for most non-residents, and we know that healthy and vibrant downtowns attract investment that can be seeded throughout the community. Hamilton's downtown has our largest concentration of jobs, people, dwellings and commercial buildings. It also provides some of the most desirable, shovel ready land for developments that will create jobs and housing, attract tourists, draw national and international investment and increases the quality of life for its residents and workers.

Key Opportunities

INTENSIFICATION WITHIN OUR GROWTH AREAS

In the last 10 years, Hamilton has undergone intensification, adaptation and redevelopment projects, including targeted redevelopment of brownfield sites, to add new commercial and residential units. The continued efforts toward efficient use of land is critical for the successful evolution of Hamilton into a city that minimizes urban sprawl and accommodating a growing population in a sustainable way.



Revitalizing Priority Areas and Placemaking

- 52** Study the short and mid-term pandemic impacts on the Hamilton office market
- 53** Complete a study investigating retail trends in various commercial settings across the City
- 54** Develop and implement a targeted marketing campaign for Hamilton's office market
- 55** Develop and implement a program to retrofit and modernize underutilized storefront and office spaces (e.g. pop-ups)
- 56** Explore the feasibility of a small business accelerator centre
- 57** Conduct analysis and consultations regarding the potential implementation of the Small Business property tax subclass
- 58** Support and foster placemaking projects (including the delivery and evaluation of the Placemaking Grant Pilot Program and encouragement of pedestrianization and open street initiatives)
- 59** Transition the operating and capital obligations of the City's Entertainment Assets to Hamilton Urban Precinct Entertainment Group and facilitate the private sector's renovation/redevelopment of the Downtown Entertainment Precinct
- 60** Re-envision the existing Hamilton LEEDing the Way Community Improvement Plan to better incentivize environmentally sustainable development and investments
- 61** Review and update the Environmental Remediation and Site Enhancement (ERASE) Community Improvement Plan
- 62** Revise incentive programs to support the achievement of climate change targets (i.e. supporting the depaving of parking lots to green space, supporting charging stations)
- 63** Update all Commercial Market Assessments for individual Business Improvement Areas
- 64** Promote and establish the West Hamilton Innovation District / McMaster Innovation Park as a global leader innovation, commercialization for Life Sciences, BioManufacturing, and advanced manufacturing



BUILDING TRANSFORMATIONAL PROJECTS

Transformational projects are one of the most effective ways to improve the function and form of an area. They offer investment and economic spinoff opportunities through residential, commercial and industrial developments which allow more people benefit from the improved space. The City of Hamilton will invest in key infrastructure and placemaking projects to increase its own physical capacity to serve a growing population and accommodate increased interest from the investment community.

WHAT WE ARE ALREADY DOING

- Creating shovel ready land in our business parks by extending services (roads, sewer, etc.)
- Incentivizing the remediation and development of brownfield lands
- Investing in the acquisition, creation and upgrading of public spaces
- Delivering funding programs and initiatives to increase the vibrancy of our public spaces and beautify our public infrastructure

Key Opportunities

GROWTH ENABLING INFRASTRUCTURE

Over the past few years, Hamilton has benefited from record-breaking development, with existing businesses expanding their operations and new companies forming or relocating here. While interest in Hamilton from developers is increasing, the inventory of available employment lands is diminishing.

The City of Hamilton must execute growth enabling infrastructure projects in a timely manner to maintain the momentum of our economy.



INTENSIFICATION AND OPTIMIZATION OF STRATEGIC BUSINESS LANDS

Cities have the opportunity to influence outcome and timing of strategic land development in order to attract spin-off economic activities and add significant value for the community.

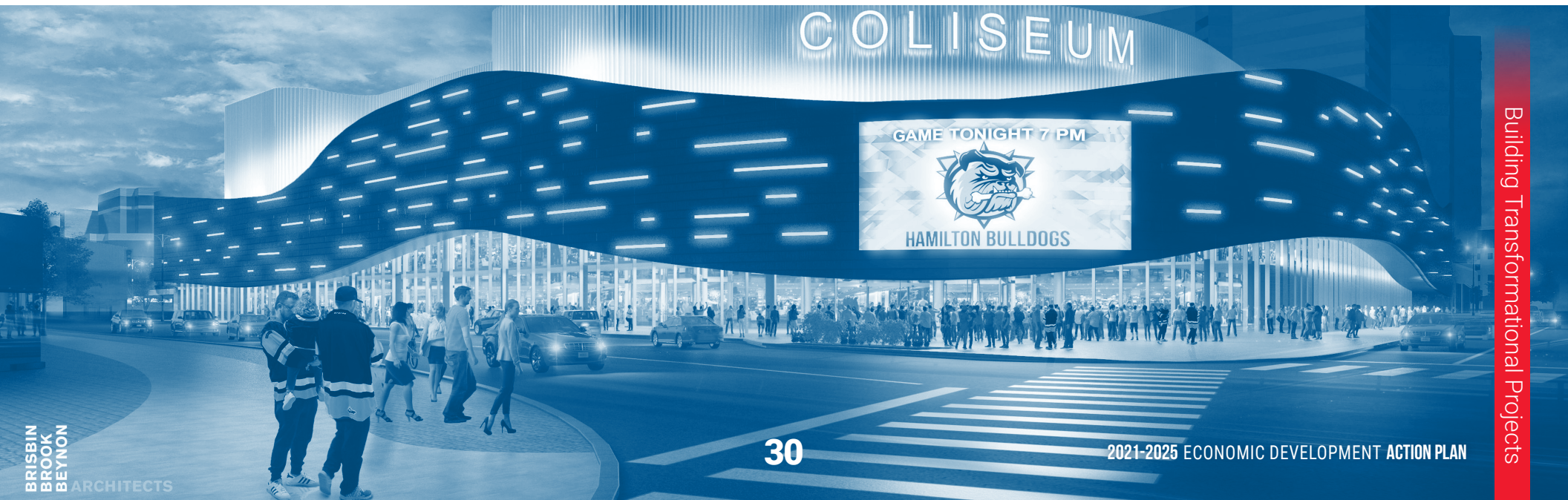
The City of Hamilton has several projects underway and planned for the near future to encourage the intensification and optimization of lands along the waterfront, within the downtown core, and around the Hamilton International Airport and other large business parks.

Key Opportunities

MEMORABLE AND INVITING PUBLIC SPACES AND PLACES

The creation and maintenance of inspiring and accessible public spaces is a common trait shared by the world's greatest cities. These public spaces attract cultural activity, while also providing a lens to view the personality of the place and its people.

Quality of life is also becoming an increasingly important determinant for where people choose to live and where businesses invest. There is currently a greater appreciation for public spaces and a desire to once again congregate with friends and family. The timing is therefore perfect for the City of Hamilton to make long-term investment in placemaking infrastructure.



Building Transformational Projects

- 65** Complete feasibility study on how to leverage economic potential of waterfalls and adjacent natural amenities with consideration to environmental and neighbourhood impacts
- 66** Create landmarks and enhance prominent public places and facilities across the City through the use of design competitions and integrated art (e.g. Coppins Pier)
- 67** Prepare a strategy to re-develop City-owned assets with the objective of creating shovel-ready projects for the purposes of affordable housing
- 68** Implement the Bayfront Strategy
- 69** Complete Dickenson Road trunk sewer to the Airport Employment Growth District
- 70** Complete Dartnall Road extension to Dickenson Road
- 71** Prepare and execute a Master Development Agreement for the City-owned Barton-Tiffany Lands, with the intention of creating a film studio hub
- 72** Execute the West Harbour Re-Development Plan on the City-owned lands transforming the area into a recreational, commercial and residential waterfront destination
- 73** Explore and implement decarbonization initiatives with Local Industry
- 74** Promote Hamilton's District Energy Systems to major construction projects as a climate change benefit and as a low carbon alternative to traditional energy systems
- 75** Encourage new development within the Airport and AEGD to incorporate District Energy Systems to reduce environmental impacts
- 76** Support private and public sector efforts to further start-up business development including attracting and supporting expansion of research facilities
- 77** Collaborate with Metrolinx, the impacted BIAs, and the Hamilton Chamber of Commerce on strategies and tactics to mitigate negative impacts of construction, and maximizing the economic uplift benefits of the LRT investment

ANNUAL PERFORMANCE INDICATORS AND STRETCH TARGETS

The 2021- 2025 Economic Development Action Plan has an expanded Performance Measurement section which includes several key economic indicators, as well as ambitious Stretch Targets.

Performance Indicators have been established to monitor annual economic development progress across the different key priorities identified in the EDAP.

- Industrial/Commercial Building – square footage
- Industrial/Commercial Building – construction value
- Change in Commercial/Industrial Assessment Value
- New Shovel Ready land - acres
- Reported immigration admissions for Hamilton
- Number of self identified Living Wage Employers
- Downtown Office Vacancy
- Storefront Vacancy in BIA's
- City-wide Hotel stays
- Major events landed
- Transit Ridership
- Film Permit Activity



ANNUAL PERFORMANCE INDICATORS AND STRETCH TARGETS

STRETCH TARGETS

First introduced in the 2016-2020 EDAP, Stretch Targets are ambitious targets that challenge current assumptions and processes and inspire teams to re-imagine what they ever thought possible. They differ from regular targets or goals because of the level of difficulty; stretch targets seem impossible at the outset, while regular ones are perceived as challenging but achievable.

The EDAP has identified 13 ambitious Stretch Targets to inspire staff and external partners. Each Stretch Target is anticipated to provide a direct positive impact on one or more of the identified EDAP priorities.

1. Add seven million square feet of new Industrial/Commercial space
2. Generate a total of \$2.5 billion in Industrial/Commercial construction value
3. Increase new gross commercial/industrial assessment by 1.5 % per year
4. Triple the municipal tax assessment on the Stelco lands
5. Increase Hamilton's shovel-ready land supply by 500 acres
6. Increase immigration to Hamilton by 25% by 2025 (2019 IRCC reported immigration admissions for Hamilton as the baseline)
7. Create and maintain a list of 1,000 living wage employers in Hamilton
8. Achieve an average ground-floor commercial storefront occupancy of 90% across the Business Improvement Areas
9. Reduce downtown office vacancy rate to pre-pandemic levels (2019 as benchmark)
10. Invest a minimum of \$1 million in tourism development from the Municipal Accommodation Tax program
11. Attract five major events that generate a total combined economic impact of at least \$50 million
12. Increase transit ridership to pre-pandemic ridership levels by 2023
13. Generate \$1 million in direct City revenue from film production activity within Hamilton

MEASURING PERFORMANCE AND COMMUNICATING RESULTS

In addition to the regular reporting that currently occurs by project leads of various ongoing projects and initiatives to senior management and council where appropriate, moving forward, city staff intends to report annually to the community stakeholders on the progress that has been made on the 77 actions identified in the Economic Development Action Plan.

In Q2 of each year, the Economic Development and Tourism and Culture Divisions will present a report to Council that details the progress that has been made on the identified actions, performance indicators and stretch targets.

In addition, our community and business stakeholders identified a wide variety of mediums that they use to source information, and we intend to use a variety of communication mediums to regularly communicate our results and continue to engage with stakeholders.

STRATEGIC OUTREACH

- Media Releases
- Interviews, Meetings, Presentations
- Familiarization Tours
- Event Participation and Sponsorship

WEBSITES

- City of Hamilton
- Hamilton Economic Development
- Tourism Hamilton
- Hamilton Business Centre

COMMUNICATING RESULTS

SOCIAL MEDIA

- City of Hamilton




- Hamilton Economic Development




- Tourism Hamilton




- Hamilton Business Centre



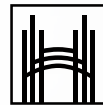


E-NEWSLETTERS

- Hamilton Economic Development e-newsletter
- Tourism e-newsletter
- Updates provided to local Chambers of Commerce
- Updates provided to Hamilton's 13 BIAs

PRESENTATIONS TO COUNCIL

- Annual 2021-2025 Economic Development Action Plan Update
- Other Information/Recommendation Reports



Hamilton



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	January 13, 2021
SUBJECT/REPORT NO:	2020 Annual Report on the 2016-2020 Economic Development Action Plan Progress (PED20203) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Graeme Brown (905) 546-2424 Ext. 2363
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

The purpose of this Information Report is to report back to Council on the implementation of the 2016-2020 Economic Development Action Plan (EDAP) as well as to provide an update on the development of the new 2021-2025 Economic Development Action Plan.

COUNCIL DIRECTION

To report back on the progress of implementing the 2016-2020 Economic Development Action Plan on an annual basis, providing a regular and consistent overview on the status of the 11 Stretch Targets and 61 Actions identified within the Action Plan.

INFORMATION

On December 7, 2016, the 2016-2020 EDAP was approved by City Council. The EDAP communicated the six high level goals identified by stakeholders as priorities, and further identified nine areas of focus that staff would concentrate efforts and resources on to realize those goals. The EDAP also identified 11 measurable Stretch Targets and 61 specific Actions.

For the last four years, the Economic Development Division has delivered updates on

progress made during the past four years in reports to the General Issues Committee (PED17041, PED18066, PED19036 and PED20039), providing a baseline for future progress reporting. This Information Report is the fifth and final annual update, covering progress made during the 2020 calendar year up to November 2020 and summarizes the overall achievements and the next steps for the 2021-2025 EDAP.

Update on the 11 Stretch Targets

Notwithstanding the fact that they were intended to be “stretch targets” that would not necessarily be achievable within the timeline of the EDAP, there have been notable achievements and progress made on many of the 11 Stretch Targets established in the 2016-2020 EDAP, with seven Stretch Targets being achieved or nearly achieved as outlined in the two charts below.

Stretch Targets Achieved

Stretch Targets	Five Year Cumulative Performance (2016-2020)
Increase Hamilton's shovel-ready land supply by 500 acres	Over 500 acres of shovel-ready land were added to the industrial land supply over the past five years.
<p>Add seven million square feet of new Industrial/Commercial space</p> <p>Add the following new major economic development assets:</p> <p>A manufacturing incubation space</p>	<p>As of November 30, 2020, 6,827,000 square feet of new commercial and industrial product had been constructed over the last 5 years. This total does not take into account new buildings constructed at John C. Munro Hamilton International Airport and the Hamilton Oshawa Port Authority, which when included, would surpass the 7,000,000 square foot target.</p> <p>Innovation Factory, The Forge and the Centre for Integrated Transportation and Mobility expanded into a 10,000 square foot collaborative space at McMaster Innovation Park named “The Garage”.</p>
Have ten local companies on the PROFIT Magazine "Fastest Growing Businesses" list	<p>The "Hamilton Fast 40" program was successful in raising the profile of fast-growing Hamilton based businesses and helped encourage those businesses to apply for national honours in this prestigious publication.</p> <p>This Stretch Target was Achieved in 2018 when 12 Hamilton companies were listed in Canadian Business Magazine's (the renamed PROFIT Magazine) “Fastest Growing Businesses” list. The large increase from 2017's four companies was a direct result of outreach to the inaugural Hamilton Fast 40 recipients (which was launched</p>

	in 2018).
Attract five major events (like the JUNOs) that generate a total combined economic impact of at least \$50 M	Successfully secured eight major events: North American Indigenous Games 2017 (selected sports/cultural festival), Vanier Cup 2017, Canadian Country Music Week (2018 and 2020 (will be rescheduled)), the RBC Canadian Open (2019 and 2023) the 2021 Grey Cup and 2021 Kin Canada National Convention.
Achieve Intelligent Communities Forum Top 7 Ranking	The City of Hamilton achieved global recognition as a Top 7 Intelligent Community twice over the past five years (2018 and 2020).

Stretch Targets Nearly Achieved

Stretch Targets	Five Year Cumulative Performance (2016-2020)
Generate a total of \$2 B in Industrial and Commercial construction value	TOTAL - \$1.663 M in estimated value (\$820 M commercial, \$843 M industrial). This total does not take into account the value of the of the new buildings constructed at John C. Munro Hamilton International Airport and the Hamilton Oshawa Port Authority.
Add the following new major economic development assets: A data centre	One data centre was established (and later closed due to merger/acquisition activities of the owner), and several investment inquiries have been fielded and are currently being pursued. The Economic Development Division also partnered with Computing Infrastructure Research Centre to conduct a feasibility study and held meetings with Hamilton's public Chief Technology Officers, and public sector partners to assess co-location interest.
Add the following new major economic development assets: A major film studio	On December 2, 2020, Aeon Studio Group announced the first step of their initial film investment business in Hamilton with an 80,000 square foot film studio to open February 2021 at 243 Queen Street North.
Add the following new major economic development assets: An 800 to 1,200 seat multi-use performance centre	The New Vision Music Hall (a 600 to 1,100 seat music and live performance venue) is a community-led new performance venue that, when fully operational, will achieve this Stretch Target. The City of Hamilton provided the owners with funding to cover the cost of a feasibility study of converting the former church into a concert venue. The City of Hamilton recently leased 125 Barton Street, to Sonic Unyon, which being converted to a multi-use performance centre called Bridgeworks. The capacity of

	<p>this venue will be 500 once the work to renovate the space is complete and there are no COVID-19 restrictions.</p> <p>Finally, as mentioned in previous annual updates, the McIntosh Performing Arts Centre at Mohawk College has become more generally available for booking an event hosting and has planned facility upgrades to further enhance its value as a venue.</p>
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Of the remaining four Stretch Targets, three have a final status of progressing as outlined in the chart below.

Stretch Targets that are Progressing

Stretch Targets	Five Year Cumulative Performance (2016-2020)
Extend regular HSR service (connected to the broader BLAST network) to the interior of the Red Hill, Flamborough and Stoney Creek Business Parks and offer 24/7 service to John C. Munro Hamilton International Airport	Investments made to-date through the 10-year local transit strategy have seen material increases in service frequency, with additional scheduled improvements postponed due to the global pandemic.
Reduce Hamilton's office vacancy rate to 7%	A total reduction of 2.02% to 11.8% has been achieved based on the reported vacancy rate of 13.82% in 2016.
Enhance Hamilton's Image as a Digital City by enabling access to broadband internet speeds of: 250 megabit/second to all rural Hamilton One gigabit/second to all urban Hamilton 10 gigabit/second to all of our business parks and major commercial areas	There has been material improvement seen in many parts of the City due to major investments, infrastructure upgrades and expanded product and service offerings from the incumbent telecommunication companies. These collective improvements have resulted in a significant increase in the availability of high-speed internet for Hamilton businesses and residents, but they do not consistently reach the defined Stretch Target objectives for each of the targeted geographic areas.

The remaining Stretch Target being not achieved.

Stretch Targets Not Achieved

Stretch Targets	Five Year Cumulative Performance (2016-2020)
Triple the municipal tax assessment from Stelco lands	Since 2016, tax assessment on the Stelco lands has decreased by \$65.4 M. The City filed an appeal of this property’s assessment for the 2018 tax year which is still ongoing to-date and includes tax years 2019 and 2020.

Update on the 61 Actions

The 2016-2020 EDAP also identified 61 Actions that City staff would pursue completion of over the five-year duration of the EDAP, in addition to their existing work plan responsibilities, with the assistance and partnership of external stakeholders. An overview of the final status of all 61 Actions as of November 2020 can be seen in the chart below.

High Level Overview of the Status of the 61 Identified Actions

Actions Completed in 2020	3
Total Actions Completed (Including Actions Completed in 2020)	30
Ongoing Multi-Year Actions Performed during 2016-2020 EDAP	22
Total Actions Completed or Performed	52
Total Deferred or Incomplete Actions	9
Percent of All Actions Completed or Performed	85%

All 61 identified Actions were started in some capacity over the past five years, with 24 of them being ongoing multi-year Actions, and 37 of them being project or initiative-based Actions. Staff reported that 22 of the 24 ongoing multi-year Actions and 30 of the 37 project or initiative-based Actions were completed or performed as of November 2020, with the remaining nine Actions being deferred or incomplete due to a number of factors, including the global pandemic.

For the final year of the 2016-2020 EDAP, there were six Actions scheduled to be completed. The following chart provides visibility into the status (as of November 2020) of those previously identified Actions.

Overview of 2020 EDAP Work Plan Progress

2020 Workplan - Actions Completed or Deferred in 2020	Status
Obtain official designation for lands around the John C. Munro Hamilton International Airport as a Foreign Trade Zone Point.	Completed
Complete a comprehensive asset mapping exercise of all Information Communication Technology (ICT) sector companies and infrastructure.	Completed
Develop and implement an ICT and Digital Media Sector Strategy.	Completed
Complete a feasibility study on a food business incubator to provide space, training, resources and distribution assets for entrepreneurs to access wholesale or retail markets.	For consideration in 2021-2025 EDAP
Create an updated Global Hamilton Strategy (formerly known as the Immigration Attraction Strategy).	For consideration in 2021-2025 EDAP
Create and implement a comprehensive Business Succession Program.	For consideration in 2021-2025 EDAP

Three of the remaining six Actions were completed during the calendar year. These three Actions were in progress and saw their priority change due to the global pandemic, and the impact that the rapidly changing environment had on their respective scopes, scales, relevance and timeliness. All three Actions are expected to be evaluated as potential Actions in the next EDAP.

Appendix “A” to Report PED20203 provides a detailed breakdown of all 61 Actions based on their final status as of November 2020.

2021-2025 Economic Development Action Plan

For the past year, staff from the Economic Development Division and the Tourism and Culture Division have been working on the next iteration of the City’s Economic Development Strategy, the 2021-2025 EDAP, reviewing best practices, researching opportunities and threats as it relates to both the global and local economy over the next five years.

This has included consulting with the numerous internal and external stakeholders of the City’s EDAP, including strategic service delivery partners, businesses and organizations inclusive of all sectors, City staff and the general public through various engagement methodologies.

The 2021-2025 EDAP is nearing completion and is targeted to be presented to the General Issues Committee in the first or second quarter of 2021. It will incorporate information and Council direction relating to the Mayor's Task Force on Economic Recovery report and associated recommendations. It will also include input from local businesses obtained through a second COVID-19 Impact Survey (the first having been completed in the second quarter of 2020), which will be undertaken in January 2021. Finally, the 2021-2025 EDAP will reference and incorporate Actions relating to the Term of Council priorities established in 2018, specifically equity, diversity and inclusion as well as climate action.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" - List of 2016-2020 EDAP Actions by Status

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List of 2016-2020 EDAP Actions by Status

Completed Actions
Collaborate with stakeholders on a comprehensive review of the potential opportunities associated with Stelco lands.
Complete a comprehensive asset mapping exercise of all Information Communication Technology (ICT) sector companies and infrastructure.
Complete a re-zoning of the Port lands to accommodate appropriate uses and multi-modal activity.
Complete an Internet of Things Cluster Feasibility Study.
Complete lean review of the approvals process.
Create an international business "Soft-Landing" space in Hamilton.
Create and implement a Creative Cultural Industries Sector Strategy.
Create and implement a FIRE Sector Strategy.
Create and implement a Life Science Sector Strategy.
Create and implement an Incentive Program for Business Parks and Industrial Areas to increase the investment attractiveness for targeted investments.
Design a targeted multi-year marketing campaign related to Hamilton's commercial office opportunities.
Design and deliver an Annual Work Intentions Survey to current post-secondary students and workers commuting in and around Hamilton.
Develop a regional manufacturing asset map, identifying key service providers and supply chain linkages.
Develop an industry-based tourism advisory group.
Develop and implement a Comprehensive Customer Service Program.
Develop and implement an ICT and Digital Media Sector Strategy.
Establish a Sports Analytics Cluster to pursue a nationally recognized area of expertise.
Establish the Bi-National Research, Innovation and Education Corridor.
Establish the International Business Machines Company/Hamilton Health Sciences Collaboration Space (now known as Innovation Exchange).
Obtain official designation for lands around the John C. Munro Hamilton International Airport as a Foreign Trade Zone Point.
Pursue extension in scope and funding for programs delivered by the Hamilton Business Centre.
Pursue potential funding and partnership opportunities related to the Premier's Highly Skilled Workforce Expert Panel report.
Realign staffing assignments to increase coverage of key sectors.
Redevelopment of the Tourism website.
Refresh the Invest in Hamilton website to be a better promotional tool for Hamilton to enable the attraction of new companies.
Review and update commercial zoning to provide greater flexibility for business attraction and growth.
Complete a comprehensive review of the City's Business Licensing By-law.
Review zoning and other barriers to the establishment of Creative Cultural Industries.
Undertake review on the future viability of the Hamilton Technology Centre.
Update and implement the Economic Development Marketing Strategy.
Update Commercial Market Assessments for specific Business Improvement Areas.
Implement process for the prioritization of non-residential applications and permits.

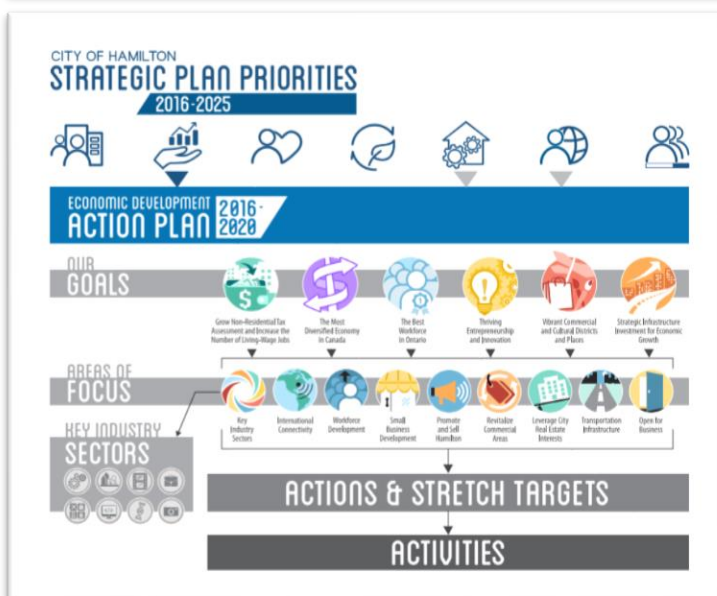
Ongoing Multi-Year Actions Performed in 2020
Implement the State of Manufacturing in Hamilton (Advanced Manufacturing) Strategy.
Implement the Food and Farming Action Plan 2021 to support the agricultural sector.
Implement the Music Strategy and launch the City of Music marketing efforts.
Implement the Cultural Plan.
Create a City of Animation Strategy targeting the improvement of public space animation.
Promote the Airport Employment Growth District as a North American Gateway hub for logistics, distribution and goods movement.
Implement the City of Hamilton's 2015 Foreign Direct Investment Strategy.
Implement the Invest in Hamilton-Niagara Partnership Work Plan.
Acquire lands in industrial parks for business attraction.
Strategically sell surplus City properties.
Implement the West Harbour Redevelopment plans.
Implement the Bayfront Strategy.
Conduct analysis on the viability of operating the Small Business Enterprise Centre across multiple sites in the City.
Leverage Regional Innovation Centre and the ONE Network to enhance the reach, scope and impact on the Hamilton community.
Complete the BLAST network to link workers to employment areas across all parts of the City.
Provide regular, reliable and frequent transit access to all business parks.
Implement the 2015-2020 Tourism Strategy.
Enhance and animate the Visitor Centre to include opportunities to support Creative Industries and Culture and Diversity.
Implement the recommendations provided by the Mayor's Blue-Ribbon Task Force for Workforce Development.
Implement process for the prioritization of non-residential applications and permits.

Deferred and/or Delayed Actions
Establish a food terminal or hub for food producers to distribute their products.
Update the Goods Movement Sector Strategy.
Create and implement a Digital Strategy for the City of Hamilton that identifies strategies to improve the ICT infrastructure (broadband internet) in the City.
Complete a feasibility study on a food business incubator to provide space, training, resources and distribution assets for entrepreneurs to access wholesale or retail markets.
Create an updated Global Hamilton Strategy (formerly known as the Immigration Attraction Strategy).
Create and implement a comprehensive Business Succession Program.
Implement the Council-approved LRT project.
Create strategy to maximize future economic uplift and actions resulting from the LRT project.
Establish incubative makers' space for specialty manufacturing in the creative/cultural industries.



2021-2025 ECONOMIC DEVELOPMENT ACTION PLAN

Recap of the 2016-2020 EDAP



- On December 7, 2016, the 2016 – 2020 EDAP was presented to and approved by City Council.
- The 2016-2020 EDAP communicated the six high level goals identified by stakeholders as priorities, and further identified the nine areas of focus that staff would concentrate efforts and resources on to realize those goals.
- The EDAP identified eleven measurable stretch targets and 61 specific actions that staff would pursue over the five year period.
- Actions Completed or Performed – 52 of 61 (85%)
- Stretch Targets Achieved or Nearly Achieved – 7 of 11 (64%)

2021-2025 EDAP Alignment



Stakeholder Engagement

City of Hamilton
COVID-19 Business
Impact Survey (2020)
– 1000+ respondents



Vital Signs
2021 Report



2021-2025 EDAP
Stakeholder
Engagement (2020)
– 100+ respondents



Hamilton
Chamber of
Commerce
Policy document



Just Recovery
Policy Paper



Mayor's
Taskforce
for Economic
Recovery Report



City of Hamilton Business
Impact & Workforce Needs
Survey (2021) –
1500+ respondents



Internal City
Department
Engagement



2019 Our Future
Hamilton Summit
(Economic Prosperity)
300+ participants



Hamilton Key Industry
Sector Outreach
(2020-2021) –
100+ participants



Invest Hamilton
Partnership
Engagement
calls

Six Priorities



- ▶ **FACILITATING A SKILLED AND ADAPTABLE WORKFORCE**
- ▶ **ENHANCING DIGITAL INFRASTRUCTURE AND SERVICES**
- ▶ **GROWING BUSINESS AND INVESTMENTS**
- ▶ **MOVING GOODS AND PEOPLE**
- ▶ **REVITALIZING PRIORITY AREAS AND PLACEMAKING**
- ▶ **BUILDING TRANSFORMATIONAL PROJECTS**

77 Identified Actions

Within these six Priorities, a total of 77 Actions have been identified based on the following criteria:

- Addresses opportunities for improvement identified by stakeholders;
- Directly and positively impacts the advancement of Hamilton's economy;
- Provides a positive return on any investment of funds or staff time;
- Utilizes existing strengths or capacity of the City or its partners;
- Attracts funding from external sources to deliver valuable programs, services or projects;
- Contributes to shared and equitable economic growth that benefits all Hamiltonians; and
- Positions Hamilton for a sustainable economic future that achieves the City's climate goals and contributes to climate resiliency.





FACILITATING A SKILLED AND ADAPTABLE WORKFORCE

Focusing on attracting, training, retaining and enabling Hamiltonian's full participation in the local economy.

Identified Actions - 11

Facilitating a Skilled and Adaptable Workforce

Key Opportunities

Newcomer Workforce Engagement

Scaling the Pathways for Building In-Demand Skills

Our Commitment to Equity, Diversity & Inclusion





ENHANCING DIGITAL INFRASTRUCTURE AND SERVICES

Guiding and enabling digital service delivery and expanding Hamilton's access to digital infrastructure to support current and future technology.

Identified Actions - 9

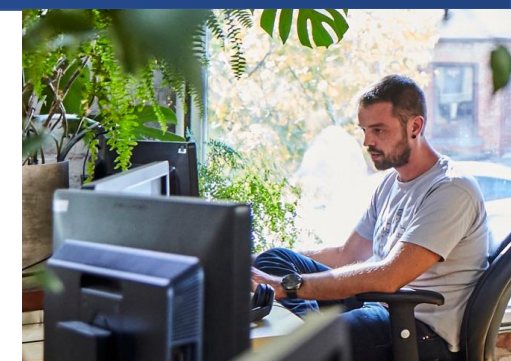
Enhancing Digital Infrastructure and Service

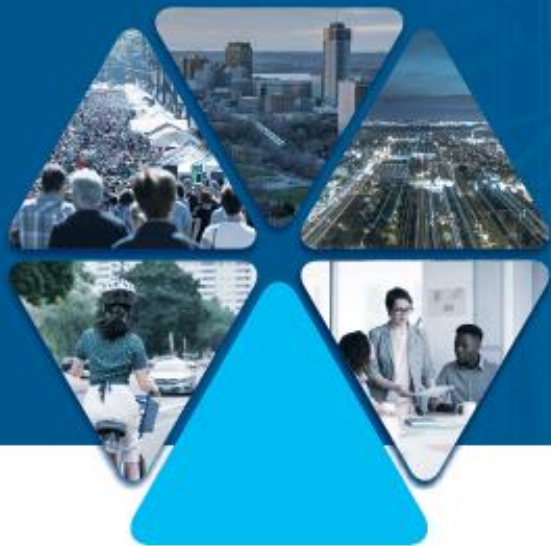
Key Opportunities

A Strategic Roadmap for the City's Digital Future

Bridging the Digital Divides Relating to Infrastructure, Equipment, Access, Equity, Inclusion and Ability (Digital Literacy)

Public/Private Initiatives Establishing Hamilton as an Innovation/Demonstration Centre





GROWING BUSINESS AND INVESTMENT

Facilitating the attraction, retention and growth of businesses in Hamilton to maintain and grow its position as a leading contributor to the national and global economy.

Identified Actions - 18

Growing Business and Investment

Key Opportunities

Supporting and Growing Key Industry Sectors

Promoting and Selling Hamilton

Pursuing National/International Opportunities





MOVING GOODS AND PEOPLE

Designing, creating, delivering and maintaining an efficient and effective mix of transportation modes built for the needs of today and built with the capacity to meet the needs of tomorrow.

Identified Actions - 13

Moving Goods and People

Key Opportunities

Designing Complete Streets

Public Transit as an Economic Driver

Greening our Transportation

Leveraging, Promoting and Growing our
Transportation Infrastructure Advantage





REVITALIZING PRIORITY AREAS AND PLACEMAKING

Contributing to the recovery and transformation of key commercial areas and corridors to enable their evolution into culturally significant community places over the next 25 years.

Identified Actions - 13

Revitalizing Priority Areas and Placemaking

Key Opportunities

Encouraging Growth, Investment and Activity in the Community Downtowns and Commercial Areas to meet the Future Needs of Consumers

The Continued Renaissance of Downtown Hamilton

Intensification within our Growth Areas





BUILDING TRANSFORMATIONAL PROJECTS

Facilitating the completion of transformational infrastructure and development projects to catalyse future growth and community improvement efforts.

Identified Actions - 13

Building Transformational Projects

Key Opportunities

Growth Enabling Infrastructure

Intensification and Optimization of Strategic Business Lands

Memorable and Inviting Public Spaces and Places



Stretch Targets

1. Add seven million square feet of new Industrial/Commercial space
2. Generate a total of \$2.5 billion in Industrial/Commercial construction value
3. Increase new gross commercial/industrial assessment by 1.5 % per year
4. Triple the municipal tax assessment on the Stelco lands
5. Increase Hamilton's shovel-ready land supply by 500 acres
6. Increase immigration to Hamilton by 25% by 2025 (2019 IRCC reported immigration admissions for Hamilton as the baseline)
7. Create and maintain a list of 1,000 living wage employers in Hamilton
8. Achieve an average ground-floor commercial storefront occupancy of 90% across the Business Improvement Areas
9. Reduce downtown office vacancy rate to pre-pandemic levels (2019 as benchmark)
10. Invest a minimum of \$1 million in tourism development from the Municipal Accommodation Tax program
11. Attract five major events that generate a total combined economic impact of at least \$50 million
12. Increase transit ridership to pre-pandemic ridership levels by 2023
13. Generate \$1 million in direct City revenue from film production activity within Hamilton

Communicating Results

STRATEGIC OUTREACH

- Media Releases
- Interviews, Meetings, Presentations
- Familiarization Tours
- Event Participation and Sponsorship

WEBSITES

- City of Hamilton
- Invest In Hamilton
- Tourism Hamilton
- Hamilton Business Centre

COMMUNICATING RESULTS

SOCIAL MEDIA

- City of Hamilton




- Invest In Hamilton




- Tourism Hamilton




- Hamilton Business Centre





E-NEWSLETTERS

- Invest in Hamilton e-newsletter
- Tourism e-newsletter
- Updates provided to local Chambers of Commerce
- Updates provided to Hamilton's 13 BIAs

PRESENTATIONS TO COUNCIL

- Annual 2021-2025 Economic Development Action Plan Update
- Other Information/Recommendation Reports



2021-2025 ECONOMIC DEVELOPMENT ACTION PLAN



Hamilton

BUSINESS IMPROVEMENT AREA ADVISORY COMMITTEE

REPORT 21-009

8:00 a.m.

Tuesday, October 12, 2021

Virtual Meeting

Hamilton City Hall

71 Main Street West

Present: Councillor Esther Pauls (Chair)
 Susie Braithwaite – International Village BIA
 Tracy MacKinnon – Westdale Village BIA and Stoney Creek BIA
 Cristina Geissler – Concession Street BIA
 Kerry Jarvi – Downtown Hamilton BIA
 Katie Poissant-Paul – Ancaster BIA
 Lisa Anderson – Dundas BIA
 Emily Burton – Ottawa Street BIA
 Heidi VanderKwaak – Locke Street BIA

Absent: Michal Cybin – King West BIA
 Bender Chug – Main West Esplanade BIA
 Rachel Braithwaite – Barton Village BIA
 Susan Pennie – Waterdown BIA

THE BUSINESS IMPROVEMENT AREA ADVISORY COMMITTEE PRESENTS REPORT 21-009 AND RESPECTFULLY RECOMMENDS:

1. Locke Street Business Improvement Area Expenditure Request (Item 11.1)

That the expenditure request from the Locke Street Business Improvement Area, in the amount of \$2,462.89 for the purchase of new banners on Locke Street, to be funded from the Community Improvement Plan (CIP) Contribution Program (BIA Payments Account 815010-56905), be approved.

2. Westdale Village Business Improvement Area Expenditure Request (Item 11.2)

That the expenditure request from the Westdale Village Business Improvement Area, in the amount of \$11,363.76 for the purchase and maintenance of planters, to be funded from the Community Improvement Plan (CIP) Contribution Program (BIA Payments Account 815010-56905), be approved.

3. Stoney Creek Business Improvement Area Expenditure Request (Item 11.3)

That the expenditure request from the Stoney Creek Business Improvement Area, in the amount of \$8,035.33 for the purchase and maintenance of planters; street furniture; and plants in Downtown Stoney Creek, to be funded from the Community Improvement Plan (CIP) Contribution Program (BIA Payments Account 815010-56905), be approved.

4. Downtown Hamilton Business Improvement Area Expenditure Request (Item 11.4)

That the expenditure request from the Downtown Hamilton Business Improvement Area, in the amount of \$5,727.12 for the purchase of office equipment and street furniture, to be funded from the Community Improvement Plan (CIP) Contribution Program (BIA Payments Account 815010-56905), be approved.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

The Committee Clerk advised there were no changes to the agenda.

The agenda for the October 12, 2021 Business Improvement Area Advisory Committee meeting was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)

(i) September 14, 2021 (Item 4.1)

The September 14, 2021 Minutes of the Business Improvement Area Advisory Committee were approved, as presented.

(d) STAFF PRESENTATIONS (Item 8)

(i) Vaccination Verification Enforcement Update (Item 8.1)

Kelly Beaton, Manager of Service Delivery and Adam Palmieri, Acting Manager of Licensing addressed the Committee with an update on Vaccination Verification Enforcement.

The staff presentation respecting Vaccination Verification Enforcement was received.

(ii) My Main Street Program Information (Item 8.2)

Julia Davis, Business Development & BIA Officer, addressed the Committee with a presentation on My Main Street Program.

The staff presentation respecting My Main Street Program was received.

(e) DISCUSSION ITEMS (Item 10)

(i) 2021 Annual General Meetings (Item 10.1)

Julia Davis addressed the Committee respecting the Annual General Meetings 2021.

Julia advised Committee that the Board of Management must approve the Annual Budget at the meeting before their Annual General Meeting. At the Annual General Meeting the approved Annual Budget should be presented to the membership.

Julia requested that the BIAs share with her the date and time of their Annual General Meeting (AGM) so that she can attend. Additionally, if you would like Julia to do a presentation at the meeting, she can do that as well.

Julia reminded Committee that notification of the BIAs AGM must be sent out a minimum of 15 days prior to the meeting. This can be done via newsletter (email), hand delivery, or Canada Post. This must include the date, time, location, agenda and information on where the budget is available.

Julia advised Committee that she emailed to Committee a standardized script for Chair for the AGM. This will help to ensure consistency across the BIAs and that proper procedures are being followed.

The discussion respecting the Annual General Meetings 2021 was received.

(f) GENERAL INFORMATION/OTHER BUSINESS (Item 13)

(i) Verbal Update from Julia Davis, Business Development and BIA Officer (Item 13.1)

Julia advised that the BIAs who applied for the Shop Local Grant funding of \$10,000 should have received their payments. If the projects that were originally applied for have changed, please advise Julia of the updates. Julia reminded Committee that this funding must be spent by December 31, 2021. Julia would also like photos of the projects once they are completed.

Allocation of parking revenue was ratified at Council with the matched funding from 2020.

Julia reminded Committee that the Community Improvement Plan (CIP) Contribution Program spending needs to be spent by December 31, 2021. All requests for this must be submitted for the December 2021 agenda by noon on Friday, November 26, 2021.

The Christmas Grant Program will be running again this year and Julia will send out more information next week. The Grant is a \$1,000 matching grant and will need to be submitted by Friday, January 7, 2022.

Julia reminded Committee that the Hamilton Chamber of Commerce is still providing rapid testing kits for businesses that have less than 150 employees.

Julia advised that the Hamilton COVID Concierge Site is updating their content regularly and provides many business supports, including screening tools and posters that have been updated with the current regulations. The website can be accessed at www.hamiltoncovidconcierge.ca. Alternatively, their phone number is 905-521-3989 and this line is staffed Monday – Friday (8:30 am – 4:30 pm)

Julia advised that the Outdoor Dining District Program and Patio Programs are set to end on October 31, 2021.

More information on audits will be coming to future BIA Advisory Committee meetings as audit season is approaching.

That the verbal update from Julia Davis, Business Development and BIA Officer was received.

(ii) Statements by Members (Item 13.2)

BIA Members used this opportunity to discuss matters of general interest.

The updates from Committee Members were received.

(g) ADJOURNMENT (Item 15)

There being no further business, the Business Improvement Area Advisory Committee adjourned at 9:00 a.m.


Respectfully submitted,

Councillor E. Pauls
Chair Business Improvement Area
Advisory Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 20, 2021
SUBJECT/REPORT NO:	Memorandum of Understanding with City and Aeon Studios on Barton-Tiffany Lands – Status Update (PED19063(c)) (Ward 2)
WARD(S) AFFECTED:	Ward 2
PREPARED BY:	Chris Phillips (905) 546-2424 Ext. 5304 Josh Van Kampen (905) 546-2424 Ext. 4592
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

COUNCIL DIRECTION

On April 24, 2019, Council approved confidential Report PED19063(a) which approved the terms and conditions of a Memorandum of Understanding (MOU) with Hamilton Studios Ltd Inc. (Aeon Studios), for the development and sale of lands, to create a hub for the film, television, and multi-media industry in Hamilton's Barton-Tiffany area. A summary of the MOU and map of City properties in the area is attached as Appendix "A" to Report PED19063(c).

Report PED19063(c) provides a summary of key background information with respect to both the previous Council approvals and the existing MOU conditions, a status update on the progress made to date on the terms and conditions contained within the MOU, as well as the anticipated next steps required to complete the expectations of the MOU.

INFORMATION

Background:

The City of Hamilton is the owner of the lands bounded by Queen Street North/Stuart Street, Barton Street West and Tiffany Street, collectively referred to as the "Barton-Tiffany lands", as identified in Appendix "A" to Report PED19063(c) .

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From a policy perspective, the West Harbour (Setting Sail) Secondary Plan came into effect by way of an Ontario Municipal Board (OMB) decision on December 27, 2012, which designated these lands as a Special Policy Area. This was to facilitate the area's transition from former industrial uses to an intensified area including mixed-use residential and commercial developments, as well as other cultural and recreational uses, to broaden the year-round engagement within the area and create new economic opportunities.

Setting Sail also stipulated further studies and guidelines were required to ensure conformity to this vision was maintained over time. In September 2014, Council adopted the "Barton-Tiffany Urban Design Study, Design Concept, and Guidelines", which provided the design vision for the built form, including building typologies, street networks, street-scaping and other elements. As well, recognizing the proximity to a planned transit and mobility hub, Council approved the "James Street North Mobility Hub Study", which further refined the policy framework for future development.

Simultaneously, Hamilton started to become a hub for the creative cultural industries; including a wide variety of businesses in areas such as music, film, fashion, writing and publishing, visual and applied arts and graphic design, and live performance and festivals. Specific to the film, television, and media industries, Hamilton has seen consistent and significant growth from this sector over the years and has been well-positioned to attract a large film studio, which would include pre and post-production facilities, to support the expansion, retention and attraction of the larger sector. The City adopted a goal of attracting a major film studio as a stretch target in the Council approved Economic Development Action Plan (2016-2020). As momentum within the industry continued, the Barton-Tiffany lands were identified both internally and by the industry itself, as a prime location for this form of development, and industry leaders expressed an interest in developing the Barton-Tiffany lands into an industry hub.

On March 27, 2019, Council approved three separate reports relating the Barton-Tiffany lands:

- i. Confidential Report PED19063 – approved staff direction and authorization to negotiate an MOU with Aeon Studios, towards the development of a media industry hub (Studio District) in the Barton-Tiffany area;
- ii. PED18210(a) – presented in public session, Council approved the re-zoning of the Barton-Tiffany area to permit the additional uses required to establish a complete Studio District; and,
- iii. PED19056 – presented in public session, Council approved the Creative Industries Sector Strategy, which identified the establishment of a Studio District on the Barton-Tiffany lands as a sector and economic development priority.

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On April 24, 2019, Council approved Confidential Report PED19063(a), which approved the terms and conditions of the MOU with Hamilton Studios Ltd Inc. (Aeon Studios), for the development and sale of lands for the Studio District in the Barton Tiffany area. Appendix “D” of Confidential Report PED19063(a) entitled “*Summary of MOU*”, was released as a public document at that time. This summary is also attached as Appendix “A” to Report PED19063(c).

Key Requirements of the MOU:

The MOU identifies several issues and requirements to be performed by each Party, which are summarized below:

Requirements of Aeon Studios:

- To develop and construct, at its sole cost and expense, a Studio District within the Barton-Tiffany lands, providing an economic benefit to the City of Hamilton with a media industry hub inclusive of ancillary film production services such as sound stages, production offices, and various other facilities;
- To provide to the City a comprehensive Master Plan, outlining its long-term vision, strategic plan, concepts and business case for the contemplated Studio District. The plan is to address and demonstrate its alignment with the City’s Secondary Plan, Design Guidelines, and other policies. It is also to reference the City’s objectives for the Studio District of excellent urban design, building design and integration, pedestrian-orientation and community connectivity, permeability and public accessibility, and provision of affordable artistic community spaces; and,
- To conduct, in collaboration with City staff, public open houses and consultation presenting the Master Plan and the Studios long-term vision for the Barton-Tiffany lands.

Requirements of the City:

- To sell the identified City-owned lands, fee-simple, with the financial valuation to be established using a Highest and Best Use method or “Fair Market Value” financial considerations, and including retention of any applicable easements and rights-of-way (if any) held by the City necessary towards an approved development;
- To ensure the zoning approvals permit the contemplated film studio use on the subject lands (completed through Council’s approval on March 27th, 2019 of PED18210(a)); and,
- To grant permission to enter the City-owned lands for the purposes of site inspection, testing, and development planning.

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Actions to Date:

With the execution of the MOU in April 2019, City staff have worked collaboratively with representatives from Aeon Studios, to implement the terms and conditions of the MOU. Aeon immediately began at its sole expense, the process of site condition assessment and due diligence studies, including significant soil and contamination studies.

As this process progressed and the City and Aeon worked in good faith, it became clear that the timeframes agreed to in the MOU were too aggressive, and therefore on August 8, 2019, both parties agreed to formally extend the MOU timeframes, with a further extension agreed to on January 29, 2020.

In February 2020, representatives from Aeon Studios presented to City staff a proposed site plan for the Barton-Tiffany lands and outlined a long-term vision for the concept of the Studio District. City staff gave feedback and comments, and both parties agreed this was the initial phase in developing the Master Plan and would begin to prepare a public consultation and engagement plan.

In March 2020, the COVID-19 pandemic provided challenges that were unforeseen during the MOU negotiation. From a film, television, and media industry perspective, the pandemic affected plans and schedules as lockdowns began in several jurisdictions, including in Ontario. Although Aeon continued to conduct their due-diligence studies and discussions between City staff and Aeon continued throughout the pandemic, the pandemic restrictions limited the ability for both parties to plan and implement any form of public engagement plan.

As the pandemic restrictions began to ease, Hamilton's economy began to recover, with the film and television industry assisting in the rebound. From an investment perspective, Hamilton is acknowledged as a leading jurisdiction, with construction investment outpacing expectations in all sectors. As well, the film and television industry as a whole, has expressed a desire to expand the capacity within the broader GTHA, which has raised both the profile and expectations of our plans for the Barton-Tiffany lands.

In February 2021, Aeon acquired the former industrial building located at 243 Queen Street North, officially opened and is operating as Aeon Bayfront Studios. As well, Aeon has disclosed to City staff several other property acquisitions of privately-held lands within the Barton-Tiffany area. It is understood that these acquisitions are consistent with the long-term vision of creating the Studio District and allow for greater studio capacity for the film and television industry prior to the development of the purpose-built facilities on the Barton-Tiffany lands.

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In September 2021, Aeon presented a revised Master Plan to City staff, including a proposed public engagement plan, scheduled to begin in October 2021.

Next Steps:

City staff and representatives from Aeon have committed to collectively focus on a clear path forward to finalizing the requirements of the MOU. The following are the agreed upon next steps to meeting this objective.

1. Aeon Studios Public Delegation to the General Issues Committee (GIC)

With the goal of beginning formal public consultation, Aeon Studios has expressed an interest in publicly delegating to GIC with the intent of revealing their proposed Master Plan. The presentation will be fully conducted by Aeon representatives and is expected to highlight:

- Hamilton Studio District Vision and Mission;
- Progress and Actions To-Date;
- Proposed Master Plan; and,
- Public Consultation Plan.

2. Implementation of Aeon Public Consultation Plan

As stated, the MOU stipulates that Aeon and City staff work collectively to consult the public with respect to Aeon’s Master Plan for the Studio District. Both parties will prepare and implement a public consultation plan beginning in October 2021.

3. Preparation and Submission of Aeon Master Plan and Business Case to City Staff

As per the terms of the MOU, Aeon will prepare and submit a comprehensive Master Plan and Business Case to City staff for review. It is expected this plan would be submitted by February 2022.

4. City Staff Report Back to GIC by end of Q1 2022

Staff will review both Aeon’s Master Plan and Business Case, as well as the feedback received through public consultation, and report back to GIC with a status update by the end of Q1 2022.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED19063(c) – Summary of the MOU and Location Map

Appendix “A” to Report PED19063(c)
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Summary of MOU

Parties:	City of Hamilton (the “City”) and Hamilton Studios Ltd. (the “Studios”)
Objectives:	Creation of Media Industry Hub (Film and Studio TV Production and related supports, and local artistic and creative industry centre/hub)
Key Terms:	<ul style="list-style-type: none"> • Studios to provide City with comprehensive plan with sufficient information to satisfy the zoning requirements for a Master Plan for the site • Studios, in collaboration with City, to undertake public open houses and community consultation • City to sell those parcels and tracts of lands owned, fee-simple, by the City as identified on the attached map - all transactions to be based on Highest and Best Use, “Fair Market Value” considerations, and including retention of any applicable easements and rights-of-way (if any) held by the City necessary towards an approved development • Studios to prepare a Master Plan for the site, including development plans that conform with the City’s applicable Secondary Plan and Official Plan policies and Zoning By-Law, and align with the applicable Design Guidelines, to the satisfaction of the City • Master Plan and development plans to provide specific reference, among other things, to the City’s objectives for the Studio District of excellent urban design, building design and integration, pedestrian-orientation and community connectivity, and permeability and public accessibility • Provision of affordable space for local artists and creative sector workers • Studios to develop and construct Media Industry Hub (Film and TV Studio District) at its sole cost and expense, including all approvals • Development design and work will be completed to current municipal standards and subject to all requisite municipal processes and approvals, to be obtained by the Studios • City to obtain the requisite zoning approvals that would permit the contemplated film studio use on the subject lands • Studios to acquire and assemble City owned and any other requisite privately-owned lands contained with the Barton-Tiffany area at its sole cost and expense • Studios are granted permission to enter on the City-owned lands for the purposes of site inspection, testing, and development planning • Any transactions/legal agreements contemplated by the MOU are subject to further Council approval

City-Owned Lands

