



City of Hamilton
OPEN FOR BUSINESS SUB-COMMITTEE
AGENDA

Meeting #: 24-003
Date: July 16, 2024
Time: 1:30 p.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

Matt Gauthier, Legislative Coordinator (905) 546-2424 ext. 6437

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 April 8, 2024

5. COMMUNICATIONS

6. DELEGATION REQUESTS

7. DELEGATIONS

8. STAFF PRESENTATIONS

8.1 Update on Financial Assistance and Incentive Programs Supporting Community Revitalization and Investment (PED24121) (City Wide)

8.2 2024-2028 Tourism Strategy Status Update (PED24046) (City Wide)

9. CONSENT ITEMS

10. DISCUSSION ITEMS
11. MOTIONS
12. NOTICES OF MOTION
13. GENERAL INFORMATION / OTHER BUSINESS
14. PRIVATE AND CONFIDENTIAL
15. ADJOURNMENT



OPEN FOR BUSINESS SUB-COMMITTEE MINUTES 24-002

12:00 p.m.

Monday April 8, 2024

Council Chambers, City Hall, 2nd Floor
71 Main Street West, Hamilton, Ontario

Present: Councillors T. Hwang (Chair), C. Cassar (Vice-Chair) and M. Wilson

Also in Attendance: Greg Dunnett, Hamilton Chamber of Commerce
Kyle Slote, Hamilton-Burlington Society of Architects
Amanda Stringer, Realtors Association of Hamilton-Burlington
Brenda Wilson, Stoney Creek Chamber of Commerce

Absent with Regrets: Terri Johns, West End Home Builders' Association
Nadine Ubl, Business Improvement Area Sub-Committee

THE FOLLOWING ITEMS WERE REFERRED TO THE GENERAL ISSUES COMMITTEE FOR CONSIDERATION:

1. Construction Management Plan Guidelines (PED24070) (Item 8.2)

(Cassar/M. Wilson)

That Report PED24070, respecting Construction Management Plan Guidelines, be received.

Result: Motion CARRIED by a vote of 3 to 0, as follows:

Yes	- Ward 1	Councillor Maureen Wilson
Yes	- Ward 4	Councillor Tammy Hwang
Yes	- Ward 12	Councillor Craig Cassar

2. Light Rail Transit Corridor Business Update (PED24074) (City Wide) (Outstanding Business List Item) (Item 9.1)

(M. Wilson/Cassar)

That Report PED24074, respecting Light Rail Transit Corridor Business Update, be received.

Result: Motion CARRIED by a vote of 3 to 0, as follows:

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 12	Councillor Craig Cassar

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

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

8. STAFF PRESENTATIONS

8.1 Stakeholder Cybersecurity Incident Update – Presentation

8.2 Construction Management Plan Guidelines (PED24070) (Item 8.2) – Presentation

(Cassar/M. Wilson)

That the agenda for the April 8, 2024, Open for Business Sub-Committee be approved, as amended.

Result: Motion CARRIED by a vote of 3 to 0, as follows:

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 12	Councillor Craig Cassar

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) STAFF PRESENTATIONS (Item 8)

(i) Stakeholder Cybersecurity Incident Update (Item 8.1)

Anita Fabac, Director Planning/Chief Planner, Alan Shaw, Director, Building Division/Chief Building Official and Binu Korah, Director, Development Planning, addressed Committee respecting the Stakeholder Cybersecurity Incident Update, with the aid of a PowerPoint presentation.

(Cassar/M. Wilson)

That the presentation from Anita Fabac, Director Planning/Chief Planner, Alan Shaw, Director, Building Division/Chief Building Official and Binu Korah, Director, Development Engineering, respecting the Stakeholder Cybersecurity Incident Update, be received.

Result: Motion CARRIED by a vote of 3 to 0, as follows:

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 12	Councillor Craig Cassar

**(ii) Construction Management Plan Guidelines (PED24070) (City Wide)
(Item 8.2)**

Binu Korah, Director, Development Engineering, addressed Committee respecting Report PED24070, Construction Management Plan Guidelines, with the aid of a PowerPoint presentation.

(Cassar/M. Wilson)

That the presentation from Binu Korah, Director, Development Planning, respecting Report PED24070, Construction Management Plan Guidelines, be received.

Result: Motion CARRIED by a vote of 3 to 0, as follows:

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 12	Councillor Craig Cassar

For further disposition of this matter, refer to Item 1.

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

(i) Amendments to the Outstanding Business List

(Cassar/M. Wilson)

That the following amendments to the Open for Business Sub-Committee's Outstanding Business List, be approved:

(1) Items Considered Complete and to be Removed (Item 13.1(a)):

(i) Working with Small Businesses along the Light Rail Transit (LRT) Corridor and Terminal Points (Item 13.1(a)(a))

Added: October 26, 2024 (Open for Business Report 24-002, Item 2)
Addressed as Item 9.1 on today's agenda.

Result: Motion CARRIED by a vote of 3 to 0, as follows:

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 12	Councillor Craig Cassar

(e) ADJOURNMENT (Item 15)

(Cassar/M. Wilson)

That, there being no further business, the Open for Business Sub-Committee be adjourned at 1:10 p.m.

Result: Motion CARRIED by a vote of 3 to 0, as follows:

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 12	Councillor Craig Cassar


Respectfully submitted,

Councillor T. Hwang
Chair, Open for Business Sub-Committee

Matt Gauthier
Legislative Coordinator
Office of the City Clerk



INFORMATION REPORT

TO:	Chair and Members Open for Business Sub-Committee
COMMITTEE DATE:	July 16, 2024
SUBJECT/REPORT NO:	Update on Financial Assistance and Incentive Programs Supporting Community Revitalization and Investment (PED24121) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Phil Caldwell (905) 546-2424 Ext. 2359
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

COUNCIL DIRECTION

Not applicable.

INFORMATION

On June 12, 2024, Council received staff information Report PED24082 which reported key metrics and successes in 2023 through Council approved Community Improvement Plans and associated financial incentive and assistance programs administered by the Economic Development Division. This Report further builds upon PED24082 by outlining the recent, current and future actions Economic Development staff are taking to modernize the City's Community Improvement Plans and programs to continue supporting community revitalization and realize new investment in the City.

Background

The Economic Development Division of the Planning and Economic Development Department develop and administer financial assistance and incentive programs intended to support development/redevelopment, building improvements and businesses in the City that align with and reinforce key Council and community priorities including:

SUBJECT: Financial Assistance and Incentive Programs Supporting Community Revitalization and Investment (PED24121) (City Wide) - Page 2 of 6

- Increasing assessment and new property tax generation on underutilized, vacant, or derelict properties within existing urban areas and commercial districts/corridors;
- Reducing the need for greenfield/agricultural lands to accommodate future growth by incentivizing development in strategic urbanized areas;
- Promoting development that efficiently utilizes existing infrastructure;
- Maintaining and growing resident populations to support existing and new commercial businesses;
- Supporting population and employment concentrations that will better utilize existing transit and support new demand and investment in higher-order transit;
- Enabling new housing supply and economic development opportunities; and,
- Retaining, rehabilitating, and supporting the adaptive reuse of significant cultural heritage resources.

Community Improvement Plans

Under Provincial legislation, financial assistance and incentive programs can only be provided by a municipality through the creation of an authorizing Community Improvement Plan. These plans are authorized under Section 28 of the *Planning Act* and used to establish the purpose, goals and Provincial/City policy framework supporting the programs to be provided. Programs solely intended for not-for-profit organizations, or which support the rehabilitation of building/features designated under the *Ontario Heritage Act* do not require the use of a Community Improvement Plan.

Programs administered by the Economic Development Division are authorized under the following City Community Improvement Plans:

- The Revitalizing Hamilton's Commercial Districts Community Improvement Plan - intended to provide financial incentive programs that will support the revitalization of strategic urban commercial districts by minimizing financial barriers to, and stimulating new private sector investment in, the development of under-utilized properties and/or improve the appearance, functionality, marketability, usability and/or safety of existing buildings;
- The Environmental Remediation and Site Enhancement Community Improvement Plan - Intended to provide financial assistance programs and other strategies that will help overcome the physical and financial barriers associated with the remediation and redevelopment of underutilized, derelict, or vacant contaminated

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.

properties, also known as brownfields; and,

- The Hamilton 'LEED'ing the Way (Leadership in Energy and Environmental Design) Community Improvement Plan – Intended to provide an economic catalyst for the development/redevelopment of sustainable industrial, commercial, mixed-use, and multi-unit residential buildings certified under the Leadership in Energy and Environmental Design rating system by the Canadian Green Building Council.

In addition to the above, the City has two additional Community Improvement Plans, the Housing for Hamilton Community Improvement Plan and the Water and Wastewater Infrastructure Support Community Improvement Plans. Programs under these Plans are currently administered by staff in the Healthy and Safe Communities and Public Works departments respectively.

Recent Reviews and Program Updates

Every five years, staff undertake a comprehensive review of each Community Improvement Plan and its associated assistance/incentive programs to ensure that programs remain current and impactful towards achieving their goals while also ensuring programs are responding to evolving market conditions and Council and community priorities.

In recent years the following reviews have been completed by Economic Development Division staff:

- Updates to the Revitalizing Hamilton's Commercial Districts Community Improvement Plan approved by Council in September 2021 via Report PED21035(a) which included:
 - Modifying the grant amounts provided under the Hamilton Tax Increment Grant Program to provide a greater financial incentive to incorporate housing affordability and/or environmental sustainability and climate change measures into developments;
 - Added eligibility for laneway housing units in strategic commercial districts, where permitted, under the Commercial Corridor Housing Opportunities Loan Program;
 - Expanding the scope of the Office Attraction Program to include new incentives to attract start-up businesses and incubators to Hamilton;
 - Permit environment/climate focused exterior building/property improvements under the Commercial Property Improvement Grant Program;

SUBJECT: Financial Assistance and Incentive Programs Supporting Community Revitalization and Investment (PED24121) (City Wide) - Page 4 of 6

- Extending commercial corridor focused incentive programs to include under-utilized, commercially zoned properties on Cannon Street between Emerald Street North and Wentworth Street North;
 - The creation of a temporary grant program to assist prospective commercial tenants with permanent interior improvements to a vacant commercial space; and,
 - Increasing flexibility respecting the location of new permanent outdoor patios/decks in order to be eligible for assistance under Property Improvement Grant Programs.
- Updates to the Environmental Remediation and Site Enhancement Community Improvement Plan approved by Council in May 2023 via PED23076(a) which included:
 - The creation of a new Environmental Remediation and Site Enhancement Affordable Housing Grant Program to provide grants towards site remediation for not-for-profit housing developments on brownfields;
 - Expansion of select programs to Rural Settlement Areas;
 - Modifying grant amounts to leverage additional Council and community priorities in brownfield projects including housing affordability and/or environmental sustainability and climate change;
 - A reduction in the eligibility of 'dig and dump' remediation costs in order to incentivize the use of remediation practices and methods which reduce or eliminate the need for disposal of contaminated soil at landfills; and,
 - Expansion of the existing Remediation Loan Program to support remediation in strategic urban commercial districts and corridors.
 - Updates to the Housing for Hamilton Community Improvement Plan were approved by Council in February 2024 via Report PED23143(c) and primarily intended to incorporate new housing focused incentive programs funded through the City's successful application to the Canadian Mortgage and Housing Corporation's Housing Accelerator Fund. Note these programs are now administered by the Housing Secretariat in the Healthy and Safe Communities Department.

In addition to the comprehensive reviews outlined above, staff also amend programs on an as needed basis in response to Council direction or staff initiatives, where

appropriate. Recent updates to programs supporting the revitalization of strategic commercial districts and corridors include:

- 2019/2021 - Amendments to various housing incentive programs to mitigate potential tenant displacement or “renoviction” of units subject to renovation;
- 2023 - Making permanent the Commercial Vacancy Assistance Program originally introduced as a two-year pilot in 2021 that provides cost-sharing grants of up to \$10,000 for interior renovation of vacant commercial space for new permanent or pop-up commercial businesses; and,
- 2023 - Amending the Commercial District Revitalization Grant Program to provide grants of \$200 per instance of graffiti (maximum of \$1,000/per registered property per calendar year) for the removal of graffiti until March 31, 2025, as well as simplifying eligibility criteria for property owners seeking support for improvements arising due to vandalism.

Current and Upcoming Reviews

As of March 2024, staff have initiated the comprehensive review of the Hamilton LEED’ing the Way (Leadership in Energy and Environmental Design) Community Improvement Plan which was identified as a work plan item through the Council approved 2021-2025 Economic Development Action Plan. Stakeholder and public consultations are currently underway including:

- The establishment of the project’s Engage Hamilton page at www.engage.hamilton.ca/LEEDCIPReview where the public can learn more about the review, its goals, fill out a survey, ask questions and make suggestions to the project team as well as keep apprised of scheduled public consultation events and project milestones; and,
- A virtual public workshop held on June 18, 2024, to present initial ideas and to hear community and stakeholder feedback.

Staff currently anticipate bringing recommendations for program changes forward for Council consideration in late 2024.

Beginning in late 2025 staff will initiate the next comprehensive review of the Revitalizing Hamilton’s Commercial Districts Community Improvement Plan with staff recommendations for programs changes tentatively planned for 2026.

APPENDICES AND SCHEDULES ATTACHED

Not Applicable.



Update on Financial Assistance and Incentive Programs Supporting Community Revitalization and Investment

PED24121 (City Wide)

July 16, 2024 – Open for Business Sub-Committee

Ec. Dev. Strategic Direction and Priorities for Incentive/Assistance Programs



Downtown
Revitalization/
Housing



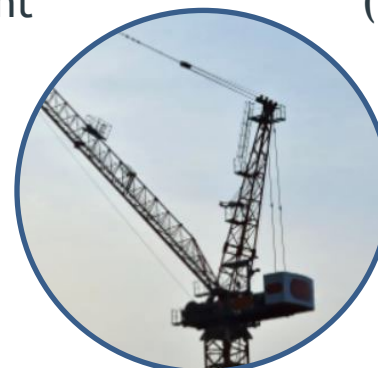
Environmentally
Sustainable
Development



Environmental
Remediation
(brownfields)



Business Improvement Areas
+ Commercial Corridors / Housing



Economic Growth

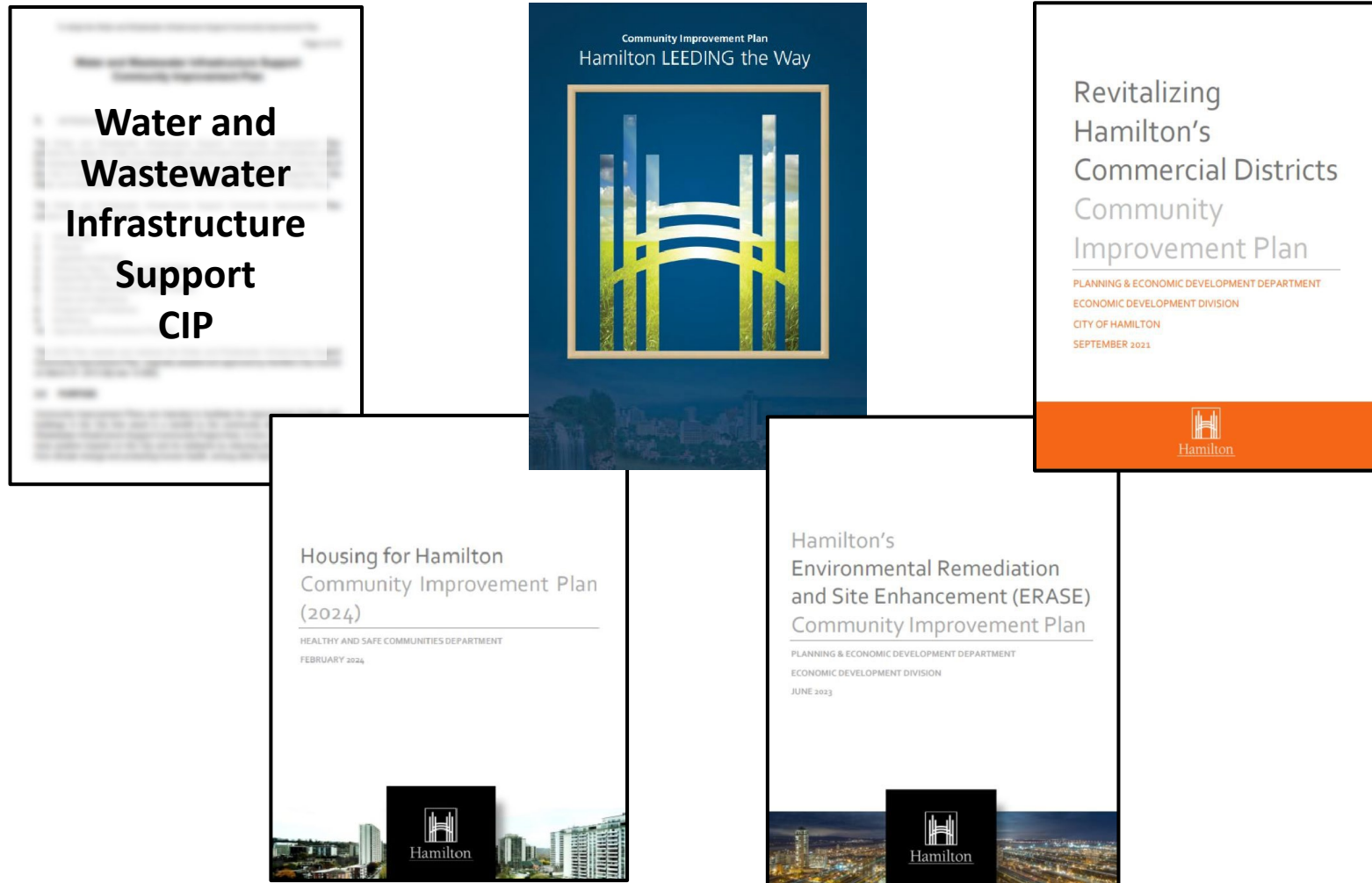
CIPs: A Tool For Change

- A tool under the *Planning Act* to create municipal financial incentive-based programs otherwise prohibited under the *Municipal Act*
- Intended to serve as a financial catalyst for community change and support community/Council priorities
- Focuses public attention on local priorities and municipal initiatives
- Enables municipalities to target areas in transition or in need of repair, rehabilitation and redevelopment

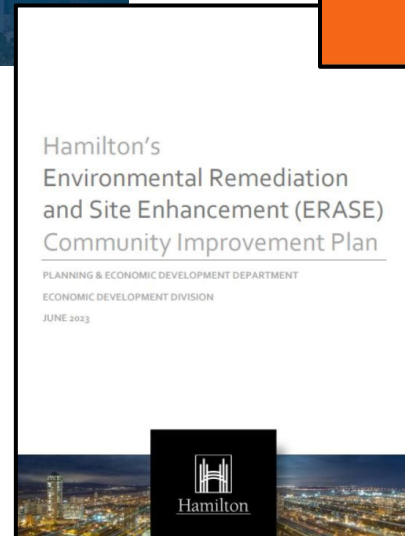
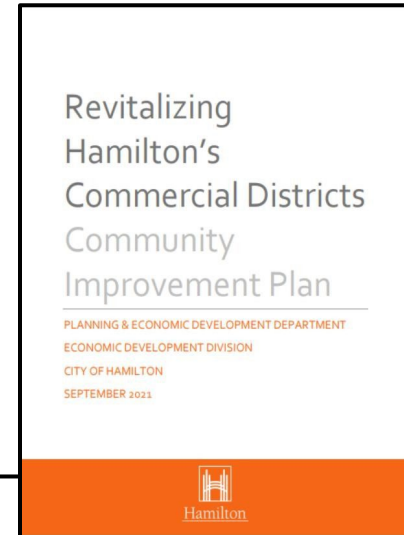
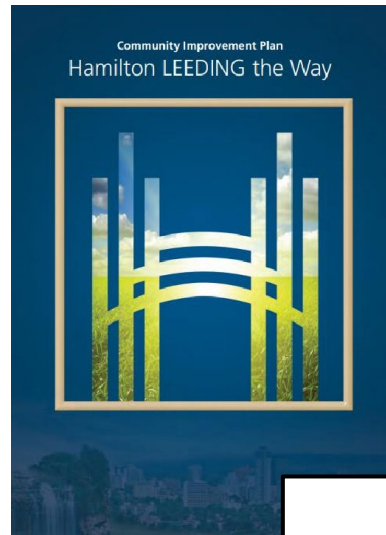
“Repair and rejuvenation of existing places is the highest form of sprawl containment.”

*Cities Back From The Edge. R. Gratz and Norman Mintz. Preservation Press, 1998, p. 109/
Province of Ontario's Community Improvement Planning Handbook, 2008*

Hamilton's Current CIPs

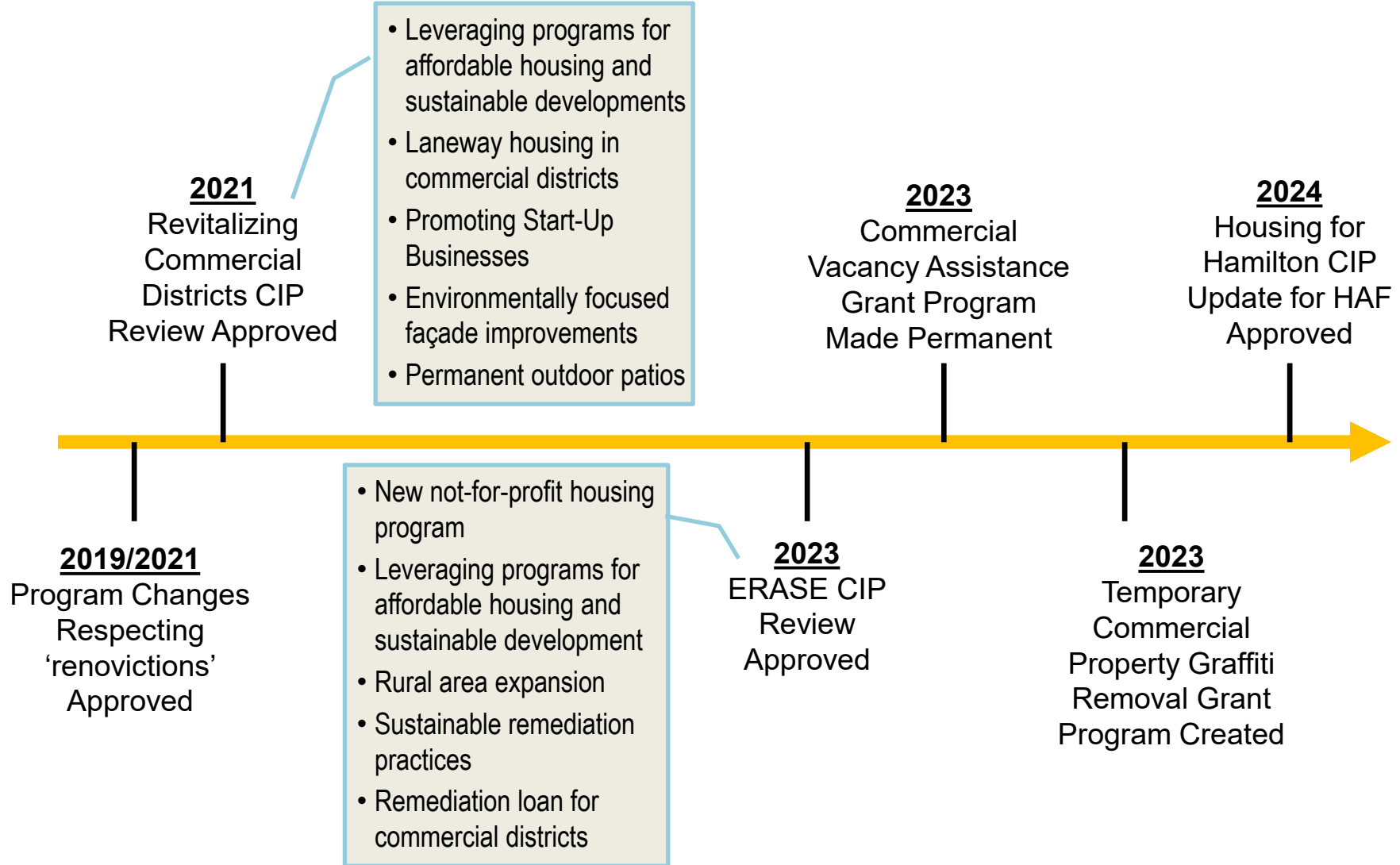


Hamilton's Current CIPs



**PROGRAMS
ADMINISTERED
BY ECONOMIC
DEVELOPMENT**

Recent CIP Reviews and Program Updates



Our Successes

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
TOTAL APPLICATIONS	217	132	149	178	188	149	120	80	81	98

Program Area	Applications
Commercial District/Corridor Revitalization (Barton/Kenilworth area specific programs)	70 (13)
Designated Heritage Building Improvements	11
ERASE	17
LEED	0

More metrics contained in PED24082 (June 5, 2024 GIC)

Our Successes

Brownfield Remediation and Redevelopment (ERASE)

- For every dollar in ERASE tax grants, approx. **\$18.00** in private sector investment has been leveraged
- Over **206 acres** (83 ha.) of land remediated
- Over **3,500** new residential units and over **1,900,000 sq. ft.** (176,516 sq. m.) of Industrial/Commercial/Institutional floor area created on brownfield sites
- Since 2001 an estimated **\$1B** in new property assessment and generate over **\$11,000,000** annually in new municipal property tax revenue

1160 Main St. E.



Our Successes

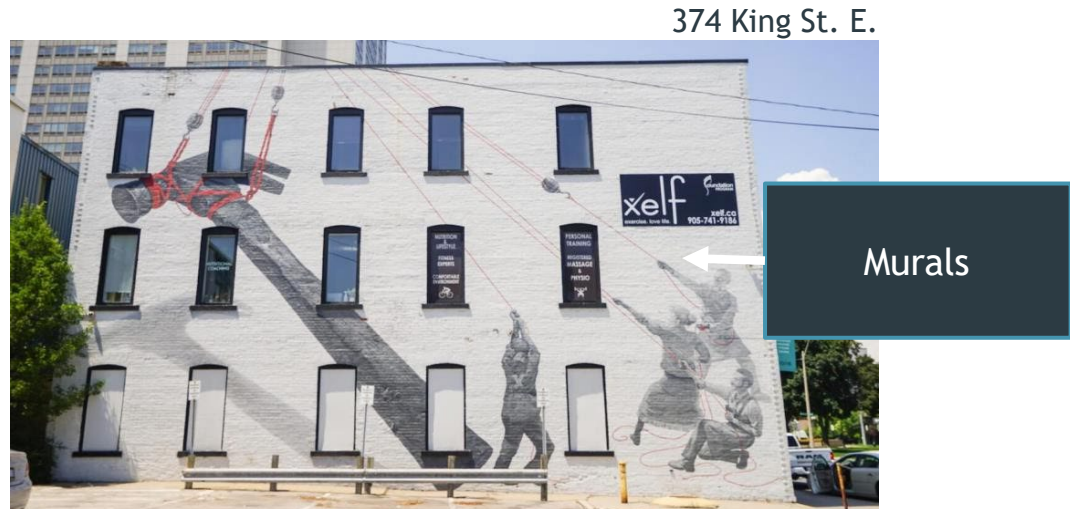
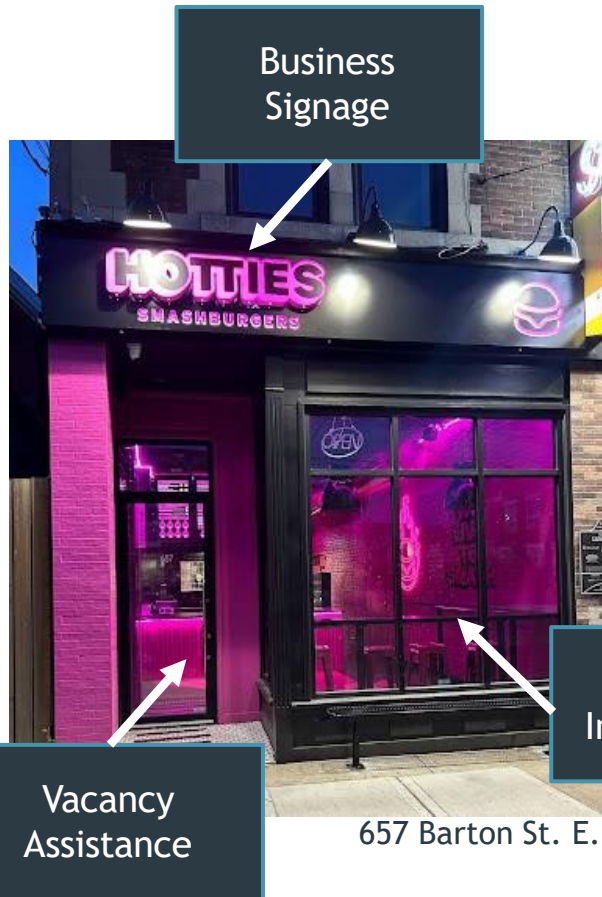
Downtown and Commercial District Revitalization

- For every dollar in tax increment grants provided approx. **\$23.00** in private sector investment has been leveraged
- Over **3,700** new residential units (of which over **1,800** are rental) and over **235,000 sq. ft.** (21,832 sq. m.) of new commercial floor area created through intensification and infill
- Since 2016, new municipal property taxes generated from completed developments utilizing the program cumulatively total over **\$38,000,000** and growing

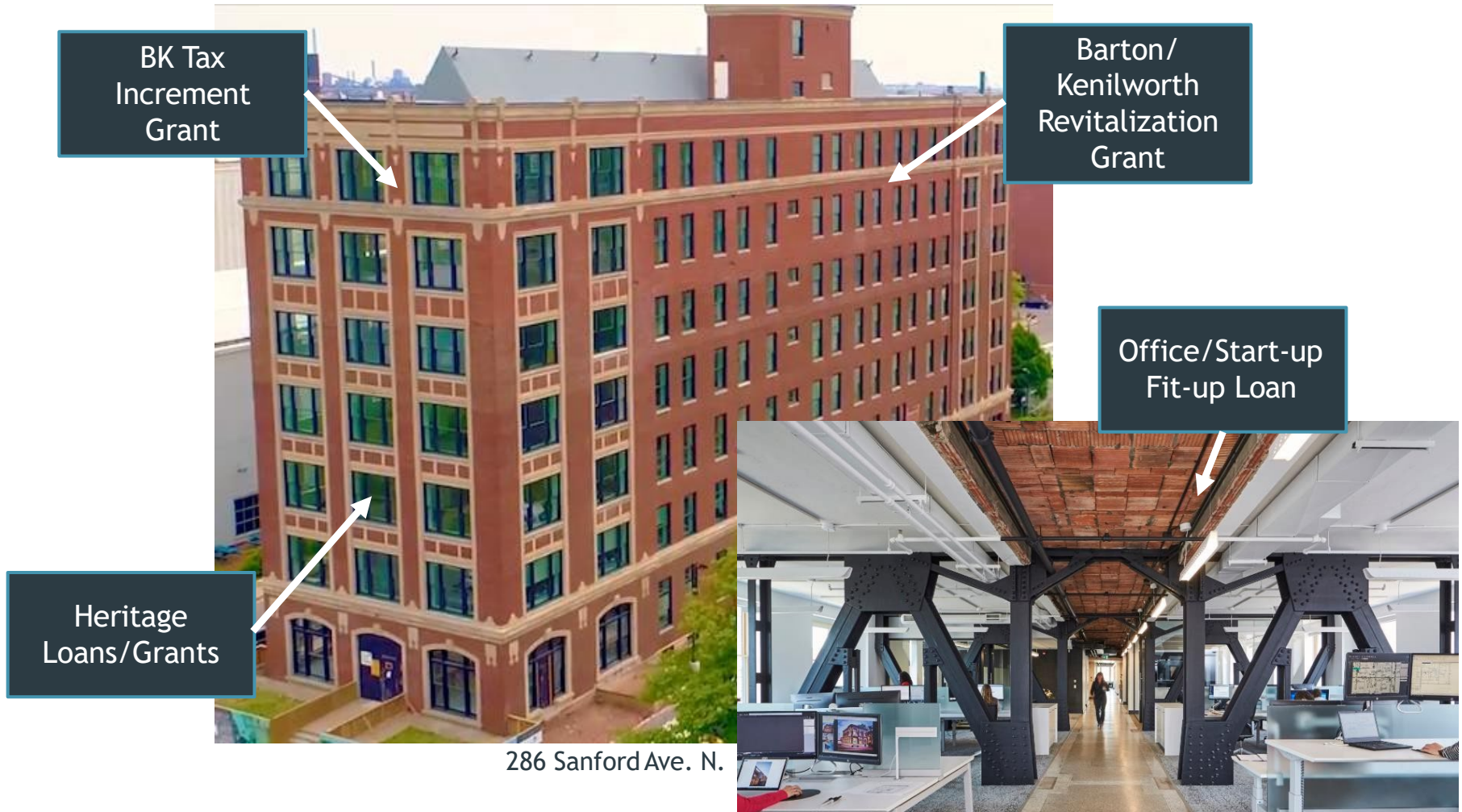
43-51 King St. E.



Our Successes



Our Successes



Our Successes: ERASE and LEED

ERASE
Redevelopment
(tax increment)
Grant Program



488-500 Upper Wellington St.

ERASE
Study Grant

Stryker Canada (LEED Silver) - 2 Medicorum Pl.

LEED
(tax increment)
Grant Program



Current and Upcoming Reviews

2024

COMPREHENSIVE REVIEW of the **Hamilton LEEDing the Way** COMMUNITY IMPROVEMENT PLAN



- Current areas of focus for the review include:
 - Expanding eligible building sustainability certifications beyond LEED
 - Promoting sustainable building retrofits in the Bayfront Industrial Area
 - Supporting optional City Green Building Standards tiers
- www.engage.Hamilton.ca/LEEDCIPReview for review info and survey
- Virtual public workshop held June 18
- Recommendations to Council for program changes by end of 2024

2025/2026

- Staff will initiate the next comprehensive review of the *Revitalizing Hamilton's Commercial Districts Community Improvement Plan* with staff recommendations to Council planned tentatively for 2026

**THANK YOU FOR ATTENDING
THE OPEN FOR BUSINESS SUB-COMMITTEE**



INFORMATION REPORT

TO:	Chair and Members Open for Business Sub-Committee
COMMITTEE DATE:	July 16, 2024
SUBJECT/REPORT NO:	2024-2028 Tourism Strategy Status Update (PED24046) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Ryan McHugh (905) 546-2424 Ext. 4132
SUBMITTED BY:	Lisa Abbott Acting Director, Tourism and Culture Planning and Economic Development Department
SIGNATURE:	

COUNCIL DIRECTION

The 2021-2025 Economic Development Action Plan was approved by the Council in October 2021. Action 21 in the Economic Development Action Plan was to “Complete and implement a Tourism Strategy.”

INFORMATION

An update on the status of the 2024-2028 Tourism Strategy is provided in the presentation attached as Appendix “A” to Report PED24046.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED24046 - 2024-2028 Tourism Strategy Status Update



TOURISM STRATEGY

2024 - 2028

It's in our **character**

—
**TOURISM
HAMILTON**

Vision Statement

Hamilton is a top Canadian destination, celebrated for our vibrant tourism districts, captivating nature-based activities, and authentic and sustainable experiences.



Whole City Approach

Hamilton’s Draft 2024-2028 Tourism Strategy, currently in development, adopts a regenerative ‘whole city’ approach, emphasizing inclusion, diversity, equity, and accessibility.

The strategy, which will go to Council in the fall, envisions Hamilton as a top Canadian destination renowned for vibrant tourism districts, captivating nature-based activities, and authentic experiences.



Alignment with Strategic Plans and Council Priorities

This strategy supports and is supported by numerous City plans, policies, and strategies as well as those from the tourism industry, including but not limited to:

- Council Priorities, Outcomes and Measures of Success (2023)
- Economic Development Action Plan 2021-2025 (2021)
- Downtown Office Report (PED2301, 2023)
- Workforce Strategy (2023)
- Hamilton Civic Museum Strategy (2022-2030)
- Hamilton Urban Indigenous Strategy and Implementation Plan (2019)
- Hamilton Climate Action Strategy (2022)
- Hamilton Parks Master Plan (2022)
- Hamilton Recreation Master Plan (2022)
- West Harbour Recreation Master Plan (2010)

Priority 1. Grow Hamilton’s Reputation as a Leading Tourism Destination

This priority focuses on supporting industry partners, welcoming visitors, and supporting the creation of unique experiences in Hamilton’s neighbourhoods and natural spaces. These actions will be achieved through collaboration with strategic partners, sustainable tourism practices, and a commitment to supporting Indigenous tourism experiences. A ‘whole city’ approach using a lens of Inclusion, Diversity Equity and Accessibility (IDEA) ensures alignment with broader city initiatives, fostering collaboration across departments and partner groups to drive tourism growth.

1. Develop and implement a Tourism Product Development Program, cultivating authentic experiences to showcase the city's diverse cultural, heritage, culinary, and natural attractions.
2. Complete and implement the Indigenous Tourism Experiences Study by 2024.
3. Following recommendations from the Indigenous Tourism Experiences Study, support new and existing Indigenous tourism operators in developing authentic Indigenous tourism experiences.
4. Work with Corporate Communications, HSR, Metrolinx, and other partners to identify and support the promotion of sustainable, destination-focused transportation options for tourists visiting and navigating the city.
5. Complete a digital review project across the T&C department to meet current and future needs.
6. Foster local pride in place encouraging residents to explore their own city and invite friends and relatives to visit.
7. Leverage Tourism Hamilton’s brand, social channels, and in-kind partnerships to develop lure campaigns targeting leisure visitors and promote the city as an attractive destination.
8. To lead by example, Tourism Hamilton will obtain a GreenStep Sustainable Tourism Certification by 2026, which encompasses efforts in responsible tourism, environmental stewardship, accessibility, and diversity and equity.
9. Create a MAT Advisory Group of tourism industry partners by the end of 2024 to collaborate in a transparent manner on MAT spending.

Priority 2. Cultivate Vibrant Tourism Districts

Vibrant tourism districts reflect and nurture a community’s authentic identity. They entice visitors and offer high-quality experiences that are unique to the destination. This priority aims to foster a true ‘sense of place’ in Hamilton’s neighbourhoods, for both residents and visitors. Initiatives such as placemaking, programming and business investment attraction enhance the overall vibrancy of key districts, in alignment with the City's efforts to revitalize neighborhoods and improve safety and cleanliness.

1. Through the Downtown West Harbourfront Coordinating Committee, implement safety, cleanliness, and activation initiatives in the Downtown and West Harbourfront areas, focusing on programming, placemaking, and strategic investments to enhance vibrancy and co-create an authentic ‘sense of place.’
2. Enhance key tourism locations like the West Harbour and Downtown Entertainment Precinct through urban design and public art.
3. Create and implement a four-year exhibition and community program to use the Visitor Experience Centre as a year-round central hub that also connects to major hosted events.
4. Establish a Night-Time Economy initiative by the end of 2025 to review City policies and bylaws to remove barriers and encourage operators and community organizations to create a healthy and safe night-time economy.
5. Conduct a review of City of Hamilton tourism-related wayfinding signage and implement a program to update with current branding and digital technologies, to be completed by 2028.
6. Execute a tourism business attraction strategy to secure business investments that enhance Hamilton's destination offerings by filling identified gaps in accommodations, attractions, and cultural venues.
7. For identified tourism districts, work with local businesses, BIAs, organizations, and regional partners to co-create curated experiences and authentic itineraries that entice visitors and reflects the district’s unique identity.

Priority 3. Promote and Support the Sustainability of Natural Assets

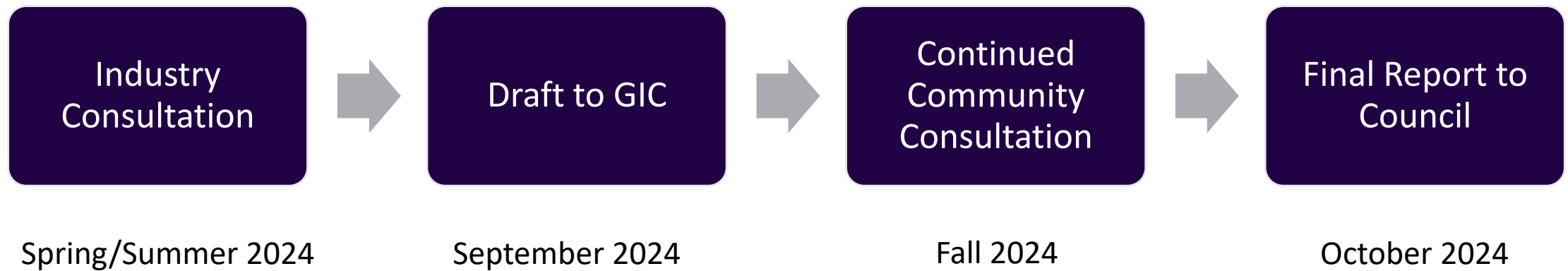
Recognizing Hamilton's abundant natural assets, this priority emphasizes the importance of thoughtful planning and infrastructure improvements to enhance visitor experiences while preserving the environment. Initiatives include developing a Waterfall Destination Master Plan, facilitating recreational waterfront activities, and leveraging federal funding for trail enhancements. The strategy aligns with broader city plans focused on greenspace protection and waterfront access, ensuring a cohesive approach to stewarding Hamilton's natural assets.

1. Complete a Waterfall Destination Master Plan by 2028 to improve infrastructure, address safety, signage, and enforcement issues to enhance the visitor experience.
2. Work with Climate Office, Active Transportation, Corporate Communications, and industry partners to identify and support the promotion of eco-tourism, environmental rehabilitation efforts, and responsible enjoyment of Hamilton's natural assets.
3. With Planning and Economic Development partners, investigate tourism opportunities for the redevelopment of Wild Waterworks and surrounding Confederation Beach Park lands as a top destination, to have a plan to Council by 2028.
4. Leverage federal and provincial programs as they become available to accelerate capital investments to enhance Hamilton's trail systems and natural assets by 2028 (waterfalls, trails, escarpment, rural agritourism, waterfront).
5. Work with the Land Development Office to establish the physical infrastructure (e.g., docks) and governance structure to facilitate additional recreational and leisure water-based activities and on-water operators at the waterfront by 2026.

Hosting major events and festivals is crucial for attracting visitors and enhancing Hamilton's reputation as a destination. This priority focuses on securing investment in event infrastructure, leveraging new funding sources for event attraction, and implementing strategies to manage the impact of major events on local communities. There is additional opportunity to actively seek out and support major festivals geared towards equity deserving groups that expand the diversity of audiences. The strategy aligns with Council priorities for enhancing the city's reputation as a center of culture, sport, and tourism, and integrates with economic development goals to attract investment and stimulate year-round vibrancy.

1. Implement sales campaigns to secure sporting and cultural tourism events that leverage investments in Hamilton's entertainment assets and other public spaces.
2. In line with the Federal Tourism Strategy, implement a sales campaign to secure international, national, and provincial meetings and conventions that provide year-round activity for industry partners.
3. Work with local Indigenous communities to host major sports events for Indigenous athletes. (Urban Indigenous Strategy Item #35).
4. Working with Indigenous Relations and Indigenous Communities, support and promote National Indigenous People's Day (June 21).
5. Enter a memorandum of understanding with the Hamilton Sports Group (Tiger-Cats) by the end of 2025 to formalize a partnership to increase the number of sports, culture, and community events and activations hosted at Tim Hortons Field.
6. Work with appropriate partners to leverage federal and provincial programs as they become available, to accelerate capital investments in event and festival infrastructure in public spaces (enhance power, washrooms, lighting, connectivity to airport/transit, etc.).
7. Utilize a portion of the Municipal Accommodation Tax and other non-levy funding sources for bid fees for securing and executing major events, in collaboration with industry MAT Advisory Group.
8. Implement tailored neighborhood strategies for communities heavily impacted by major events (e.g., Stipley during the Grey Cup) to mitigate effects on residents through effective communication and coordination of essential City services.

2024 TIMELINE



Reporting & Processes

- To remain transparent and collaborative, tourism staff will provide an annual informational update to council.
- Tourism staff will continue to host quarterly Team Hamilton meetings and provide updates to industry partners.
- Wherever possible, tourism staff will look to leverage MAT funds or other non-levy sources to achieve new initiatives.



Feedback, Comments, Questions?