

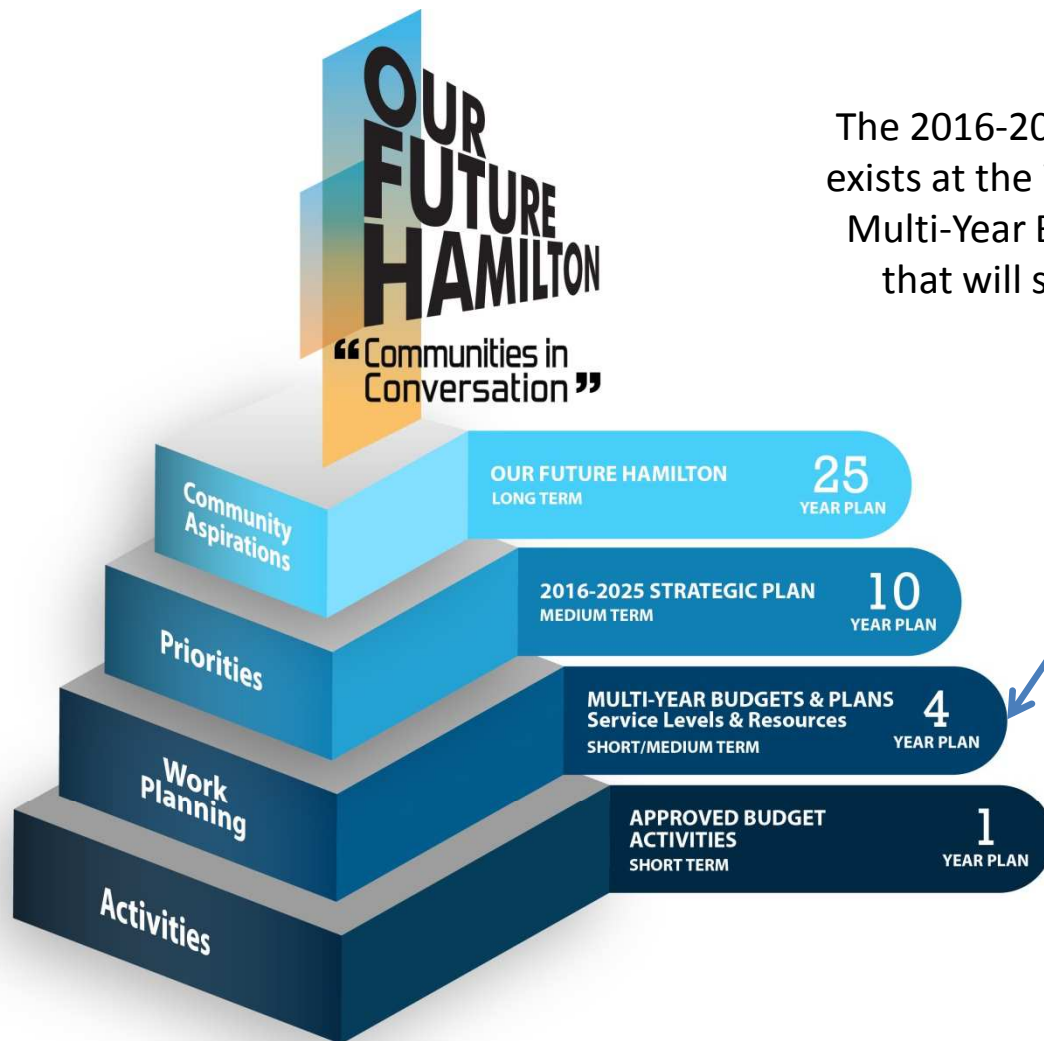


*Overview Presentation – October 19, 2016*

# HIGHLIGHTING MAJOR CHANGES

2010-2015 Economic Development Strategy	2016-2020 Economic Development Action Plan
<ul style="list-style-type: none"> <li>- Over 350 pages</li> <li>- Extremely descriptive and detailed                             <ul style="list-style-type: none"> <li>- Text heavy, paragraph style</li> <li>- Static document</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Approximately 50 pages</li> <li>- High level overview</li> <li>- Increased use of icons, infographics and charts</li> <li>- Living document (to be updated as needed)</li> </ul>
Economic Development Division Document	City-wide Document
Minimal Community Engagement	Extensive Community Engagement
Deliverables identified	Deliverables and Measures of Success identified
Assumes inclusionary Economic Development	Explicitly recognizes inclusionary Economic Development goals and actions
Tourism and Culture not a large part of the Economic Development Strategy	Full integration of Tourism and Culture into the Economic Development Action Plan
<u>Overall Style of Document</u> To comprehensively explain and detail the City's Economic Development capacity, assets, partners, opportunities and strategies	<u>Overall Style of Document</u> To efficiently communicate the most pertinent information (key goals/areas of focus/actions) to wide variety of stakeholders

# FIT WITHIN THE CITY STRATEGIC PLAN



The 2016-2020 Economic Development Action Plan exists at the Work Planning level, and is one of many Multi-Year Budgets & Plans from city departments that will support the 2016-2025 Strategic Plan

# ENGAGEMENT OF STAKEHOLDERS

## COMMUNITY FEEDBACK

Leverage existing City efforts from the "Our Future Hamilton" community engagement project to obtain feedback from the Hamilton community (over 54,000 engagements as of August 2016).

## PRIOR OBTAINED BUSINESS COMMUNITY SURVEY FEEDBACK

Use feedback obtained from the business community over the past five years through stakeholder engagement programs such as "Hamilton Calling".

## CURRENT BUSINESS COMMUNITY FEEDBACK

Obtain current feedback from targeted and representative sample of the Hamilton business community to complement the existing information and obtain additional insights.



## RECENTLY COMPLETED INDUSTRY/ SECTOR/GROUP STUDIES

Consider existing stakeholder feedback that has been collected and provided to the City as analysis or recommendations in recently completed studies.

## INTERNAL CITY FEEDBACK

Utilize the insights and expertise of City staff and councillors who interact with the various industries, sectors and groups to understand the needs and opportunities of the associated stakeholders.



# 5 GOALS



GROW NON-RESIDENTIAL  
TAX ASSESSMENT  
AND INCREASE THE  
NUMBER OF  
LIVING-WAGE JOBS



THE MOST  
DIVERSIFIED  
ECONOMY  
IN CANADA



THE BEST  
WORKFORCE  
IN ONTARIO



THRIVING  
ENTREPRENEURSHIP  
AND INNOVATION



VIBRANT  
COMMERCIAL AND  
CULTURAL DISTRICTS  
AND PLACES



STRATEGIC  
INFRASTRUCTURE  
INVESTMENT  
FOR ECONOMIC  
GROWTH



## GROW NON-RESIDENTIAL TAX ASSESSMENT AND INCREASE THE NUMBER OF LIVING-WAGE JOBS

*Hamilton aspires to be the “Best place to raise a child and age successfully”. Many factors impact this goal, including health, quality of life, employment, and income to support cost of living.*

*Our goal is to attract and retain businesses in Hamilton in order to grow our non-residential assessment while also providing an increased number of living wage job opportunities.*



## THE MOST DIVERSIFIED ECONOMY IN CANADA

*Hamilton currently has the most diversified economy in Canada, as measured by the Conference Board of Canada. This means that we are less at risk to a downturn in one industry, as another industry may be on the way up at the same time.*

*Our goal is to retain this title, enabling our workforce to keep meaningful, living wage jobs regardless of the state of the overall economy, so that families are not uprooted and forced to move to find work.*



## THE BEST WORKFORCE IN ONTARIO

*A healthy workforce has employment opportunities for all skill, ability and academic achievement levels. Local businesses and those businesses looking to move or expand to Hamilton have clearly indicated the importance of workforce quality to their viability, growth and success.*

*Our goal is to have Hamilton be recognized as having the Best Workforce in Ontario, and for our city's workforce to become a competitive advantage for the City when it comes to attracting and retaining businesses and providing employment opportunities for residents.*





## THRIVING ENTREPRENEURSHIP AND INNOVATION

*The City of Hamilton has a rich history of being host to a wide variety of innovations driven by entrepreneurial individuals and firms, earning Hamilton the title of “the Ambitious City” well before the wide scale understanding of the importance of innovation to the future success.*

*Our goal is for entrepreneurial individuals, organizations and companies to experience the City of Hamilton as a place where innovative ideas and entrepreneurial people thrive.*





## VIBRANT COMMERCIAL AND CULTURAL DISTRICTS AND PLACES

*Excellent quality of life is a key factor in attracting and retaining skilled and talented workers as well as companies looking to expand or locate their business in a city.*

*Our goal is to have Hamilton recognized nationally as a great place to live, buoyed by a thriving arts and culture scene, vibrant neighbourhoods, and strong commercial districts.*



# STRATEGIC INFRASTRUCTURE INVESTMENT FOR ECONOMIC GROWTH

*The term “infrastructure” in the 21<sup>st</sup> century includes more than just the traditional roads, bridges & utilities, and must now be inclusive of information communication technology (broadband), our intellectual capacity, our cultural, recreational and social infrastructure, and the supply chains which support all of these.*

*Our goal is to identify and implement infrastructure investments with a strong business case that demonstrates the investments will provide significant long-term economic benefit and enable economic growth.*

# AREAS OF FOCUS



**WORKFORCE  
DEVELOPMENT**



**INTERNATIONAL  
CONNECTIVITY**



**SMALL BUSINESS  
DEVELOPMENT**



**PROMOTE AND SELL  
HAMILTON**



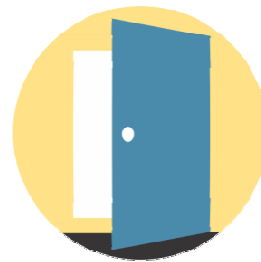
**REVITALIZE  
COMMERCIAL  
AREAS**



**LEVERAGE CITY  
REAL ESTATE  
INTERESTS**



**TRANSPORTATION  
INFRASTRUCTURE**



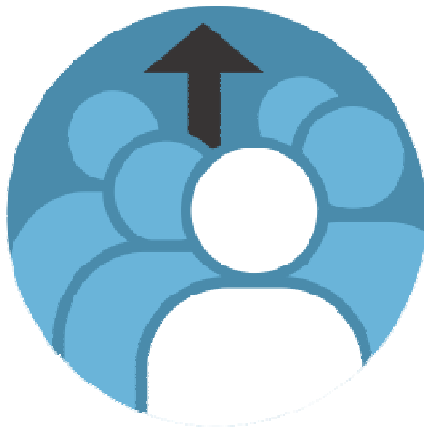
**OPEN FOR  
BUSINESS**



**KEY INDUSTRY  
SECTORS**

# OUR AREAS OF FOCUS

## ***Workforce Development***



*Ensure that Hamilton is developing, attracting and retaining a skilled and diversified workforce that enables the attraction and retention of Hamilton based businesses.*

### Major Initiatives:

- Youth Outreach
- Supporting Existing Network of Young Professional Groups
- Mayor's Blue Ribbon Taskforce
- Business Succession

# OUR AREAS OF FOCUS

## ***International Connectivity***



*Increase the international image of Hamilton as a strong centre of commerce, engage with the international community for the purposes of building and fostering business relationships and attracting investment and people to Hamilton.*

### Major Initiatives:

- Attracting Foreign Direct Investment
- Global Hamilton
- International Delegations
- Trade Missions



# OUR AREAS OF FOCUS

## ***Small Business Development***



*Provide valued assistance to businesses in the form of programs and services to stimulate the creation and growth of enterprises to small businesses that might not otherwise have the time to, knowledge of or resources to access on their own.*

### Major Initiatives:

- Small Business Enterprise Centre
- Supporting the Regional Innovation Centre
- Business Incubators, Accelerators and Clusters

# OUR AREAS OF FOCUS

## ***Promote and Sell Hamilton***



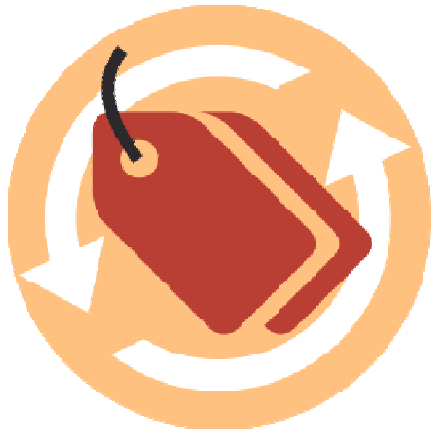
*Take a leading role in the marketing and promotion of the City of Hamilton as a place to own and operate a business, work, study, live, play and visit.*

### Major Initiatives:

- Promoting Hamilton's Value Proposition
- Maximizing Lead Generation
- Business Retention & Expansion (BR&E)
- Business Parks

# OUR AREAS OF FOCUS

## ***Revitalize Commercial Areas***



*Stimulate or assist in the revitalization of the city's numerous commercial areas to increase the viability, marketability, vitality and revenue generation capabilities of those areas.*

### Major Initiatives:

- Staff Realignment within Urban Renewal
- Financial Incentives to Stimulate Development and Revitalization
- Supporting Business Improvement Areas (BIA) in Hamilton

# OUR AREAS OF FOCUS

## ***Leverage City of Hamilton Real Estate***



*Utilize the resources and abilities of the City of Hamilton to encourage, enable or execute development projects that provide positive long-term economic uplift, stimulates additional economic activity and generate revenue.*

### Major Initiatives:

- Shovel Ready Employment Lands
- Bayfront Strategy
- Waterfront Development

# OUR AREAS OF FOCUS

## ***Transportation Infrastructure***



*Safe, effective and efficient movement of people and goods to connect employers, workers, suppliers, leisure areas and markets.*

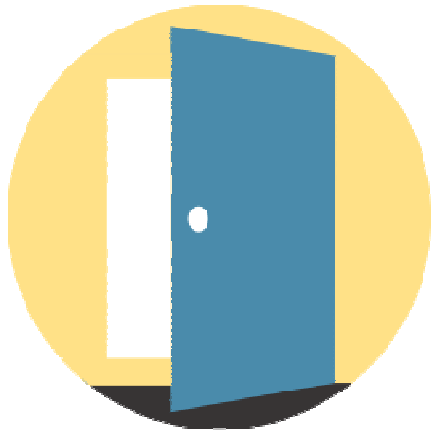
### Major Initiatives:

- Expanded Regional GO Service
- Increasing Municipal Public Service to Employment Areas and Business Parks
- Light Rail Transit (LRT)
- Existing and Future Goods/People Movement Strategy



# OUR AREAS OF FOCUS

## ***Open For Business***



*Identify opportunities for improvements or modifications to economic development related city services, processes or regulations and implement improvements that efficiency and effectively enable businesses to meet established standards and operate legally within in the City of Hamilton.*

### Major Initiatives:

- Process Improvements
- Staff Development and Customer Service
- Technology Improvements
- Clear Guidelines and Expectations

# OUR AREAS OF FOCUS

## ***Key Industry Sectors***



*Concentrating efforts on the Identification and stimulation of growth on those sectors that are best positioned for growth.*

### Major Initiatives:

- Staff person assigned to each Key Industry Sector and to be the City of Hamilton lead on projects or initiatives relating to Economic Development in that Sector
- Major Actions identified and pursued for each Key Industry Sector
- Partnerships formed and maintained to leverage existing capacity / strengths in Hamilton

# INDUSTRY SECTORS



■ **ADVANCED  
MANUFACTURING**



**AGRICULTURE/  
FOOD PROCESSING**



▲ **CREATIVE/CULTURAL  
INDUSTRIES**



★ **FINANCE/INSURANCE/  
REAL ESTATE**



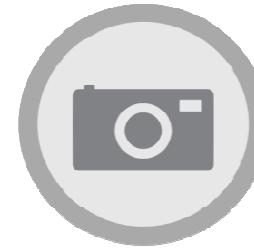
**GOODS  
MOVEMENT**



★ **ICT/DIGITAL  
MEDIA**



**LIFE  
SCIENCES**







★ **TOURISM**

★ Denotes new Key Industry Sector  
■ Now includes the former Clean Technology Sector  
▲ Expanded to include Cultural Industries

- 70+ identified short term, medium term, or long term actions
  - Actions associated with both Areas of Focus and Key Industry Sectors
  - Tied to and incorporated into associated staff work plans
  - Performance measures identified and tied to each Action

## Example of Action Overview Chart from the Action Plan

Key Sector / Area of Focus	Activity	Associated EC DEV ACTION PLAN "Goals"	Measures of Success	Activity Timeframe
Area of Focus Promoting and Selling Hamilton	Refresh the Invest in Hamilton Website		Completion of refresh, increase in web traffic	short term
Area of Focus Promoting and Selling Hamilton	Update the Economic Development Marketing Strategy		Completion of new marketing study	short term
Area of Focus Promoting and Selling Hamilton	Pursue opportunities to have Hamilton profiled and ranked as a top city to start or operate a business		# of applications, # of designations received	ongoing
Area of Focus Leveraging City Real Estate Interests	Acquire lands in industrial parks for business attraction and infrastructure supports, and in key nodes and corridors for redevelopment		Area of industrial land available Shovel-ready development land created	ongoing

# CITY OF HAMILTON STRATEGIC PLAN PRIORITIES

2016-2025



## ECONOMIC DEVELOPMENT ACTION PLAN

2016-2020

### OUR GOALS



Grow Non-Residential Tax  
Assessment and Increase the  
Number of Living-Wage Jobs



The Most  
Diversified Economy  
in Canada



The Best  
Workforce  
in Ontario



Thriving  
Entrepreneurship  
and Innovation



Vibrant Commercial  
and Cultural Districts  
and Places



Strategic Infrastructure  
Investment for Economic  
Growth

### AREAS OF FOCUS



Key  
Industry  
Sectors



International  
Connectivity



Workforce  
Development



Small  
Business  
Development



Promote  
and Sell  
Hamilton



Revitalize  
Commercial  
Areas



Leverage City  
Real Estate  
Interests



Transportation  
Infrastructure



Open for  
Business

### KEY INDUSTRY SECTORS



## ACTIONS & STRETCH TARGETS

## ACTIVITIES



# PERFORMANCE MEASURES & COMMUNICATIONS RESULTS

## Performance Measurement

- 70+ identified short term, medium term, or long term actions
  - Regular reporting on status of actions as milestones achieved, where appropriate
  - Annual reporting on status of all actions

## Communicating Results

### NEWSLETTERS

- Economic Development e-newsletter
- City of Hamilton staff e-newsletter
- Councillor communication

### PRESENTATIONS TO COUNCIL

- Information Reports

## COMMUNICATING RESULTS

### SOCIAL MEDIA



### WEBSITE UPDATES

- Invest In Hamilton
- SBEC
- City of Hamilton

### PRESENTATIONS TO INTERNAL STAKEHOLDERS AND EXTERNAL BUSINESSES, ORGANIZATIONS, GROUPS AND THE GENERAL PUBLIC

- Media releases
- Interviews, meetings and presentations (conferences, special events, professional associations)
- Infographics, Brochures

