



**CITY OF HAMILTON**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Economic Development Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	December 7, 2016
<b>SUBJECT/REPORT NO:</b>	Economic Development Action Plan (PED16216(a)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Graeme Brown (905) 546-2424 Ext. 2363
<b>SUBMITTED BY:</b>	Jason Thorne General Manager Planning and Economic Development Department
<b>SIGNATURE:</b>	

**RECOMMENDATION**

- (a) That the City of Hamilton’s 2016-2020 Economic Development Action Plan attached as Appendix “A” to Report PED16216(a) be approved;
- (b) That the Planning and Economic Development staff be directed to incorporate the implementation of the Action Plan as part of their annual work plans;
- (c) That staff report back with an annual update on the Action Plan’s progress with the annual presentation to the General Issues Committee as part of its Annual Performance Measures.

**EXECUTIVE SUMMARY**

The Planning and Economic Development Department have been leading the effort to update to the 2010-2015 Economic Development Strategy. The updated document, the 2016-2020 Economic Development Action Plan, has been designed to be a City-Wide document that is concise and action oriented. The Action Plan is aligned to the City of Hamilton’s 2016-2025 City’s Strategic Plan and articulates how it will advance the seven identified City Priorities. The 2016-2020 Economic Development Action Plan is the primary plan within the City of Hamilton that focuses on advancing the Economic Prosperity and Growth priority. The Action Plan supports the advancement of the Built Environment and Infrastructure and Culture and Diversity priorities.

The stakeholder engagement identified six main themes which were crafted into six goals for the Economic Development Action Plan:

1. Grow non-residential tax assessment and increase the number of living-wage jobs
2. The most diversified economy in Canada
3. The best workforce in Ontario
4. Thriving entrepreneurship and innovation
5. Vibrant commercial and cultural districts and places
6. Strategic infrastructure investment for economic growth

To determine potential ways to achieve those goals, staff analyzed the collected stakeholder feedback and studies to understand and identify areas where staff could focus efforts or resources to positively impact stakeholder identified opportunities and priorities. In selecting the Areas of Focus where the City would concentrate its Economic Development related efforts and resources, the following criteria were considered:

- What will have the most direct impact on achieving our goals;
- Anticipated return on investment on funds or staff time;
- Ability to leverage existing strengths or capacity within the Hamilton community;
- Importance of municipal involvement in the eyes of our stakeholders; and,
- Ability to leverage or attract funding from external sources to deliver programs, services or projects of value.

The Economic Development Action Plan identifies nine Areas of Focus for our efforts over the next five years (in no particular order):

1. Workforce development
2. International connectivity
3. Small business development
4. Promote and sell Hamilton
5. Revitalize commercial areas
6. Leverage City real estate interests
7. Transportation infrastructure
8. Open for Business
9. Key industry sectors

Within each identified Area of Focus, priority Actions, performance measures and associated timelines have been identified, and each Action is linked back to one or

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*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.*

more of the six action plan Goals they support. There are 60+ identified actions in total, which fit into one of four action categories:

1. Creation and Implementation of Strategic Documents
2. Capacity Building
3. Continuous Improvement
4. Transformational Projects

The Action Plan will also introduce eleven “Stretch Targets” associated with one or more of the six identified Goals, to encourage the pursuit of ambitious accomplishments that, if achieved, would be a catalyst for further growth. The identified Actions and Stretch Targets will influence the priorities identified on staff work plans over the term of the Action Plan.

Finally, the Economic Development Action Plan identifies the importance of regularly measuring the progress being made on the Actions that are associated with the identified Areas of Focus, and commits to regular performance measurement and communication of results to council and the numerous other City stakeholders.

***Alternatives for Consideration – Not Applicable***

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: None. Existing Budget can accommodate implementation of the Action Plan.

Staffing: No changes to staffing levels are anticipated. If this were to change, a recommendation would be brought to Committee at the appropriate time.

Legal: Not applicable.

**HISTORICAL BACKGROUND**

Council approved the previous Economic Development Strategy on June 10, 2010, which was to have a five-year duration and run through 2010-2015. In 2015, staff from the Planning and Economic Development Department began working on an updated five-year Action Plan to run from 2016-2020. During the consultation and analysis stage of the project, the opportunity to completely align the updated Action Plan with the City of Hamilton’s 10-Year Strategic Plan was identified, and this direction was endorsed by Senior Leadership Team (SLT) in early 2016.

Following the approval and implementation of the City of Hamilton’s 2016-2025 Strategic Plan, staff presented an overview of the 2016-2020 Economic Development Action Plan to Council on October 19, 2016, and was directed to provide the final Action Plan in December.

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## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Not applicable.

## **RELEVANT CONSULTATION**

Significant stakeholder engagement was undertaken to guide the creation of the 2016-2020 Economic Development Action Plan. Prior engagement efforts were leveraged that includes the extensive engagement of citizens and business conducted for the Our Future Hamilton Report and other Economic Development Division and Tourism and Culture Division Reports, studies and stakeholder engagements. This information was complemented by current feedback received from a targeted survey to business partners, major institutions and City Council.

A draft version of the 2016-2020 Economic Development Action Plan was presented to SLT and circulated to each City Department for review / comments, which were incorporated into the Action Plan. An overview of the 2016-2020 Economic Development Action Plan was presented to City Council on October 19, 2016, where staff shared the six identified Goals and nine Areas of Focus of the Action Plan to receive initial endorsement prior to finalizing the Plan.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

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 strength of our local economy and by pursuing initiatives and actions that economic development stakeholders have identified as being valuable to stimulating or facilitating growth. The Action Plan identifies ambitious stretch targets to that inspire, and realistic and measurable actions that will enhance the competitiveness of our City in attracting and retaining businesses, based on the feedback of stakeholders.

## **ALTERNATIVES FOR CONSIDERATION**

- (a) Committee could choose to not approve the 2016-2020 Economic Development Action Plan, and direct staff to continue implementing the 2010-2015 Economic Development Strategy.
- (b) Committee could instruct staff to revise the proposed 2016-2020 Economic Development Action Plan where appropriate, and return at a later Committee date for approval of the updated Action Plan.

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Community Engagement & 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.*

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” - The City of Hamilton’s 2016 – 2020 Economic Development Action Plan

GB/dt