



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	March 21, 2018
SUBJECT/REPORT NO:	2017 Annual Report on the 2016-2020 Economic Development Action Plan Progress (PED18066) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
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SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

Council Direction:

To report back on the progress of implementing the 2016-2020 Economic Development Action Plan (EDAP) 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 presented to and approved by City Council. The EDAP communicated 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 11 measurable stretch targets and 61 specific actions that staff would pursue over the next five years, and committed to having staff provide annual updates on the status of each one. The EDAP has been approved for over a year, and the Planning and Economic Development Department delivered an update on progress made during 2016 in a report to Council in Q2 of 2017, providing a baseline for future progress reporting. This Information Report is the second annual update covering progress made during the 2017 calendar year.

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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.

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Update on the Eleven Stretch Targets

The EDAP identified 11 Stretch Targets, which were expected to be ambitious, multi-year objectives that have a quantitatively measurable state of completion, and that City staff could provide a regular status update on. Each of the 11 Stretch Targets have been connected to a relevant City Division, and information relating to the prior year's activities on each Stretch Target have been collected and documented. The information can be found in the attached Appendix "A" to PED18066 – 2017 Stretch Target Report Card, and summarized in the chart below.

Chart 1: High Level Overview of Stretch Targets Status

Stretch Targets	Current Status of Stretch Goal
Increase Hamilton's shovel-ready land supply 500 acres	On Target
Add 7 million square feet of new Industrial / Commercial space	On Target
Generate a total of \$2 Billion in Industrial and Commercial construction value	On Target
Triple the municipal tax assessment from Stelco lands	Behind Target
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	In Progress
Reduce Hamilton's office vacancy rate to 7%	In Progress
Add the following new major economic development assets	
<i>A major film studio</i>	On Target
<i>A data centre</i>	ACHIEVED
<i>An 800-1200 seat multi-use performance centre</i>	On Target
<i>A manufacturing incubation space</i>	On Target
Have ten local companies on the PROFIT Magazine "Fastest Growing Businesses" list	In Progress
Attract five major events (like the JUNOs) that generate a total combined economic impact of at least \$50 Million	On Target
Achieve Intelligent Communities Forum Top 7 Ranking	ACHIEVED
Enhance Hamilton's Image as a Digital City by enabling access to broadband internet speeds of:	
<i>250 megabit / second to all rural Hamilton</i>	In Progress
<i>1 gigabit / second to all urban Hamilton</i>	In Progress
<i>10 gigabit / second to all of our business parks and major commercial areas</i>	In Progress

There has been significant progress made on the 11 Stretch Targets established in the EDAP, with one Stretch Target being achieved (Achieve Intelligent Communities Forum

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Top 7 Ranking) and one part of a second Stretch Target also being achieved (Establishment of a Data Centre). Five of the remaining ten Stretch Targets are currently assessed as being “On Target” to be achieved by the end of 2020, with four Stretch Targets being identified as being “In Progress”.

There has been a materially negative trend as it relates to the municipal tax assessment on the Stelco lands since the establishment of the 11 Stretch Targets, with the Stelco related stretch target having an ambitious target of tripling of the 2016 municipal tax assessment for those lands by 2020. Given that we have seen negative assessment growth over the past year, the status of that Stretch Target has been flagged as “Behind Target”.

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 with the assistance and partnership of external stakeholders. An overview of the status of all 61 Actions as of the end of 2017 can be seen in the chart below.

Chart 2: High Level Overview of the Status of the 61 Identified Actions

Completed in 2017	In Progress Expected Complete in 2018	In Progress Expected Complete after 2018
10	15	36

All of the 61 identified Actions have been started in some capacity, with staff reporting that ten actions were completed in 2017, with an additional 15 actions expected to be completed by the end of 2018. In Report PED17041, staff provided an overview of the 2017 EDAP work plan, which forecasted that 12 Actions would be completed.

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The following chart provides visibility into the status (as of the end of 2017) of those previously identified Actions, and provides an update to that list to include additions to the work plan that took place over the course of the 2017 calendar year.

Chart 3: Overview of 2017 EDAP Work Plan Progress

2017 Workplan - Actions Completed or Delayed in 2017	Status
Update and implement the Economic Development Marketing Strategy	Completed
Review and update commercial zoning to provide greater flexibility for business attraction and growth	Completed
Realign staffing assignments to increase coverage of key sectors	Completed
Develop an industry-based tourism advisory group	Completed
Refresh the Invest in Hamilton website to be a better promotional tool for Hamilton to enable the attraction of new companies	Completed
Establish a Sports Analytics Cluster to pursue a nationally recognized area of expertise	Added and Completed
Establish the IBM/HHS Collaboration Space (now know as Innovation Exchange)	Added and Completed
Review zoning and other barriers to the establishment of Creative Cultural Industries	Added and Completed
Undertake review on the future viability of the Hamilton Technology Centre	Added and Completed
Complete lean review of the approvals process	Added and Completed
Create an updated Global Hamilton Strategy (formerly known as the Immigration Attraction Strategy)	Deferred until 2018
Develop and implement a Comprehensive Customer Service Program	Deferred until 2018
Develop and implement an ICT and Digital Media Sector Strategy	Deferred until 2018
Create and implement a Digital Strategy for the City of Hamilton that identifies strategies to improve the ICT infrastructure (broadband internet) in the City	Deferred until 2018
Complete a comprehensive asset mapping exercise of all ICT sector companies and infrastructure	Deferred until 2018
Create and implement a Life Science Sector Strategy	Deferred until 2018
Develop a regional manufacturing asset map, identifying key service providers and supply chain linkages	Deferred until 2018

Of the 12 Actions originally scheduled to be complete in 2017, five were completed during the calendar year, with seven Actions deferred to 2018 due to a wide variety of reasons, most of them being influenced by feedback from stakeholders and partners, or the identification of new partners or champions helping to deliver those Actions. While some Actions originally forecasted to be complete in 2017 were delayed, there also

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arose an opportunity to accelerate the schedule of other Actions, which resulted in the completion of five previously unidentified Actions.

As done in PED17041, this annual update includes a list of Actions that are forecasted to be completed during the current calendar year. The following chart lists 15 Actions that are expected to be complete during 2018.

Chart 4: Actions Expected to be Complete in 2018

Actions to be Complete in 2018	Area of Focus
Complete an Internet of Things Cluster Feasibility Study	Advanced Manufacturing - Key Sector
Develop a regional manufacturing asset map, identifying key service providers and supply chain linkages	Advanced Manufacturing - Key Sector
Update Commercial Market Assessments (CMA) for specific Business Improvement Areas (BIAs)	Commercial Area Revitalization
Create and implement a Creative Cultural Industries sector strategy	Creative Cultural Industries - Key Sector
Create and implement a FIRE sector strategy	Finance / Insurance / Real Estate - Key Sector
Obtain official designation for lands around the Hamilton International Airport as a Foreign Trade Zone Point	Goods Movement - Key Sector
Complete a comprehensive asset mapping exercise of all ICT sector companies and infrastructure	ICT / Digital Media - Key Sector
Create and implement a Digital Strategy for the City of Hamilton that identifies strategies to improve the ICT infrastructure (broadband internet) in the City	ICT / Digital Media - Key Sector
Develop and implement an ICT and Digital Media Sector Strategy	ICT / Digital Media - Key Sector
Create an updated Global Hamilton Strategy (formerly known as the Immigration Attraction Strategy)	International Connectivity
Create and implement a Life Science Sector Strategy	Life Sciences - Key Sector
Develop and implement a Comprehensive Customer Service Program	Open for Business
Conduct analysis on the viability of operating the SBEC across multiple sites in the City	Small Business Development
Redevelopment of the Tourism website	Tourism - Key Sector
Design and deliver an Annual Work Intentions Survey to current post-secondary students and workers commuting in and around Hamilton	Workforce Development

Appendices and Schedules Attached:

Appendix “A” to Report PED18066 – 2017 Stretch Target Report Card