

# Economic Development Action Plan

2017 Annual Update

*End of Year Two*





# *What is a Stretch Target?*

Specific and aggressive objectives that cannot be realized by increments or small improvements.

They are ambitious targets that will help focus and direct our work.

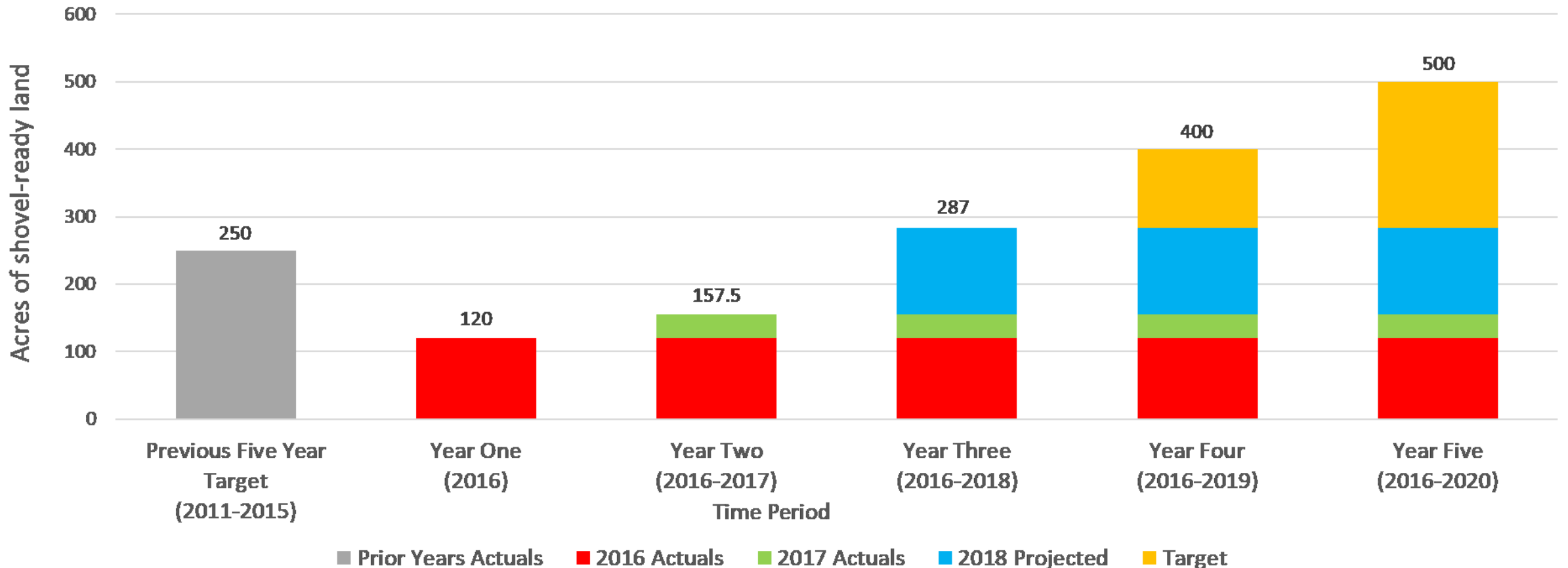
# Stretch Target Overview

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

# Stretch Target Overview

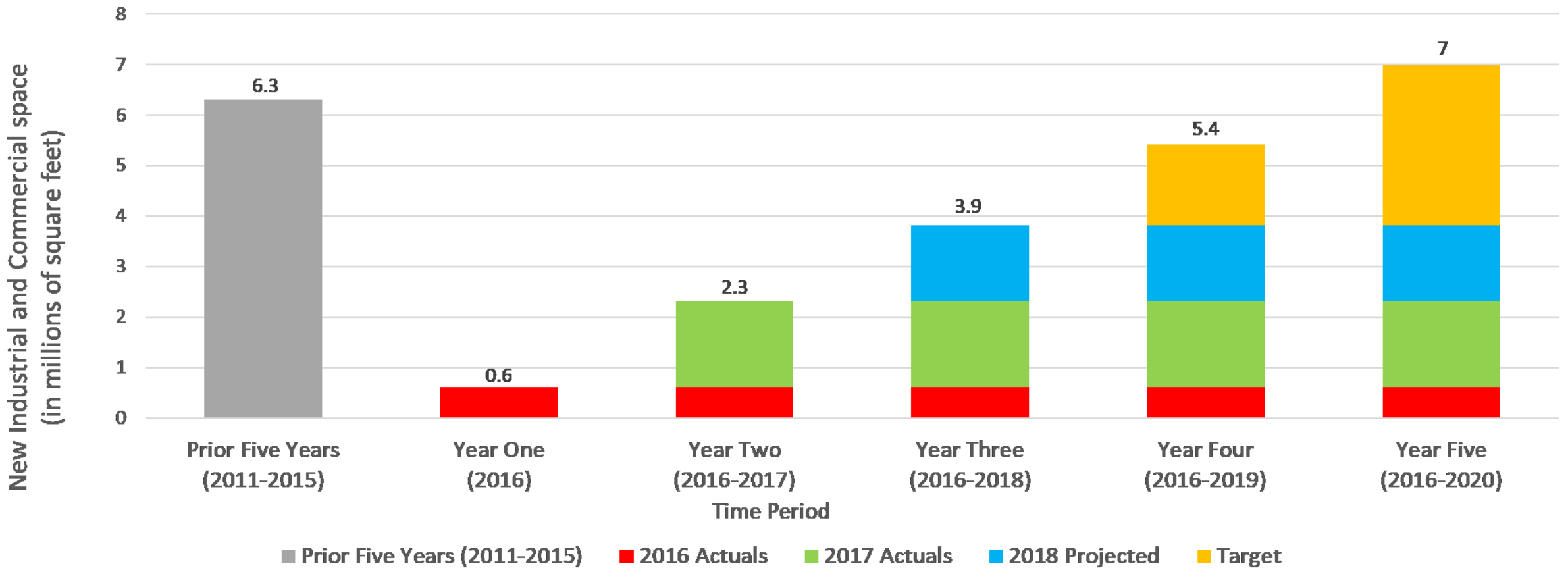
Behind Target	In Progress	On Target	Achieved
		<ul style="list-style-type: none"> <li>Add economic development assets:               <ul style="list-style-type: none"> <li>An 800-1200 seat multi-use performance centre</li> <li>Manufacturing incubation space                   <ul style="list-style-type: none"> <li>A major film studio</li> </ul> </li> </ul> </li> </ul>	
	Extend regular HSR service to Business Parks and offer 24/7 service to Hamilton Airport	Increase Hamilton's shovel-ready land supply by 500 acres	
	Reduce Hamilton's office vacancy rate to 7%	Add 7 million square feet of new Industrial / Commercial space	
	Have ten local companies on the PROFIT Magazine "Fastest Growing Businesses" list	Generate a total of \$2 Billion in Industrial and Commercial construction value	<ul style="list-style-type: none"> <li>Add economic development asset               <ul style="list-style-type: none"> <li>Data Centre</li> </ul> </li> </ul>
Triple the municipal tax assessment from Stelco lands	Enhance Hamilton's image as a Digital City by enabling access to fast broadband internet speeds	Attract five major events (like the JUNOs) that generate a cumulative \$50 million in economic impact	Achieve Intelligent Communities Forum Top 7 Ranking

# Increase Hamilton's shovel-ready land supply by 500 acres



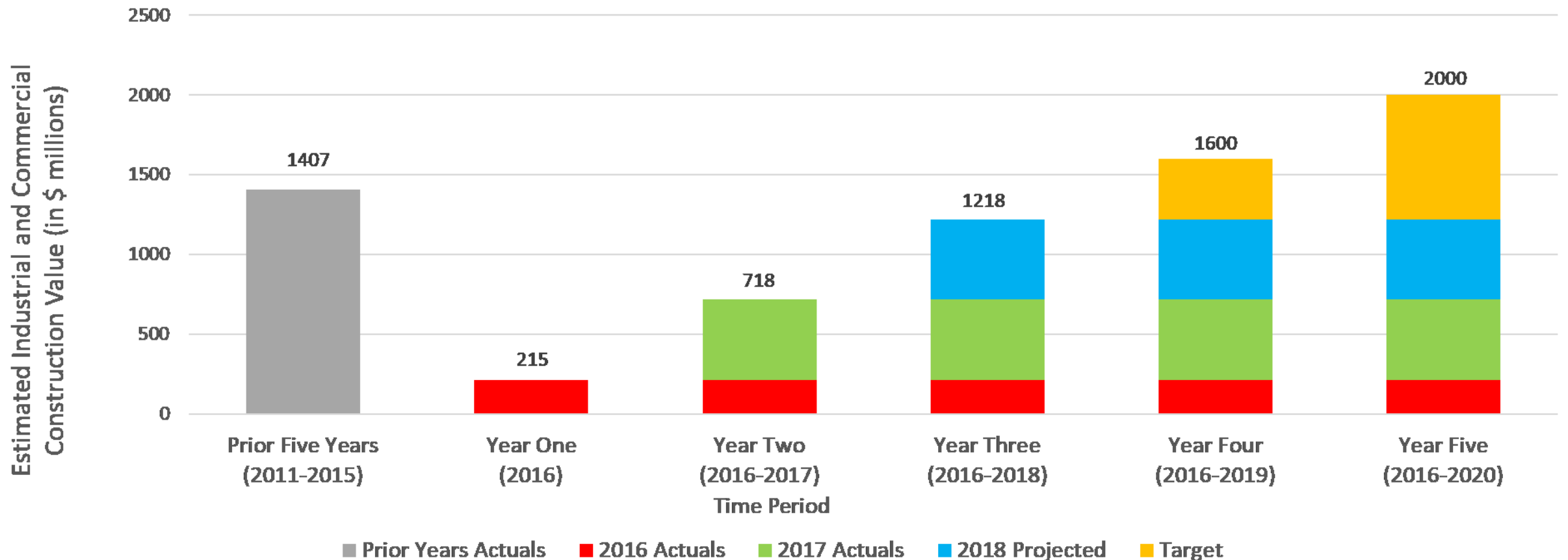
Based on information provided by the Growth Management Division.

# Add 7 million square feet of new Industrial and Commercial space



Based on information provided in building permits, obtained from the Building Division.

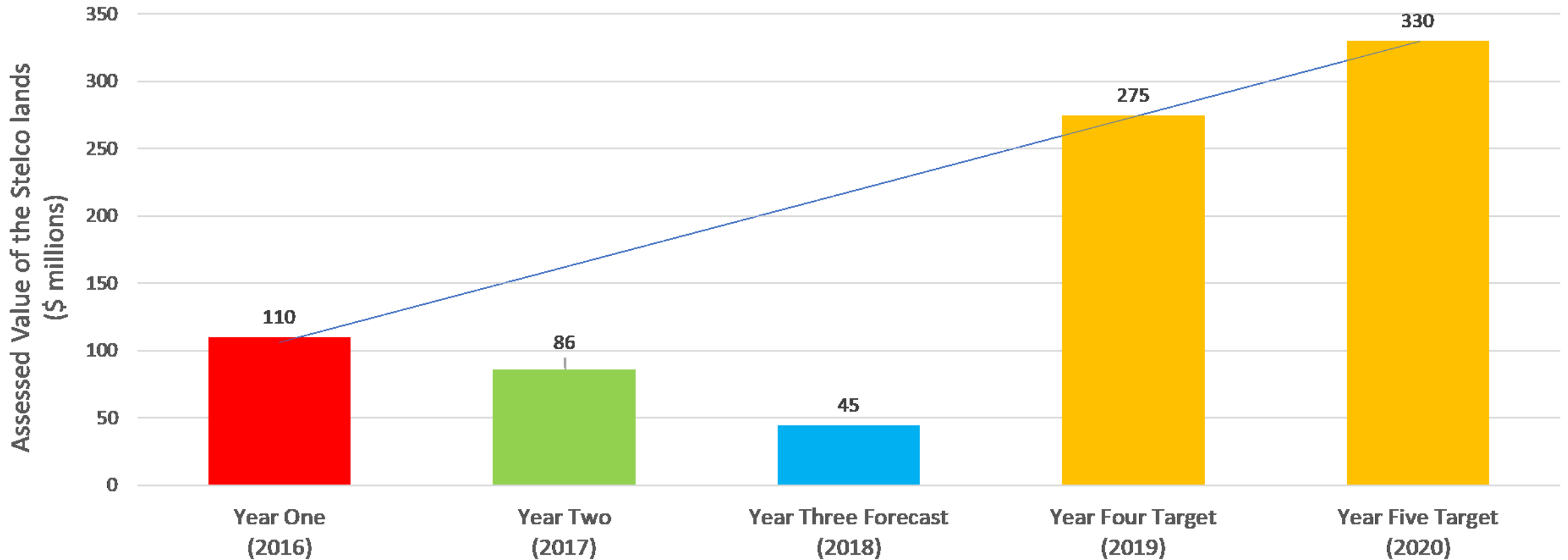
# Generate a total of \$2 Billion in Industrial and Commercial construction value



Based on information provided in building permits, obtained from the Building Division.



# *Triple the municipal tax assessment generated from Stelco lands*



# *Extend regular HSR service to the interior of the Red Hill, Flamborough, and Stoney Creek Business Parks and offer 24/7 service to the Airport*



## CURRENT YEAR TREND (2018)

Pending budget approval, transit service levels to improve, effective September 2018, as follows:

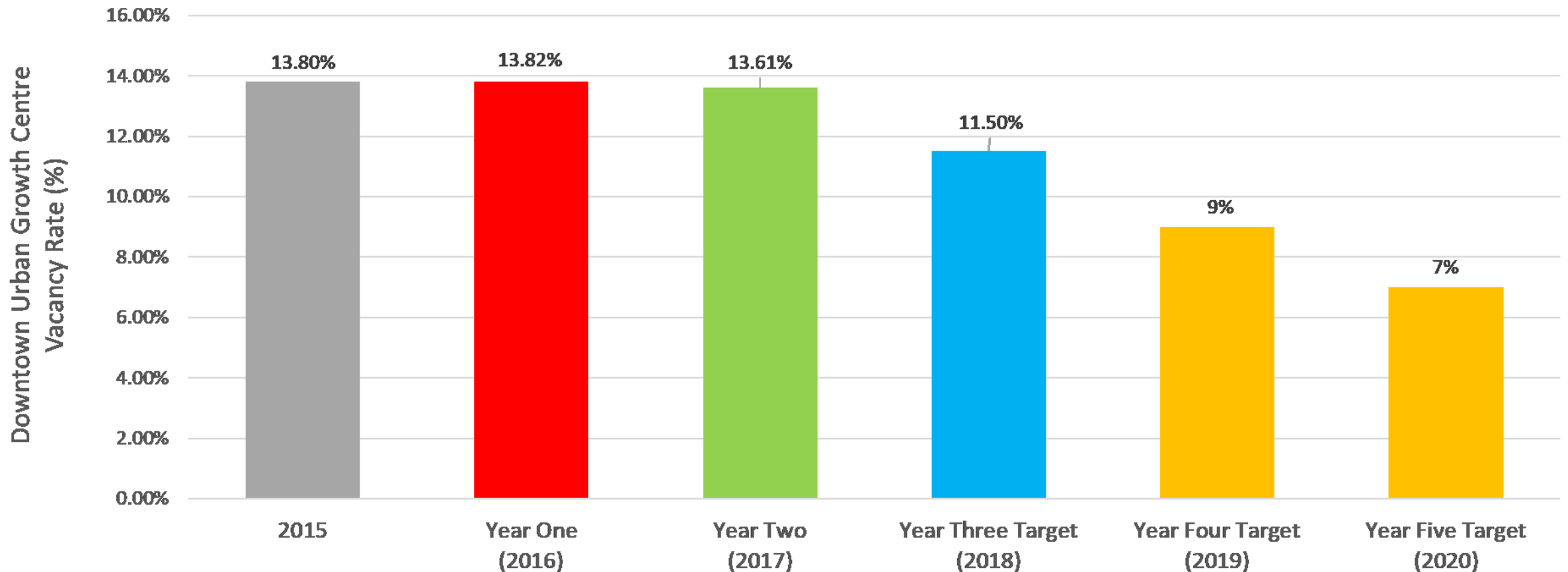
### Stoney Creek

- HSR Route #55 and #55A service levels in select time periods to be enhanced to provide a 30 minute minimum frequency.
- TransCab service to be added on Sundays and Holidays, between 8:00am and 6:00pm.

### Hamilton Airport

- HSR Route #20 Weekday peak period service frequency to be enhanced from 30 minutes to 20 minutes.
- Weekday mid-day service to be added at a 30 minute service frequency.
- TransCab service hours to be extended on Weekdays and Saturdays until 2:00am.
- TransCab service to be added on Sundays and Holidays, between 6:00am and 12:30am.

# Reduce Hamilton's office vacancy rate to 7%



Based on information provided semi-annually by property owners in the Downtown Urban Growth Centre. Information provided by the Economic Development Division.

# *Add the following new major economic development assets*



## Major film studio



*Multiple inquiries  
Discussions Ongoing*

## Data centre - ACHIEVED

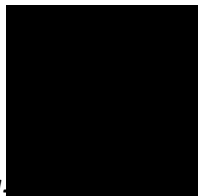


*Multiple Inquiries  
Discussions Ongoing*



*Operation established in  
Hamilton*

## An 800-1200 seat multi-use performance centre



*Multiple inquiries  
Discussions Ongoing*



## Manufacturing incubation space



*Multiple inquiries  
Discussions Ongoing*

*Have ten local companies on Canadian Business Magazine's "Fastest Growing Businesses" list*



*Four local companies in 2017*



Strategy for 2018



*Attract five major events (like the Junos)  
that generate a total combined  
economic impact of at least \$50 million*



NORTH AMERICAN  
INDIGENOUS  
GAMES 2017  
TORONTO - ONTARIO



2017 JEUX  
AUTOCHTONES  
DE L'AMÉRIQUE DU NORD  
TORONTO - ONTARIO

\* Selected sports and cultural festival held in Hamilton

# *Achieve Intelligent Communities Top 7 ranking*



In alphabetical order, the Top7 Intelligent Communities of 2018 are:

- Chiayi City, Taiwan
- Espoo, Finland
- **Hamilton, Ontario, Canada**
- Ipswich, Queensland, Australia
- Tainan City, Taiwan
- Taoyuan, Taiwan
- Winnipeg, Manitoba, Canada

**TOP7**  
**INTELLIGENT  
COMMUNITIES  
OF 2018**

# *Enhance Hamilton's image as a Digital City by enabling access to broadband internet speeds of:*



250 megabit / second  
to all rural Hamilton

1 gigabit / second  
to all urban Hamilton

10 gigabit / second  
to all business parks and  
commercial areas

## *Digital Infrastructure Working Group – Service Providers*





# 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.

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

# Update on the 61 Actions

2017 Work plan – EDAP Actions Completed 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

# Update on the 61 Actions

2018 Work plan – EDAP Actions to be Complete in 2018	Area of Focus
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
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 Culture 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
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

# Questions