

## 2017 Stretch Target Report Card

Stretch Targets	Lead Area(s)	Prior Year Performance (2017)	Cumulative Performance (2016-2017)	Current Year Trend (2018)	Current Status of Stretch Goal
Increase Hamilton's shovel-ready land supply 500 acres	Growth Management	37 acres (21.5 acres industrial, 15.5 acres commercial)	157 acres (96.5 acres industrial, 60.5 acres commercial)	128.5 acres	On Target
Add 7 million square feet of new Industrial / Commercial space	Economic Development	1,700,000 square feet added 375,000 square feet of commercial 1,325,000 square feet of industrial	2,315,000 square feet added 875,000 square feet of commercial 1,440,000 square feet of industrial	There are a number of known projects expected to be realized in 2018, which should significantly contribute to the target.	On Target
Generate a total of \$2 Billion in Industrial and Commercial construction value	Economic Development	\$503,000,000 in estimated value \$282,000,000 commercial \$221,000,000 industrial	\$718,000,000 in estimated value \$447,000,000 commercial \$271,000,000 industrial	There are a number of known projects expected to be realized in 2018, which should significantly contribute to the target.	On Target
Triple the municipal tax assessment from Stelco lands	Economic Development	\$86,000,000+ total assessment CTN - \$5,600,000 LTN - \$72,600,000 LUN - \$8,300,000	(\$24,000,000) total assessment CTN - (\$1,500,000) LTN - (\$20,800,000) LUN - (\$1,600,000)	There are media reports of anticipated increased business and investment activity by Stelco, which could positively impact assessment.	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	Transit	No material change in transit service levels.	No material change in transit service levels.	Pending budget approval, transit service levels to improve (increased frequency) on HSR Route #55 and #55A (Stoney Creek) and HSR Route #20 (Hamilton Airport), effective September 2018.	In Progress
Reduce Hamilton's office vacancy rate to 7%	Economic Development	Downtown Urban Growth Centre Vacancy Rate of 13.61% in 2017	A total reduction of 0.21% based on the reported vacancy rate of 13.82% in 2016.	Launching a multi-year campaign focused on highlighting Hamilton's commercial office opportunities.	In Progress
Add the following new major economic development assets					
A major film studio	Tourism and Culture	Discussions and new enquiries with various developers/businesses, 80% of which originated from businesses wanting to build/open a full-service film studio in Hamilton who have filmed in the City within the last two years	Discussions and new enquiries with various developers/businesses, 80% of which originated from businesses wanting to build/open a full-service film studio in Hamilton who have filmed in the City within the last two years	Continue to respond to an increase in number of business enquiries. Indications are reasonable strong for reaching this stretch target.	On Target
A data centre	Economic Development	Cryptoglobal, a company operating a cryptocurrency mining data centre, was established in Hamilton. Received investment inquires and partnered with McMaster University's Computing Infrastructure Research Centre (CIRC) to conduct a feasibility study on possible data centre sites.	One data centre has been established (Cryptoglobal). Have received a number of investment inquires; Met with Hamilton's public CTO's to assess co-location interest; Partnered with CIRC to conduct a feasibility study.	At least two new data center leads.	ACHIEVED
An 800-1200 seat multi-use performance centre	Economic Development	Continued discussions, assisted with feasibility study and responded to enquiries about locations for potential new venue	Continued discussions, assisted with feasibility study and responded to enquiries about locations for potential new venue	Mohawk College has indicated it is significantly upgrading its 1,029 seat performance arts centre for September 2018 to further augment the value of this asset. This should enhance the City's existing inventory of performance spaces.	On Target
A manufacturing incubation space	Economic Development	Private investment on hold/disengaged. Public partners exploring opportunities within existing community.	Public partners exploring opportunities within existing community.	McMaster is exploring possibility to expand The Forge at MIP to include manufacturing incubator space.	On Target
Have ten local companies on the PROFIT Magazine "Fastest Growing Businesses" list	Economic Development	Hamilton had four companies on the list in 2017 #55 - Steeped Tea #242 - Ron Lee Construction Ltd. #353 - Norstar Windows and Doors #364 - ABL Employment	Hamilton has had four companies on the PROFIT list in each of the past two years.	City of Hamilton is spearheading the creation of a "Hamilton Fast 40" fastest growing business competition that should help identify candidates for the national program. Targeted to launch in Q1 2018.	In Progress
Attract five major events (like the JUNOs) that generate a total combined economic impact of at least \$50 Million	Tourism and Culture	Secured North American Indigenous Games 2017 (selected sports and cultural festival) and Canadian Country Music Week 2018	No major events in 2016. Secured North American Indigenous Games 2017 (selected sports and cultural festival) and Canadian Country Music Week 2018	Continuing to pursue major meetings and conventions, events and sports tournaments.	On Target
Achieve Intelligent Communities Forum Top 7 Ranking	City Wide	Hamilton submitted an application in 2017 and was announced as a Top 21 Intelligent Community in late 2017.	Hamilton did not submit an application in 2016. Hamilton submitted an application in 2017 and was announced as a Top 21 Intelligent Community in late 2017.	The City of Hamilton was announced as a Top 7 Intelligent Community in February 2018.	ACHIEVED
Enhance Hamilton's Image as a Digital City by enabling access to broadband internet speeds of:					
250 megabit / second to all rural Hamilton	Economic Development				In Progress
1 gigabit / second to all urban Hamilton	Economic Development	Digital Infrastructure Report completed by MacData that mapped the physical infrastructure of all Hamilton telecommunication companies.	The initiative is still in the planning stage, as the City of Hamilton and the other Digital City partners are working on a collective strategy. Individual telecommunications companies continue to build out their infrastructure to support their existing customer base.	Further conversations with telecommunications service providers to build the business model and seek project funding.	In Progress
10 gigabit / second to all of our business parks and major commercial areas	Economic Development				In Progress

## Stretch Targets

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

Reduce Hamilton's office vacancy rate to 7%

Add the following new Major economic development assets

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*A major film studio*

*A data centre*

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

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*A manufacturing incubation space*

Have ten local companies on the PROFIT Magazine "Fastest Growing Businesses" list

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

Achieve Intelligent Communities Forum Top 7 Ranking

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

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*250 megabit / second to all rural Hamilton*

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*1 gigabit / second to all urban Hamilton*

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*10 gigabit / second to all of our business parks and major commercial areas*

## 2017 Stretch Tar

### Prior Year Performance (2017)

Provincial government announced change to Hamilton LRT project scope to include BRT along the BLAST network's A-Line and provide regular service to John C. Munro Hamilton International Airport.

Downtown Urban Growth Centre Vacancy Rate of 13.61% in 2017

Discussions and new enquiries with various developers/businesses, 80% of which originated from businesses wanting to build/open a full-service film studio in Hamilton who have filmed in the City within the last two years

Cryptoglobal, a company operating a cryptocurrency mining data centre, was established in Hamilton. Received investment inquiries and partnered with McMaster University's Computing Infrastructure Research Centre (CIRC) to conduct a feasibility study on possible data centre sites.

Continued discussions, assisted with feasibility study and responded to enquiries about locations for potential new venue

~~Private investment on hold/disengaged. Public partners exploring opportunities within existing community.~~

Hamilton had four companies on the list in 2017

#55 - Steeped Tea

#242 - Ron Lee Construction Ltd.

#353 - Norstar Windows and Doors

#364 - ABL Employment

Secured North American Indigenous Games 2017 (selected sports and cultural festival) and Canadian Country Music Week 2018

Hamilton submitted an application in 2017 and was announced as a Top 21 Intelligent Community in late 2017.

Digital Infrastructure Report completed by MacData that mapped the physical infrastructure of all Hamilton telecommunication companies.

## Target Report Card

### Cumulative Performance (2016-2017)

No material change in servicing to date. The provincial government announced a scope change to the Hamilton LRT project that would positively impact the stretch target when implemented.

A total reduction of 0.21% based on the reported vacancy rate of 13.82% in 2016.

Discussions and new enquiries with various developers/businesses, 80% of which originated from businesses wanting to build/open a full-service film studio in Hamilton who have filmed in the City within the last two years

One data centre has been established (Cryptoglobal). Have received a number of investment inquiries; Met with Hamilton's public CTO's to assess co-location interest; Partnered with CIRC to conduct a feasibility study.

Continued discussions, assisted with feasibility study and responded to enquiries about locations for potential new venue

Public partners exploring opportunities within existing community

Hamilton has had four companies on the PROFIT list in each of the past two years.

No major events in 2016. Secured North American Indigenous Games 2017 (selected sports and cultural festival) and Canadian Country Music Week 2018

Hamilton did not submit an application in 2016. Hamilton submitted an application in 2017 and was announced as a Top 21 Intelligent Community in late 2017.

The initiative is still in the planning stage, as the City of Hamilton and the other Digital City partners are working on a collective strategy. Individual telecommunications companies continue to build out their infrastructure to support their existing customer base.

# Appendix "A" to Report PED18066

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Current Year Trend (2018)	Current Status of Stretch Goal
On hold until Area Rating is discussed in the next term of council.	Behind Target
Launching a multi-year campaign focused on highlighting Hamilton's commercial office opportunities.	Behind Target
Continue to respond to an increase in number of business enquiries. Indications are reasonable strong for reaching this stretch target.	On Target
At least two new data center leads.	ACHIEVED
Monark College has indicated it is significantly upgrading its 1,029 seat performance arts centre for September 2018 to further augment the value of this asset. This should enhance the City's marketing	On Target
Citymaster is exploring possibility to expand the Forge at MID to include manufacturing incubator space.	On Target
City of Hamilton is spearheading the creation of a "Hamilton Fast 40" fastest growing business competition that should help identify candidates for the national program. Targeted to launch in Q1 2018.	Behind Target
Continuing to pursue major meetings and conventions, events and sports tourmanments.	On Target
The City of Hamilton was announced as a Top 7 Intelligent Community in February 2018.	ACHIEVED



Further conversations with telecommunications service providers to build the business model and seek project funding.

**Behind Target**

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