EC DEV ACTION PLAN

2018 Annual Update

End of Year Three
Hamilton, Canada

3rd
Largest Projected GDP Growth of Large CMAs in Canada (2018)

2nd
Lowest Unemployment Rate in Ontario (3.9% - January 2019)

3rd
Top Cities for Youth to Work in Canada (2019)

.95
Economic Structure Diversity Score (2018)

Highly Diverse = 1
Not diverse = 0
Hamilton, Canada

3rd
Best Cities to Find a Job in Canada (Hamilton - 2018)

1st
Largest Overnight Express Cargo Airports in Canada (Hamilton International Airport – 2018)

1st
Largest Sea Port in Ontario (Port of Hamilton – 2018)

939
Increase to the Number of Businesses Operating in Hamilton Since 2015
Hamilton, Canada

1st
Busiest of all Canadian Great Lake Ports
(Port of Hamilton – 2018)

1st
Fastest-Growing Restaurant Cities in the US and Canada
(Hamilton – 2018)

1st
Fastest Growing Airports in North America (Hamilton International Airport - 2018)

4th
Largest Number of Startup 50 Companies by City
(Hamilton – 2018)
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.
- Our current Action Plan has 11 Stretch Targets.

What is an **Action**?

- A major initiative that requires dedicated financial resources and staff time, and is supported by a number of staff led activities and activities led by our external partners.
- Our current Action Plan has 61 Actions.
## Stretch Target Overview

<table>
<thead>
<tr>
<th>Stretch Targets</th>
<th>Current Status of Stretch Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Hamilton's shovel-ready land supply 500 acres</td>
<td>On Target</td>
</tr>
<tr>
<td>Add seven million square feet of new Industrial/Commercial space</td>
<td>In Progress</td>
</tr>
<tr>
<td>Generate a total of $2 B in Industrial and Commercial construction value</td>
<td>In Progress</td>
</tr>
<tr>
<td>Triple the municipal tax assessment from Stelco lands</td>
<td>Behind Target</td>
</tr>
<tr>
<td>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</td>
<td>In Progress</td>
</tr>
<tr>
<td>Reduce Hamilton's office vacancy rate to 7%</td>
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<tr>
<td>Add the following new Major economic development assets</td>
<td></td>
</tr>
<tr>
<td>A major film studio</td>
<td>On Target</td>
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<tr>
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<td>Have ten local companies on the PROFIT Magazine &quot;Fastest Growing Businesses&quot; list</td>
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</tr>
<tr>
<td>Attract five major events (like the JUNOs) that generate a total combined economic impact of at least $50 M</td>
<td>ACHIEVED</td>
</tr>
<tr>
<td>Achieve Intelligent Communities Forum Top 7 Ranking</td>
<td>ACHIEVED</td>
</tr>
<tr>
<td>Enhance Hamilton's Image as a Digital City by enabling access to broadband internet speeds of:</td>
<td></td>
</tr>
<tr>
<td>250 megabit/second to all rural Hamilton</td>
<td>In Progress</td>
</tr>
<tr>
<td>1 gigabit/second to all urban Hamilton</td>
<td>In Progress</td>
</tr>
<tr>
<td>10 gigabit/second to all of our business parks and major commercial areas</td>
<td>In Progress</td>
</tr>
</tbody>
</table>
Stretch Target Overview (End of 2017)

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

**Extend regular HSR service to Business Parks and offer 24/7 service to Hamilton Airport**

**Reduce Hamilton’s office vacancy rate to 7%**

**Have ten local companies on the PROFIT Magazine “Fastest Growing Businesses” list**

**Enhance Hamilton’s image as a Digital City by enabling access to fast broadband internet speeds**

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

**Increase Hamilton’s shovel-ready land supply by 500 acres**

**Add 7 million square feet of new Industrial / Commercial space**

**Attract five major events (like the JUNOs) that generate a cumulative $50 million in economic impact**

**Add economic development assets:**
- An 800-1200 seat multi-use performance centre
- Manufacturing incubation space
- A major film studio

**Add economic development asset**
- Data Centre

**Achieve Intelligent Communities Forum Top 7 Ranking**

**Behind Target**

**In Progress**

**On Target**

**Achieved**
**Stretch Target Overview (End of 2018)**

- **Triple the municipal tax assessment from Stelco lands**
- **Generate a total of $2 Billion in Industrial and Commercial construction value**
- **Add 7 million square feet of new Industrial / Commercial space**
- **Extend regular HSR service to Business Parks and offer 24/7 service to Hamilton Airport**
- **Reduce Hamilton’s office vacancy rate to 7%**
- **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**
- **Add economic development assets:**
  - Manufacturing incubation space
  - Data centre
- **Have ten local companies on the PROFIT Magazine “Fastest Growing Businesses” list**
- **Achieve Intelligent Communities Forum Top 7 Ranking**
- **Add economic development assets:**
  - An 800-1200 seat multi-use performance centre
  - A major film studio
- **Achieve Intelligent Communities Forum Top 7 Ranking**
- **Increase Hamilton’s shovel-ready land supply by 500 acres**

**Behind Target**

- **Generate a total of $2 Billion in Industrial and Commercial construction value**
- **Add 7 million square feet of new Industrial / Commercial space**
- **Extend regular HSR service to Business Parks and offer 24/7 service to Hamilton Airport**
- **Reduce Hamilton’s office vacancy rate to 7%**
- **Enhance Hamilton’s image as a Digital City by enabling access to fast broadband internet speeds**

**In Progress**

- **Triple the municipal tax assessment from Stelco lands**
- **Generate a total of $2 Billion in Industrial and Commercial construction value**
- **Add 7 million square feet of new Industrial / Commercial space**
- **Extend regular HSR service to Business Parks and offer 24/7 service to Hamilton Airport**
- **Reduce Hamilton’s office vacancy rate to 7%**
- **Enhance Hamilton’s image as a Digital City by enabling access to fast broadband internet speeds**

**On Target**

- **Triple the municipal tax assessment from Stelco lands**
- **Generate a total of $2 Billion in Industrial and Commercial construction value**
- **Add 7 million square feet of new Industrial / Commercial space**
- **Extend regular HSR service to Business Parks and offer 24/7 service to Hamilton Airport**
- **Reduce Hamilton’s office vacancy rate to 7%**
- **Enhance Hamilton’s image as a Digital City by enabling access to fast broadband internet speeds**

**Achieved**

- **Generate a total of $2 Billion in Industrial and Commercial construction value**
- **Add 7 million square feet of new Industrial / Commercial space**
- **Extend regular HSR service to Business Parks and offer 24/7 service to Hamilton Airport**
- **Reduce Hamilton’s office vacancy rate to 7%**
- **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**
- **Add economic development assets:**
  - Manufacturing incubation space
  - Data centre
- **Have ten local companies on the PROFIT Magazine “Fastest Growing Businesses” list**
- **Achieve Intelligent Communities Forum Top 7 Ranking**
- **Increase Hamilton’s shovel-ready land supply by 500 acres**
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

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Prior Years Actuals</th>
<th>2016 Actuals</th>
<th>2017 Actuals</th>
<th>2018 Actual</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior Five Years (2011-2015)</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year One (2016)</td>
<td>0.6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year Two (2016-2017)</td>
<td>2.3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year Three (2016-2018)</td>
<td>3.3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year Four (2016-2019)</td>
<td>5.1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year Five (2016-2020)</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Based on information provided in building permits, obtained from the Building Division.
Generate a total of $2 Billion in Industrial and Commercial construction value

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Prior Years Actuals</th>
<th>2016 Actuals</th>
<th>2017 Actuals</th>
<th>2018 Actuals</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior Five Years</td>
<td>1407</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2011-2015)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year One (2016)</td>
<td>215</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year Two (2016-2017)</td>
<td>718</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time Period</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year Three (2016-2018)</td>
<td>1218</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year Four (2016-2019)</td>
<td>1600</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year Five (2016-2020)</td>
<td>2000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Based on information provided in building permits, obtained from the Building Division.
Triple the municipal tax assessment generated from Stelco lands

Assessed Value of the Stelco lands ($ millions)

Year One (2016) 110
Year Two (2017) 86
Year Three (2018) 45
Year Four Target (2019) 275
Year Five Target (2020) 330

Based on assessments conducted by MPAC. Information provided by the Corporate Services Department.
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

**IN PROGRESS**

• Additional enhancements planned effective Sept. 2019, pending budget approval.

**CURRENT YEAR (2019)**

• A number of route enhancements were implemented as proposed during the summer and fall of 2018.

• Additional enhancements planned effective Sept. 2019, pending budget approval.

• The HSR is currently consulting local residents, students, and businesses to understand existing and future transit needs through a “(re)envision” campaign.

• The results of the campaign in addition to identified growth opportunities will shape how the HSR provides transit service in Hamilton.
Reduce Hamilton’s office vacancy rate to 7%

Based on information provided semi-annually by property owners in the Downtown Urban Growth Centre.
Add the following new major economic development assets

- **ON TARGET**
  - Major film studio
  - Data centre - ACHIEVED
    - Operation established in Hamilton

- An 800-1200 seat multi-use performance centre
  - Manufacturing incubation space - ACHIEVED

*Multiple Inquiries Discussions Ongoing*
Have ten local companies on Canadian Business Magazine’s “Fastest Growing Businesses” list
Attract five major events (like the Junos) that generate a total combined economic impact of at least $50 million

ACHIEVED

2017 2018 2020

2019 2023

* Selected sports and cultural festival held in Hamilton
Achieve Intelligent Communities
Top 7 ranking

ACHIEVED
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 2018 can be seen in the chart below.

<table>
<thead>
<tr>
<th>Completed in 2018</th>
<th>Total Actions Complete</th>
<th>In Progress Expected Completion in 2019</th>
<th>In Progress Expected Completion after 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>22</td>
<td>13</td>
<td>26</td>
</tr>
</tbody>
</table>
## Update on the 61 Actions

<table>
<thead>
<tr>
<th>2018 Work Plan - Actions Completed in 2018</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete an Internet of Things Cluster Feasibility Study</td>
<td>Completed</td>
</tr>
<tr>
<td>Develop a regional manufacturing asset map, identifying key service providers and supply chain linkages</td>
<td>Completed</td>
</tr>
<tr>
<td>Update Commercial Market Assessments for specific Business Improvement Areas</td>
<td>Completed</td>
</tr>
<tr>
<td>Create and implement a Creative Cultural Industries Sector Strategy</td>
<td>Completed</td>
</tr>
<tr>
<td>Create and implement a FIRE Sector Strategy</td>
<td>Completed</td>
</tr>
<tr>
<td>Develop and implement a Comprehensive Customer Service Program</td>
<td>Completed</td>
</tr>
<tr>
<td>Design and deliver an Annual Work Intentions Survey to current post-secondary students and workers commuting in and around Hamilton</td>
<td>Completed</td>
</tr>
<tr>
<td>Pursue potential funding and partnership opportunities related to the Premier's Highly Skilled Workforce Expert Panel report</td>
<td>Added and Completed</td>
</tr>
<tr>
<td>Create and implement an Incentive Program for Business Parks and Industrial Areas to increase the investment attractiveness for targeted investments</td>
<td>Added and Completed</td>
</tr>
<tr>
<td>Collaborate with stakeholders on a comprehensive review of the potential opportunities associated with Stelco lands</td>
<td>Added and Completed</td>
</tr>
<tr>
<td>Complete a re-zoning of the Port lands to accommodate appropriate uses and multi-modal activity</td>
<td>Added and Completed</td>
</tr>
<tr>
<td>Establish the Bi-National Research, Innovation and Education Corridor</td>
<td>Added and Completed</td>
</tr>
</tbody>
</table>
# Update on the 61 Actions

## Actions to be Complete in 2019

<table>
<thead>
<tr>
<th>Action</th>
<th>Area of Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete a feasibility study on a food business incubator to provide space, training, resources and distribution assets for entrepreneurs to access wholesale or retail markets</td>
<td>Agriculture/Food Processing - Key Sector</td>
</tr>
<tr>
<td>Obtain official designation for lands around the Hamilton International Airport as a Foreign Trade Zone Point</td>
<td>Goods Movement - Key Sector</td>
</tr>
<tr>
<td>Update the Goods Movement Sector Strategy</td>
<td>Goods Movement - Key Sector</td>
</tr>
<tr>
<td>Complete a comprehensive asset mapping exercise of all ICT sector companies and infrastructure</td>
<td>ICT/Digital Media - Key Sector</td>
</tr>
<tr>
<td>Create and implement a Digital Strategy for the City of Hamilton that identifies strategies to improve the ICT infrastructure (broadband internet) in the City</td>
<td>ICT/Digital Media - Key Sector</td>
</tr>
<tr>
<td>Develop and implement an ICT and Digital Media Sector Strategy</td>
<td>ICT/Digital Media - Key Sector</td>
</tr>
<tr>
<td>Create an updated Global Hamilton Strategy (formerly known as the Immigration Attraction Strategy)</td>
<td>International Connectivity</td>
</tr>
<tr>
<td>Create an international business &quot;Soft-Landing&quot; space in Hamilton</td>
<td>International Connectivity</td>
</tr>
<tr>
<td>Create and implement a Life Science Sector Strategy</td>
<td>Life Sciences - Key Sector</td>
</tr>
<tr>
<td>Conduct analysis on the viability of operating the SBEC across multiple sites in the City</td>
<td>Small Business Development</td>
</tr>
<tr>
<td>Pursue extension in scope and funding for programs delivered by the SBEC</td>
<td>Small Business Development</td>
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<tr>
<td>Redevelopment of the Tourism website</td>
<td>Tourism - Key Sector</td>
</tr>
<tr>
<td>Create and implement a comprehensive Business Succession Program</td>
<td>Workforce Development</td>
</tr>
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</table>
Questions