

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



Statistics
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)

CITY OF HAMILTON STRATEGIC PLAN PRIORITIES

2016-2025



ECONOMIC DEVELOPMENT ACTION PLAN 2016-2020

OUR GOALS



Grow Non-Residential Tax Assessment and Increase the Number of Living-Wage Jobs



The Most Diversified Economy in Canada



The Best Workforce in Ontario



Thriving Entrepreneurship and Innovation



Vibrant Commercial and Cultural Districts and Places



Strategic Infrastructure Investment for Economic Growth

AREAS OF FOCUS



Key Industry Sectors



International Connectivity



Workforce Development



Small Business Development



Promote and Sell Hamilton



Revitalize Commercial Areas



Leverage City Real Estate Interests



Transportation Infrastructure



Open for Business

KEY INDUSTRY SECTORS



ACTIONS & STRETCH TARGETS

ACTIVITIES

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

Stretch Targets	Current Status of Stretch Goal
Increase Hamilton's shovel-ready land supply 500 acres	On Target
Add seven million square feet of new Industrial/Commercial space	In Progress
Generate a total of \$2 B in Industrial and Commercial construction value	In Progress
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	
A major film studio	On Target
A data centre	ACHIEVED
An 800-1200 seat multi-use performance centre	On Target
A manufacturing incubation space	ACHIEVED
Have ten local companies on the PROFIT Magazine "Fastest Growing Businesses" list	ACHIEVED
Attract five major events (like the JUNOs) that generate a total combined economic impact of at least \$50 M	ACHIEVED
Achieve Intelligent Communities Forum 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	In Progress
1 gigabit/second to all urban Hamilton	In Progress
10 gigabit/second to all of our business parks and major commercial areas	In Progress

Stretch Target Overview (End of 2017)

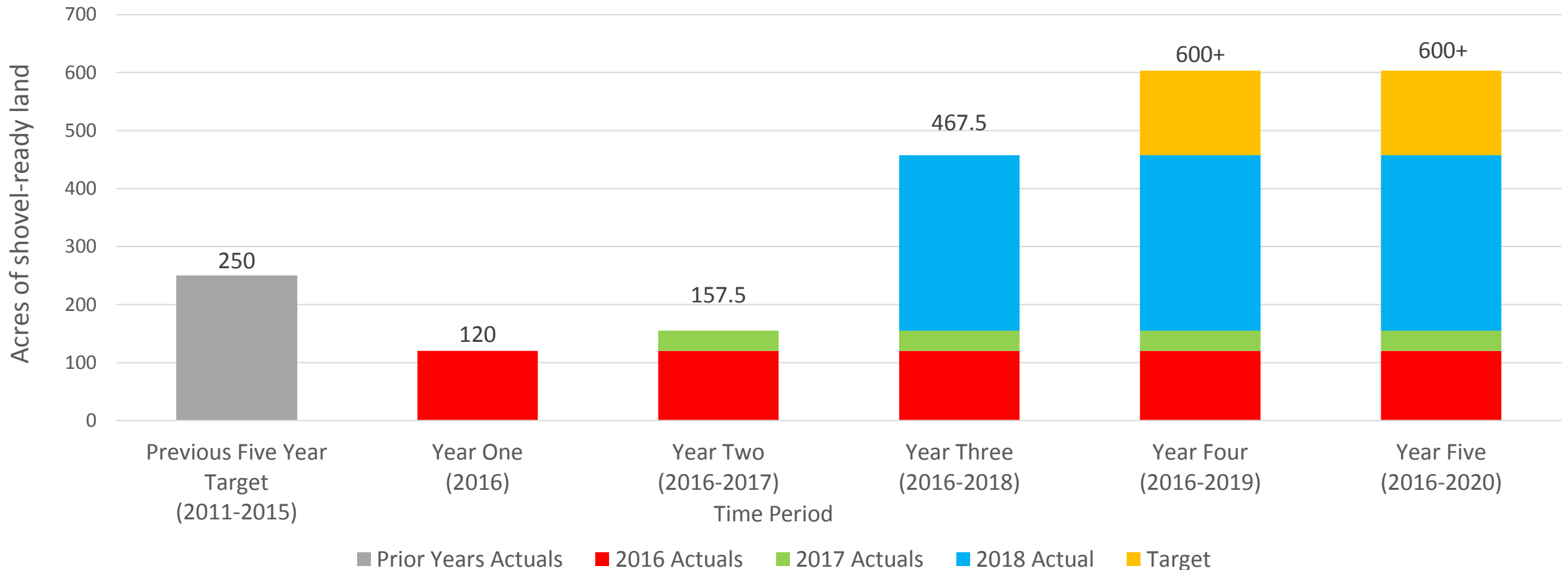
Behind Target	In Progress	On Target	Achieved
		<ul style="list-style-type: none"> Add economic development assets: <ul style="list-style-type: none"> An 800-1200 seat multi-use performance centre Manufacturing incubation space <ul style="list-style-type: none"> A major film studio 	
	Extend regular HSR 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"> Add economic development asset <ul style="list-style-type: none"> Data Centre
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

Stretch Target Overview (End of 2018)

Behind Target	In Progress	On Target	Achieved
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		Add economic development assets: <ul style="list-style-type: none">• Manufacturing incubation space• Data centre
	Extend regular HSR service to Business Parks and offer 24/7 service to Hamilton Airport		Attract five major events (like the JUNOs) that generate a cumulative \$50 million in economic impact
	Reduce Hamilton's office vacancy rate to 7%	Add economic development assets: <ul style="list-style-type: none">• An 800-1200 seat multi-use performance centre• A major film studio	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	Increase Hamilton's shovel-ready land supply by 500 acres	Achieve Intelligent Communities Forum Top 7 Ranking

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

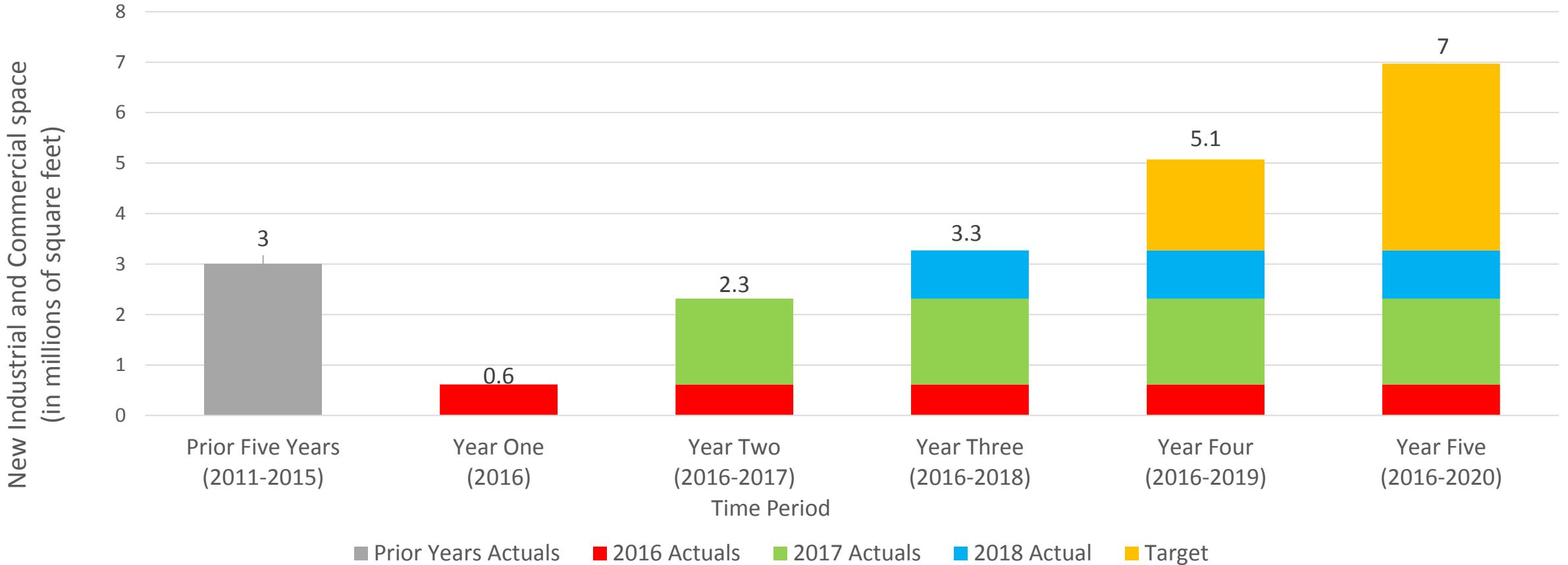
ON TARGET



Based on information provided by the Growth Management Division.

Add 7 million square feet of new Industrial and Commercial space

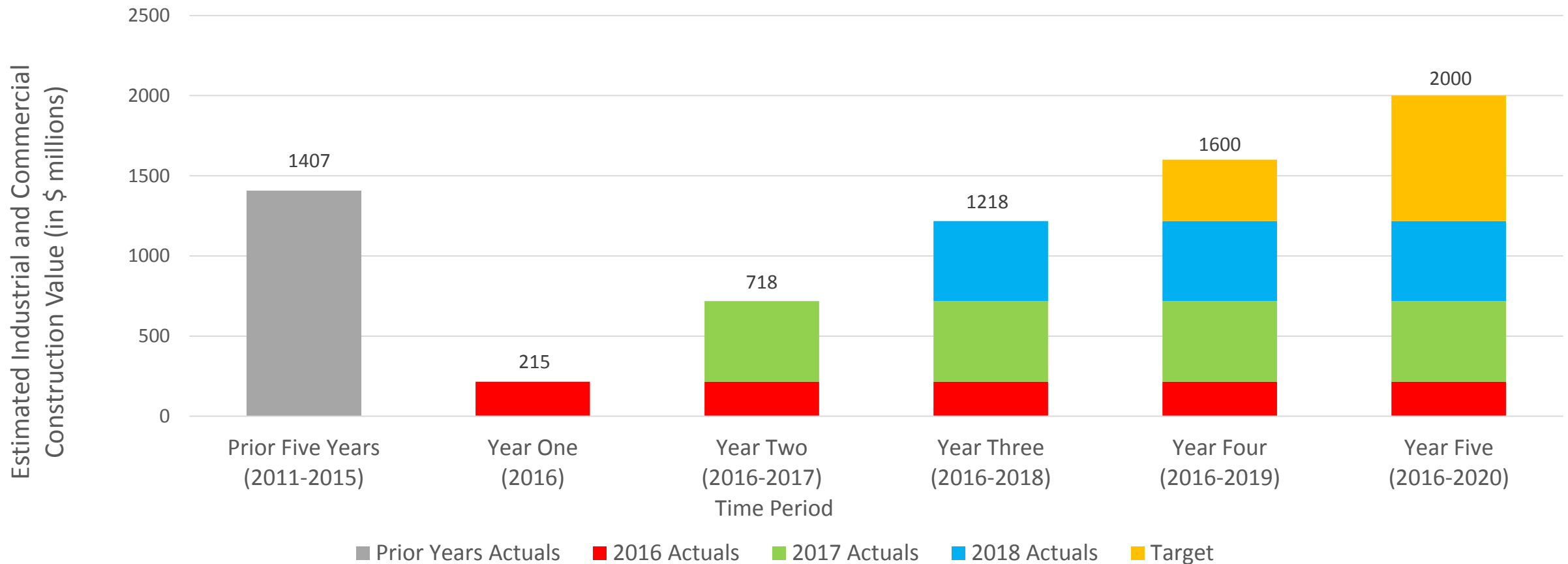
**IN
PROGRESS**



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

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

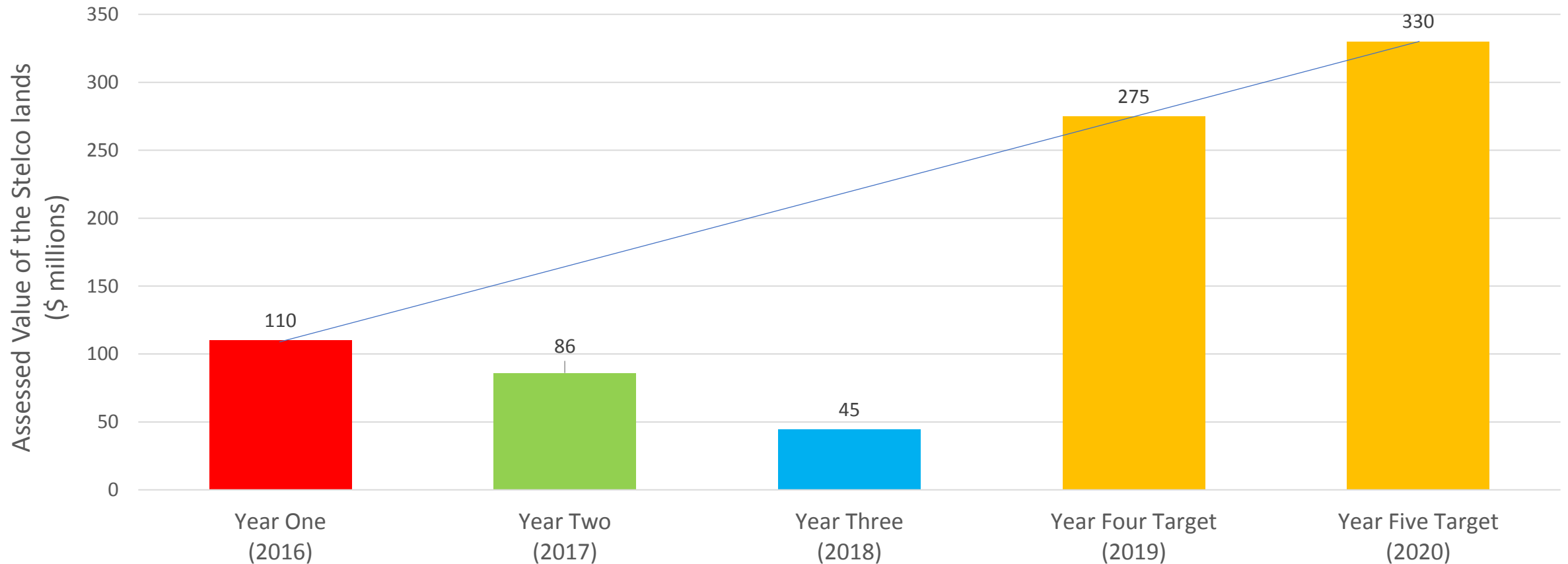
**IN
PROGRESS**



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

Triple the municipal tax assessment generated from Stelco lands

**BEHIND
TARGET**



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**

PRIOR YEAR (2018)

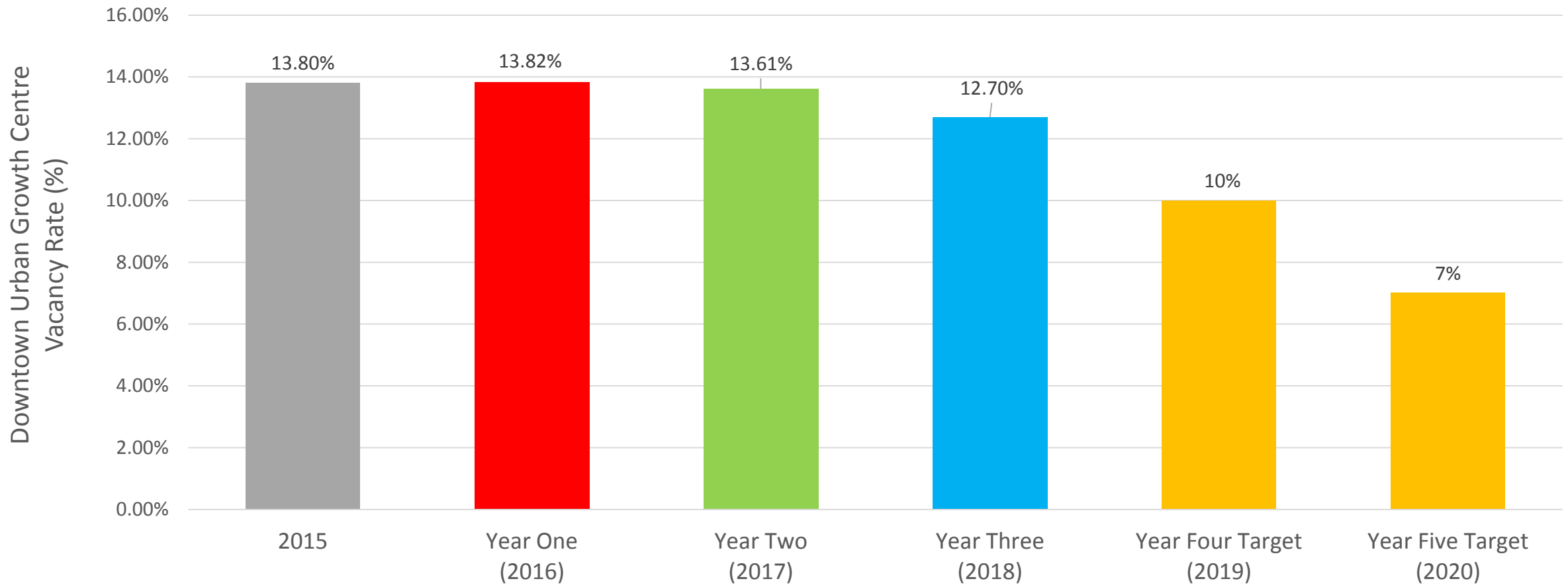
- A number of route enhancements were implemented as proposed during the summer and fall of 2018.

CURRENT YEAR (2019)

- 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%

**IN
PROGRESS**



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



Multiple Inquiries Discussions Ongoing

Data centre - ACHIEVED



Operation established in Hamilton

An 800-1200 seat multi-use performance centre



Multiple Inquiries Discussions Ongoing

Manufacturing incubation space - ACHIEVED

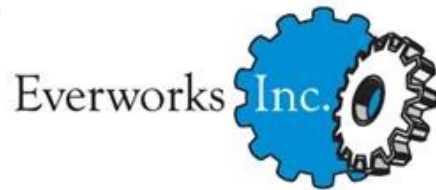


Have ten local companies on Canadian Business Magazine's "Fastest Growing Businesses" list

ACHIEVED



Nine Companies



Three Companies



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

ACHIEVED



* Selected sports and cultural festival held in Hamilton

Achieve Intelligent Communities
Top 7 ranking

ACHIEVED

TOP7
INTELLIGENT
COMMUNITIES
OF 2018

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

**IN
PROGRESS**

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.

Completed in 2018	Total Actions Complete	In Progress Expected Completion in 2019	In Progress Expected Completion after 2019
12	22	13	26

Update on the 61 Actions

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

Update on the 61 Actions

Actions to be Complete in 2019	Area of Focus
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	Agriculture/Food Processing - Key Sector
Obtain official designation for lands around the Hamilton International Airport as a Foreign Trade Zone Point	Goods Movement - Key Sector
Update the Goods Movement Sector Strategy	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 an international business "Soft-Landing" space in Hamilton	International Connectivity
Create and implement a Life Science Sector Strategy	Life Sciences - Key Sector
Conduct analysis on the viability of operating the SBEC across multiple sites in the City	Small Business Development
Pursue extension in scope and funding for programs delivered by the SBEC	Small Business Development
Redevelopment of the Tourism website	Tourism - Key Sector
Create and implement a comprehensive Business Succession Program	Workforce Development

Questions