

INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 19, 2020
SUBJECT/REPORT NO:	2019 Annual Report on the 2016 - 2020 Economic Development Action Plan Progress (PED20039) (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 three years, and the Planning and Economic Development Department (PEDD) has delivered updates on progress made during the past three years in reports to Council in the first half of 2017, 2018, and 2019 (PED17041, PED18066, and PED19036), providing a

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baseline for future progress reporting. This Information Report is the fourth annual update, covering progress made during the 2019 calendar year.

Update on the 11 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 Report PED20039 – 2019 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 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

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There has been significant progress made on the 11 Stretch Targets established in the EDAP, with three Stretch Targets and parts of a fourth being achieved in the prior three years. The 2019 calendar year saw a larger than usual (in both quantity and scale) number of commercial and industrial developments announced across the city, which contributed positively towards the Stretch Target goals, as well as notable announcements related to broadband infrastructure and economic development assets.

Two of the 11 Stretch Targets are currently assessed as being “On Target” to be achieved by the end of 2020, with five Stretch Targets being identified as being “In Progress”. Similar to last year, the Stelco lands related stretch target of tripling the 2016 municipal tax assessment for those lands by 2020 has been a challenge to make progress on. In light of the Municipal Property Assessment Corporation (MPAC) reassessment in 2018, and the City’s limited ability to affect the redevelopment of the surplus lands, 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, in addition to their existing work plan responsibilities, 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.

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

Completed in 2019	5
Total Actions Complete (including those Completed in 2019)	27
In Progress - Expected Completion in 2020	6
In Progress - Ongoing multi-year Actions in 2020	22
Deferred and/or Delayed Actions	6

All of the 61 identified Actions have been started in some capacity, with staff reporting that five actions were completed in 2019, with an additional six actions expected to be completed by the end of 2020. In Report PED19036, staff provided an overview of the 2018 EDAP Work Plan, which forecasted that 13 Actions would be completed.

The following chart provides visibility into the status (as of the end of 2019) 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 2019 calendar year.

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Chart 3: Overview of 2019 EDAP Work Plan Progress

2019 Workplan - Actions Completed or Deferred in 2019	Status
Create an international business "Soft-Landing" space in Hamilton	Completed
Create and implement a Life Science Sector Strategy	Completed
Pursue extension in scope and funding for programs delivered by the Hamilton Business Centre	Completed
Redevelopment of the Tourism website	Completed
Design a targeted multi-year marketing campaign related to Hamilton's commercial office opportunities	Added and Completed
Obtain official designation for lands around the Hamilton International Airport as a Foreign Trade Zone Point	Significant Progress in 2019 - Completion in 2020
Complete a comprehensive asset mapping exercise of all ICT sector companies and infrastructure	Significant Progress in 2019 - Completion in 2020
Develop and implement an ICT and Digital Media Sector Strategy	Significant Progress in 2019 - Completion in 2020
Create an updated Global Hamilton Strategy (formerly known as the Immigration Attraction Strategy)	Significant Progress in 2019 - Completion in 2020
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	Deferred until 2020+
Update the Goods Movement Sector Strategy	Deferred until 2020+
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 2020+
Conduct analysis on the viability of operating the Hamilton Business Centre across multiple sites in the City	Deferred until 2020+
Create and implement a comprehensive Business Succession Program	Deferred until 2020+

Of the 13 Actions originally scheduled to be complete in 2019, only four were completed during the calendar year, but an additional Action that was not originally identified was started and completed, bringing the annual total of completed actions to five. Four Actions are close to completion and are expected to be complete in early 2020, and the remaining five Actions were deferred until 2020 or later based on feedback from stakeholders and partners, the identification of new partners or champions helping to

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deliver those Actions, or a changing landscape that has impacted the importance or need of the Action as originally identified in 2016.

As done in the previous annual updates, this information report includes a list of Actions that are forecasted to be completed during the final calendar year of the 2016 - 2020 EDAP. The following charts lists the six Actions that are expected to be complete during 2020 (Chart 4), the six Actions that are likely deferred or delayed past 2020, as well as the list of the 22 ongoing multi-year Actions that will see further progress in 2020 (Chart 5).

Chart 4: Actions Expected to be Complete in 2019

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
Complete a comprehensive asset mapping exercise of all ICT sector companies and infrastructure	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 comprehensive Business Succession Program	Workforce Development

Chart 5: Deferred and/or Delayed Actions as of 2020

Deferred and/or Delayed Actions	Status
Establish a food terminal or hub for food producers to distribute their products	Deferred until 2020+
Update the Goods Movement Sector Strategy	Deferred until 2020+
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 2020+
Conduct analysis on the viability of operating the Hamilton Business Centre across multiple sites in the City	Deferred until 2020+
Create strategy to maximize future economic uplift and actions resulting from the LRT project	Deferred until 2020+
Implement the council-approved LRT project	Deferred until 2020+

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Chart 6: Ongoing multi-year Actions in 2020

Ongoing multi-year Actions in 2020	Area of Focus
Implement the State of Manufacturing in Hamilton (Advanced Manufacturing) Strategy	Advanced Manufacturing - Key Sector
Implement the Food and Farming Action Plan 2021 to support the agricultural sector	Agriculture / Food Processing - Key Sector
Implement the Music Strategy and launch the City of Music marketing efforts	Creative Cultural Industries - Key Sector
Implement the Cultural Plan	Creative Cultural Industries - Key Sector
Create a City of Animation Strategy targeting the improvement of public space animation	Creative Cultural Industries - Key Sector
Promote the Airport Employment Growth District as a North American Gateway hub for logistics, distribution and goods movement	Goods Movement - 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
Implement the City of Hamilton's 2015 FDI Strategy	International Connectivity
Implement the Invest in Hamilton/Niagara Partnership Work Plan	International Connectivity
Acquire lands in industrial parks for business attraction	Leveraging City Real Estate Interests
Strategically sell surplus City properties	Leveraging City Real Estate Interests
Implement the West Harbour Redevelopment plans	Leveraging City Real Estate Interests
Implement the Bayfront Strategy	Leveraging City Real Estate Interests
Implement process for the prioritization of non-residential applications and permits	Open for Business
Complete a comprehensive review of the City's Business Licensing By-law	Open for Business
Conduct analysis on the viability of operating the SBEC across multiple sites in the city	Small Business Development
Leverage Regional Innovation Centre and the ONE Network to enhance the reach, scope and impact on the Hamilton community	Small Business Development
Implement the 2015-2020 Tourism Strategy	Tourism - Key Sector
Enhance and animate the Visitor Centre to include opportunities to support Creative Industries and Culture & Diversity	Tourism - Key Sector
Provide regular, reliable, and frequent transit access to all business parks	Transportation Infrastructure
Complete the BLAST network to link workers to employment areas across all parts of the City	Transportation Infrastructure
Implement the recommendations provided by the Mayor's Blue Ribbon Task Force for Workforce Development	Workforce Development

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APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED20039 – 2019 Stretch Target Report Card

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