

2019 Stretch Target Report Card

Stretch Targets	Lead Area(s)	Prior Year Performance (2019)	Cumulative Performance (2016-2019)	Current Year Trend (2020)	Current Status of Stretch Goal
Increase Hamilton's shovel-ready land supply 500 acres	Growth Management	Not Yet Available	459.5 acres (395.5 acres industrial, 64 acres commercial)	Not Yet Available	On Target
Add seven million square feet of new Industrial/Commercial space	Economic Development	1,306,000 square feet added 615,000 square feet of commercial 691,000 square feet of industrial	4,576,000 square feet added 1,924,000 square feet of commercial 2,652,000 square feet of industrial	A number of known projects expected to be realized in 2019 and 2020 should significantly contribute to the target.	In Progress
Generate a total of \$2 B in Industrial and Commercial construction value	Economic Development	\$363 M in estimated value \$138 M commercial \$225 M industrial	\$1,346 M in estimated value \$710 M commercial \$636 M industrial	There are a number of known projects expected to be realized in 2020 which should significantly contribute to the target.	In Progress
Triple the municipal tax assessment from Stelco lands	Economic Development	\$44.6 M total assessment CTN - \$5.6 M LTN - \$28.7 M LUN - \$10.3 M	(\$65.8 M) total assessment CTN - (\$1.5 M) LTN - (\$64.7 M) LUN - \$400 K	Stelco has purchased all of the lands from the Receiver and is working to put an industrial subdivision plan in place. The City is working with them to field enquiries.	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	Small improvements made by HSR.	Small improvements made by HSR.	Major change is on hold until Area Rating is discussed during current term of council or other funding sources are identified.	In Progress
Reduce Hamilton's office vacancy rate to 7%	Economic Development	Downtown Urban Growth Centre Vacancy Rate of 11.9% in 2019.	A total reduction of 1.92% based on the reported vacancy rate of 13.82% in 2016.	Continue to promote Hamilton as a premier place to locate and grow a business.	In Progress
Add the following new Major economic development assets					
A major film studio	Tourism and Culture	In 2019, Aeon Studio Group announced a proposal to bring a 15-acre film, TV and digital media production campus with residential and retail space to Hamilton's Barton-Tiffany lands, and is completing due-diligence on the project, with plans to provide an update in early 2020.	Discussions and new enquiries with various developers/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	Supported efforts of partners and interested external parties to build a business case for a large data centre in Hamilton.	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.	Pursuing new data centre leads.	ACHIEVED
An 800-1200 seat multi-use performance centre	Economic Development	Mohawk College continues to market and upgrade the MacIntyre Centre to meet the identified needs for a multi-use space. The New Vision Music Hall project is another opportunity being pursued to meet this market need.	Participated in discussions, assisted with feasibility study and responded to enquiries about locations for potential new venue.	Continue to support efforts and enquiries.	On Target
A manufacturing incubation space	Economic Development	Innovation Factory, The Forge and the Centre for Integrated Transportation and Mobility expanded into a 10,000 square foot collaborative space at McMaster Innovation Park.	A large expansion project to enhance the size, scale and scope of company incubation programs and amenities in Hamilton was announced and completed.	Continued growth of activity and company incubation at the new space.	ACHIEVED
Have ten local companies on the PROFIT Magazine "Fastest Growing Businesses" list	Economic Development	Hamilton had 7 companies on the list in 2019 - Six companies on the Growth 500 list - One company on the Start-up 50 list	The number of Hamilton companies featured on "Fastest Growing Businesses" lists have consistently been higher than the 2015 year total of four.	The "Hamilton Fast 40" program will be run again in 2020 to identify candidates for national recognition.	ACHIEVED
Attract five major events (like the JUNOs) that generate a total combined economic impact of at least \$50 M	Tourism and Culture	Secured the 2021 Grey Cup.	Secured North American Indigenous Games 2017 (selected sports/cultural festival), Canadian Country Music Week (2018 and 2020), the RBC Canadian Open (2019 and 2023) and the 2021 Grey Cup.	Continuing to pursue additional major meetings and conventions, events and sports tournaments.	ACHIEVED
Achieve Intelligent Communities Forum Top 7 Ranking	City Wide	The City of Hamilton was announced a SMART 21 Intelligent Community in October 2019 and submitted its application to be considered at TOP & Intelligent Community in December 2019..	Hamilton did not submit an application in 2016 or 2018. Hamilton submitted an application in 2017 and 2019 and was successful in being designated a Top 7 (2018) and SMART 21 (2019) City based on those applications.	Continue to pursue TOP 7, TOP 3 and 2020 Intelligent Community recognition.	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 of our business parks and major commercial areas	Chief Digital Officer	The City of Hamilton continued to participate in discussions with various internet infrastructure organizations and associated stakeholders to advocate for additional or expedited investments in infrastructure.	The City of Hamilton and the other Digital City partners are working on a collective strategy to advance the state of broadband and other internet infrastructure in Hamilton. Telecommunications companies continue to build infrastructure to support their customer base.	Continue to participate in discussions with various internet infrastructure organizations and associated stakeholders to advocate for additional or expedited investments in infrastructure.	In Progress