

REPORT OF THE  
**Mayor's** Task Force on  
**ECONOMIC  
RECOVERY**



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**This report presents a compilation of the advice and recommendations of the members and Sector Working Groups of the Mayor's Task Force on Economic Recovery.**

## INTRODUCTION

Economic recovery from the impact of the pandemic is an urgent priority for Hamilton as it is for the rest of the country.

The Mayor's Task Force on Economic Recovery was established by Hamilton City Council to provide multi-sectoral advice to guide Hamilton's sustainable and equitable recovery during, and in the aftermath of the pandemic.

Task Force Chair, Ron McKerlie and Vice-Chair, Terri Johns provided strategic leadership to the Task Force. Task Force membership included 28 representatives from across sectors of Hamilton's economy, as well as representatives from the Hamilton, Flamborough and Stoney Creek Chambers of Commerce, Building/ Skilled Trades, Workforce Planning Hamilton, the District Labour Council, City Council and the City of Hamilton.

The Task Force established seven sector-specific Working Groups to facilitate focussed discussion and the development of short, medium and long-term recommendations. A list of Working Group Task Force Members can be found in Appendix A.

To develop their recommendations, Working Groups described the pandemic's economic impact on their sectors, identified key issues, and determined critical challenges with actionable solutions. The Working Groups met over three months and submitted their reports and recommendations at the end of September 2020.

## GUIDING PRINCIPLES

Working Groups developed recommendations according to three guiding principles.

### Climate Action

Hamilton is already experiencing the impacts of climate change: flooding, extreme weather events, heat waves, erosion of the shoreline and escarpment, and more ice storms. Addressing climate change will prevent illnesses and deaths from extreme heat, new and increased disease vectors and poor air quality, all of which, like Covid-19, impact Hamilton's most vulnerable populations more severely.

As Hamilton recovers from the pandemic's impact, there is an opportunity to transform the city, businesses and industries to be more sustainable, equitable and better prepared for future crises by adhering to the principles of a green and just recovery and taking action in the key areas with the strongest potential to meet Hamilton's climate change targets for 2050. These include home energy retrofit programs, carbon-free transition support for manufacturers, investments in broadband internet services and 'shovel-ready' carbon affordable housing. In addition to reducing carbon, and making communities more resilient to climate impacts, a green and just recovery would benefit historically disadvantaged residents, businesses and communities.

The following is a summary of suggested actions provided to the working groups from the following partner organizations:

1. Bay Area Climate Change Council
2. Centre for Climate Change Management at Mohawk College
3. City of Hamilton, Air Quality and Climate Change Team

#### Priority Areas for Action

- 1) Immediately establish a municipal **home energy retrofit (HERO) program** for homeowners, with a plan to extend retrofit support to commercial and multi-residential buildings in the future.
- 2) **Continue to advocate for the LRT** and invest in the **electrification and expansion of transit**.
- 3) **Help local manufacturers transition to a carbon-free future** through advancing waste heat recovery, and other energy efficiency practices, and a shift to alternative fuel sources such as hydrogen.
- 4) Champion **street closures & placemaking projects through all seasons** to help revitalize main streets and support local businesses through the winter months.
- 5) Support **investments in broadband internet services** to support working and learning from home beyond the crisis; this is especially important in underserved and rural communities.
- 6) Develop "shovel ready" **zero carbon affordable housing** projects. Support the "Hamilton is Home" proposal to provide 3,000 affordable housing units - but build for 2050, not 2020.

#### Equity, Diversity and Inclusion

Women, racialized residents, new immigrants, low-income earners, and young people in the labour market are among those who are disproportionately negatively impacted by Covid-19. This includes higher rates of infection and death, as well as increased economic vulnerability in terms of job loss and inadequate employment benefits. These members of the community experience structural inequalities such as higher rates of low-wage employment, housing instability and job discrimination.

These disparities are not new, however, the pandemic has accelerated and exacerbated these gaps in Hamilton's social and economic systems. An equity-informed recovery plan that addresses systemic inequalities would help to ensure better systems of support for those who need them most.

## Labour

For every business and corporation that has been impacted by Covid-19, anywhere from two to thousands of workers and their families have been impacted as well. Hamilton's workforce is the economic engine of our city, through their labour as well as their purchasing power. Individual businesses may be lost to this pandemic. Industries will suffer and, ultimately, workers will suffer job losses and other cutbacks. Establishing decent work metrics for all Hamilton employers to follow would help to ensure a 'worker lens' as people move from job to job or sometimes have multiple employers.

The legacy of the Mayor's Economic Recovery Taskforce, though sprung from the pandemic, cannot simply be about immediate recovery but must also be about future sustainability for decent work in Hamilton. Enshrining decent work provisions for all Hamiltonians that consider not only wages, health and safety, benefits and pensions, but also public services and supports which allow no person to be left behind with regards to housing, health care, food security, and raising a family can help prepare for and protect workers against future crises.

The following is a summary of the recommendations from the Labour representatives on the Mayor's Task Force:

1. We recommend that all employers in Hamilton pay all employees a living wage or set a short timeline by which to bring all employees to a living wage.
2. We recommend that all employers (who contract jobs or services) adopt procedures whereby living wage requirements are written into procurement and tendering policies.
3. We recommend that all employers in Hamilton, who have not already undertaken pay equity assessments to do so by contacting the Ontario Pay Equity Commission for Gender Equity and in consultation with the standard set by the Canadian Human Rights Commission for those whose gender is intersectional with race, LGBTQ2SI+, and/or disability.
4. We recommend that the Task Force communicate support of publicly run, single-payer, universal pharmacare and dental care plans to federal and provincial levels of government.
5. We recommend that all employers strictly adhere to article 25(2)(h) of the Occupational Health and Safety Act which dictates that an employer shall "take every precaution reasonable in the circumstances for the protection of a worker".
6. We recommend that all employers strictly adhere to Article 50.1 which prohibits reprisals against any worker who is acting or reporting in compliance with the Occupational Health and Safety Act.
7. We recommend all employers adopt policies, practices and procedures that clearly ensure effective and impartial mechanisms are in place to ensure investigation of complaints, providing support and protection for survivors of gender-based violence, and holding perpetrators accountable.
8. We recommend the City of Hamilton should connect any existing targets for greenhouse gas emissions to future infrastructure development in renewable energies, home and building retrofits, public transit, and just transition measures supporting workers and their families.
9. We recommend that the City of Hamilton and other large employers in the city help to ensure all of the above decent work practices across Hamilton by requiring attestations of compliance to the aforementioned recommendations from all businesses who are part of tendering or procurement for goods or services.

## **TASK FORCE RECOMMENDATIONS**

The pandemic has had different impacts on the sectors represented by the Working Groups. To ensure that these impacts are comprehensively reported with attention to those differences, each Working Group was asked to present its issues and recommendations in its own voice.

The following sections contain the advice and recommendations of each of the Working Groups.

- 1. SMALL BUSINESS, RESTAURANTS, MAIN STREET AREAS & NON-PROFIT**
- 2. MANUFACTURING & LIFE SCIENCES**
- 3. AGRICULTURE & CIRCULAR ECONOMY**
- 4. ARTS & CULTURE**
- 5. TOURISM & HOSPITALITY**
- 6. WORKPLACE & OFFICE**
- 7. TRANSPORTATION, BUILDING & INFRASTRUCTURE**

## WORKING GROUP 1:

### Small Business, Restaurants, Main Street Areas & Non-Profits

Small businesses, including restaurants, and main streets continue to be one of the most vulnerable and hardest hit areas and require new approaches to operate safely and regain public confidence. These commercial enterprises and corridors are key economic drivers across the city. They are the heart of communities and provide major employment opportunities for a diverse workforce. Non-profit organizations support many equity seeking groups with services and programs, including housing, counselling, employment, food and health care. They have been on the Covid-19 frontlines and continue to be essential for those services and others that are intrinsic to recovery and quality of life.

### Recommendations

*Below are prioritized Recommendations for initiatives that could be undertaken by the City alone*

Challenge/Opportunity	Proposed Solution	Lead (partners)	Timing
Provide vital economic support to address financial peril and mitigate financial instability to increase likelihood of business survival	Create 'Hardship Grant/ Micro Business Relief Fund'	City/Hamilton Business Centre	<6 months/ quick win
	Utilize, promote and expand to NFPs or social enterprises granting program through Hamilton Business Centre.	City/Hamilton Business Centre	<6 months/ quick win
Use policy and fee tools to reduce costs to businesses and increase their chance of survival	Waive fees for new businesses being set up; review all fines, fees, interest and penalties; cap business license fees for five years; work with businesses on solutions not just a hard 'no'; lower or eliminate fees for patios (cost isn't worth the return as it is)	City Staff/ Council	<6 months/ quick win
Track and evaluate the Main Street and NFPs throughout Hamilton who are vulnerable to not surviving the pandemic	Industry comparisons of business closures, vacancies, agency and agency program closures city wide to track vulnerable areas/ neighbourhoods to focus support	Hamilton Economic Development	<6 months to long term

Challenge/Opportunity	Proposed Solution	Lead (partners)	Timing
<p>While technology has reduced some barriers (enabling service to those without ready transportation, for instance), it has created other barriers. Businesses and NFPs have the cost of technology now required for virtual service, training, and learning curves (such as how to pivot to ecommerce). Individuals are also seriously affected. Some families have three children trying to share one computer for school work. Many people don't have the means of purchasing technology. Bandwidth and wifi is a barrier in many cases.</p>	<p>Undertake collective purchasing of technology to reduce costs that would otherwise be higher for individuals or organizations.</p>	<p>City</p>	<p>&lt;6 months</p>
	<p>Provide more public space wifi (libraries, Career Centres).</p>	<p>City</p>	<p>&lt;6 months to long term</p>
	<p>Build on existing community supports. Hamilton Business Centre's Digital Mainstreet initiative; Green Venture/Green Byte refurbishment of computers for community needs; tech savvy organizations teach and support others who are learning (such as about ecommerce).</p>	<p>City (with community partners)</p>	<p>&lt;6 months to long term</p>
	<p>Build on the City's Intelligent Community Plan</p>	<p>City</p>	<p>&gt;1 year to long term</p>
<p>Provide enhanced support for small businesses and NFPs</p>	<p>Provide enhanced support for small business 1) maximize participation in the provincial and federal programs, 2) tech assistance by helping less tech savvy business owners quickly scale solutions, 3) utilize existing programs and education forums to encourage business growth, 4) guidance and support to pivot businesses with modified operations, service models and create new business models, 5) build digital capacity to introduce or increase e-Commerce options, 6) counselling for cash flow management, business concept review, revenue stream analysis, and marketing support, 7) create a toolkit for business, 8) tax relief strategies</p>	<p>City Staff/ Hamilton Business Centre (and could involve Women's Enterprise Centre YWCA)</p>	<p>&lt;6 months/ quick win</p>
<p>Irrecoverable loss of income for main streets and NFPs in spring 2020. Businesses due to loss of sales/revenue. NFPs due to loss of fundraising, membership dues, and social enterprise. Slow and partial recovery of revenues (events cancelled, social enterprise limited, dues in decline, etc.). Margins/net revenue unlikely to recover any time soon. PPE and cleaning requirements are a new and substantial cost. Cash flow is at risk</p>	<p>Ensure the City leads with social and local procurement. Hamilton already a Social Procurement program in place and it could be an important part of the recovery for both the NFP/social service sector, as well and job seekers who might be otherwise left behind.</p>	<p>City</p>	<p>&lt;6 months to long term</p>



Challenge/Opportunity	Proposed Solution	Lead (partners)	Timing
City embrace creative solutions to extend the seasonal use for outdoor spaces and ensure opportunities for future <b>years</b>	City have more of an open mind about creative solutions (outdoor space); Help create attractive and safe walkable streets; Invest in the streetscapes; Continue outdoor dining program in future years so patios are less expensive and easier to set up. AGCO/road closure guidelines, permitting/ Increase in sustainable transportation; Simplify street closure applications	City Staff	<6 months to long term
Increase focus on local tourism	Focus on local tourism. Reorient portion of tourism budget to support local BIAs across city to localize tourism; Ensure local tourism branches/ visitors center are in all local areas to bring people all the areas of the city; Utilize tourism funds for beautification efforts on main streets and BIAs	Tourism Hamilton	<6 months to long term
Improve parking and vehicle flow	For food delivery and courier services - increase opportunities for flexible parking strategies to accommodate curbside pickup and food delivery services. Implement free parking strategies.	City Staff	<6 months/ quick win
Desirable real estate will likely be acquired (as prices drop) for residential or commercial development, potentially reducing access to community space	Municipalities can further help NFPs and community organizations access land. Use their zoning tools, as well as municipal loan guarantees, to help community organizations maintain access to real estate (such as for community hubs or affordable housing) and perhaps even purchase assets that will be distressed . (Westmount in Montreal has created a zoning designation for church buildings that ensures they stay in community hands).	City	<1 year to long term

## Recommendations

*Below are prioritized Recommendations for initiatives that could be undertaken by the City with partners*

Challenge/Opportunity	Proposed Solution	Lead (partners)	Timing
Irrecoverable loss of income for main streets and NFPs in spring 2020. Businesses due to loss of sales/revenue. NFPs due to loss of fundraising, membership dues, and social enterprise. Slow and partial recovery of revenues (events cancelled, social enterprise limited, dues in decline, etc.). Margins/net revenue unlikely to recover any time soon. PPE and cleaning requirements are a new and substantial cost. Cash flow is at risk	Ensure supports (money, loans, expertise, technology) are in place to allow organizations the time to adjust and plan for the future	All levels of government - including advocacy to federal and provincial	<6 months to long term
Many landlords are not taking advantage of the Rent Relief program to the detriment of many businesses and NFPs	Institute a Moratorium on commercial tenant evictions - would apply to businesses and NFPs with a license to operate; also initiate some Property tax breaks to help relive some rent.	Council/ all levels of government/ Advocacy through BIAs, Chambers of Commerce	<6 months/ quick win
The NFP sector is often left out of policy and funding programs/mechanisms which focus on business but as part of the social safety net, tend to be a low-cost solution provider that could be much better leveraged. Further, the sector has been and will continue to be on the frontlines through the recovery, including serving the most vulnerable.	Ensure government and private sector leaders view NFPs, charities, and social enterprises as equal partners in creating a future that is prosperous, equitable, and has a strong social fabric by ensuring seats at decision making tables	All levels of government	<6 months to long term
The availability of food has been critical during COVID and the need will continue through the recovery	Ensure a sustainable food system, which is vulnerable at the moment (reliant on funds and food, which are not always predictable/ in place).	All levels of government and community	<6 months to long term

Challenge/Opportunity	Proposed Solution	Lead (partners)	Timing
<p>COVID has exacerbated mental health and addictions needs</p>	<p>Mental health and addictions support (training for employers; supports for individuals)</p>	<p>All levels of government</p>	<p>&lt;6 months to long term</p>
	<p>Training for NFP staff (and businesses) about serving people with mental health and addictions</p>	<p>Hamilton Business Centre/ Community Organizations</p>	<p>&lt;6 months to long term</p>
<p>For NFPs that operate 24/7 (including residential and shelter facilities) staffing is a concern. For instance, the risk of exposure can increase where social distancing cannot be maintained (such as with personal care needs and client risk behaviours). In addition, Emergency Measures (such as the requirement for PSWs to work at one employer only) and CERB have resulted in many part time staff reducing their hours or not working at all, significantly impacting staffing levels.</p>	<p>Consider providing incentives for staff to get to work (such as reduced transit, recreational passes, etc.) Offer short-term training and certification opportunities in areas including mental health first aid, suicide prevention, CPR, first aid, NVCI, back care, hoier lift training, etc. to improve job seekers' chances of being hired in these settings if they don't have post-secondary education. Offer employers additional incentives to hire full time vs. part time.</p>	<p>City (as for transit) and all levels of government for other incentives</p>	<p>&lt;6 months to &lt;1 year</p>
<p>There will be more job seekers than jobs (higher unemployment) and greater inequality. The most vulnerable, who have already suffered the most during the pandemic, risk being shut out of the job market. (Employers' financial constraints have and will lead to layoffs; hiring freezes; wage reductions or freezes; automation; which will disproportionately affect the lowest skilled individuals; and among other things). The higher unemployment rate will see employers gravitate to the most job ready candidates, over those who may need support and development, exacerbating the issue above.</p>	<p>Ensure the direct connection is made to the health and wellbeing of the community AND the economy. When people with disabilities, from racialized communities, those living below the poverty line, women, newcomers, youth, etc. have employment, employers and the overall economy benefit</p>	<p>All levels of government and community</p>	<p>&lt;6 months to long term</p>
	<p>Invest in construction/infrastructure spending to help get people back to work and expand skilled trades opportunities. Move timelines up of projects already approved</p>	<p>Municipal with federal, provincial and private sector partners</p>	<p>&lt;1 year to long term</p>

Challenge/Opportunity	Proposed Solution	Lead (partners)	Timing
Given the increased automation, technology, and reduced revenues/margins, there will be a mismatch of job seeker skills versus the skills employers will be seeking.	Increase investments in skill development, skilled trades, micro training, micro credentialing, employment supports, employment readiness, education, retraining, placements, and employer incentives are policy and funding tools to support job seekers (including those with barriers and/or the already-marginalized groups who risk being left further behind) and the employment that will be key to economic recovery.	All levels of government, education and training institutions, NFPs and community	<6 months to long term
Given the increased automation, technology, and reduced revenues/margins, there will be a mismatch of job seeker skills versus the skills employers will be seeking (continued)	Identify the "jobs of the future" and the skills required. Service providers can then prepare training, retraining, and employment supports for those skills.	All levels of government, education and training institutions, NFPs and community	long term
A lack of child care is a huge barrier to economic recovery. Women's participation in the workforce has declined precipitously. Child care providers are not able to afford to reopen given the reduced numbers of children allowed.	Increase safe access to childcare in a way that enables providers to operate. The federal government was contemplating a subsidy for providers but that subsidy has not yet materialized	All levels of government	<6 months
	Encourage flexible work arrangements (continued work from home, or flexible hours, with technology support provided), especially for parents	Community	<6 months to long term
Transportation has reduced peoples' ability to get to jobs (with reduced routes and limits on capacity).	Use schedule, route, and fare tools to enable more access to transportation. Municipal (with government partnerships) - asap -Transportation infrastructure, schedules, routes, fares, etc.	City	<6 months
	Invest in transportation as part of construction/infrastructure spending (above).	City with federal, provincial and private sector partners	<1 year to long term
Ensure solutions are inclusive of people with disabilities (access, policies, v , public realm infrastructure).	A genuinely inclusive, barrier-free planning for people with disabilities and universal design needs to include funding and enforcement to ensure it will be delivered.	City and all levels of government	<6 months to long term

## WORKING GROUP 2:

### Manufacturing & Life Sciences

Manufacturing is Hamilton’s largest private employment sector, consistently increasing employment numbers since 2012. The Life Sciences sector (outside of health care) is another sector with high growth potential for Hamilton, with many emerging biotech and medical device companies expecting to hire 5-20 or more people in the next 12 months for highly skilled, technical, high-paying jobs. The pandemic has affected global supply chains and disrupted many manufacturing operations. Exposed gaps in global supply chains have economic productivity implications.

### Recommendations

*Highlighted the specific items in the table that are urgent (highlighted), “easy” win (green), or a high priority (bold) Improve speed on permitting and approvals for development to enable sustainable growth*

Actions	Lead partners; City dept	Responsibility (Community, City, Province, Federal)	Timing (flag if urgent)
<p><b>Operational initiatives</b></p> <ul style="list-style-type: none"> <li>- Improve speed on permitting and approvals for development to enable sustainable growth</li> <li>- Enhance and promote Job boards to support the needs of manufacturing and life sciences sectors</li> <li>- Cultivate the supply chain within Hamilton/Ontario/Canada, as a means to support manufacturing firms that converted to PPE or to those that provide component parts for multinationals; understanding that this might not necessarily be ‘buy local’, but can there be revisions to city procurement policy to factor local production or local suppliers within the supply chain instead of just lowest priced bids, or can City promote Hamilton PPE companies in federal / provincial grant and procurement programs</li> <li>- Consider how to continue property tax deferral program for those companies in need, especially in the event of a second shutdown – this was beneficial to many companies but is lower priority given that the next instalment is due September 30</li> <li>- Continue pandemic planning in strategic areas in the event of a second wave – e.g. childcare plans in place in the event of school closures to enable parents to keep working</li> </ul>		City	Highlighted the specific items that are urgent (highlighted), ‘easy’ win (green), or a high priority (bold)
<p><b>Transportation and Logistics infrastructure</b></p> <ul style="list-style-type: none"> <li>- increase priority on preventative maintenance and timely repairs</li> <li>- Ensure master traffic plans engage manufacturing to enable optimum traffic flow</li> <li>- Improve public transit to industrial areas/plants (manufacturing companies interviewed did not see LRT as a high priority initiative)</li> <li>- Coordinate with industry regarding public transit needs (timing, routes)</li> </ul>		City Community	

Actions	Lead partners; City dept	Responsibility (Community, City, Province, Federal)	Timing (flag if urgent)
<p><b>Strategic initiatives</b></p> <ul style="list-style-type: none"> <li>- Identify programs, resources and partners that City can support to enable postsecondary institutions (Mohawk, McMaster) to expand and build on both academic programs and short courses for industries that are experiencing labour shortages and skills gaps – i.e. training for not only current students as well as re-training of existing workforce</li> <li>- Promote and champion Hamilton region as the Advanced Manufacturing hub of Canada – establish an Advanced Manufacturing council</li> <li>- Champion Hamilton region’s on-going transformation as a Life Sciences Cluster – support of Synapse Life Sciences Consortium</li> <li>- Consider strategic development of Bayfront lands as an advanced manufacturing campus that combines academia, training, ancillary services</li> <li>- Continue to promote and champion Hamilton’s reputation as an attractive and livable city to attract and retain skilled workforce</li> </ul>		City Community	
<p><b>Continued support of Federal and Provincial programs</b></p> <ul style="list-style-type: none"> <li>- Corporate Tax deferral programs and advocacy on potential future extensions</li> <li>- Federal /provincial transfers to municipalities to cover budget shortfalls</li> <li>- Continued support for CEWS extension / transition plans (July to Nov)</li> <li>- Support for assistance / subsidy for companies that have reduced productivity due to COVID-related plant preparations (e.g. many companies lose 1 hour of productivity per shift due to sanitization measures and reimbursement for increased PPE costs for companies)</li> </ul>		Federal / Provincial	
<p><b>Procurement policies that promote Canadian manufactured goods</b></p> <ul style="list-style-type: none"> <li>- transfer federal / provincial procurement dollars to municipalities to provide pro-Canadian decision opportunities at a City level</li> <li>- Emphasize the climate / environmental benefit and security of supply for buying local</li> <li>- Opportunity for City (Mayor, Council, government relations staff) to promote and raise awareness of Hamilton manufacturers for provincial and federal funding programs to ensure Hamilton companies are getting access and visibility</li> </ul>		Federal or Provincial	
<p><b>Support of federal trade policies and their continued improvements – massive impact to manufacturing given changing global trade flows and US policies.</b></p> <ul style="list-style-type: none"> <li>- Open commercial borders with US, i.e. US232 tariff on aluminum and steel</li> <li>- Maximize benefits of new NAFTA, especially auto parts</li> </ul>		Federal	

## WORKING GROUP 3:

### Agriculture & Circular Economy

Primary agriculture is a significant economic provider in Hamilton, the Golden Horseshoe and Ontario. Hamilton also has an agriculture resource hub in Hamilton's Port and major food processing businesses throughout the city. The financial impact of the pandemic ranks as farmers' top concern, with 88% indicating that their farm businesses have suffered negative financial impacts in the recent Ontario Federation of Agriculture Membership Survey. Reduced consumer spending, the potential of a global recession, trade issues and supply chain disruptions are among their other major concerns.

### Recommendations

Actions	Lead (partners); City department	Responsibility	Timing (flag if urgent)
<p><b>1</b></p> <p><b>Regulatory Environment – red tape reduction</b></p> <ul style="list-style-type: none"> <li>– Advocate in policy and zoning matters to protect Farm and rural business viability</li> <li>– Attract and encourage agricultural inputs suppliers to locate in rural areas (e.g. seed and feed suppliers, grading and packing facilities, large animal veterinarians, food storage and processing facilities)</li> <li>– Maintain the farmland tax property rate proportional to other tax classes (i.e. lower the rate to maintain farmland share of tax burden to offset the disproportionate increase in farmland values)</li> <li>– Streamline and assist businesses with approval processes (e.g. drainage works, CBO, CAs, NEC, Greenbelt, planning department, building department etc.)</li> </ul>	<p>Economic Development</p> <p>Building department</p> <p>Planning</p> <p>Council - open for business task force</p>	<p>Hamilton</p>	<p>ASAP</p> <p>On Going</p>
<p><b>2</b></p> <p><b>Support Local food production</b></p> <ul style="list-style-type: none"> <li>– Implement municipal policies and investments in infrastructure to support agriculture and food processing</li> <li>– Invest in the maintenance of drains, ditches, roads and infrastructure necessary to move agricultural equipment and transport agri-food products</li> <li>– Establish agriculture, agri-food and rural Community Improvement Plan to encourage agri-food business expansion, revitalization and stimulate rural economic development</li> <li>– Provide specialized assistance to businesses identified as critical to the agricultural sector in Hamilton</li> <li>– Host value chain networking workshops to encourage local connections between farmers, processors, distributors, retailers, food service, etc.</li> </ul>			

Actions	Lead (partners); City department	Responsibility	Timing (flag if urgent)
<p><b>Support Local food production (continued)</b></p> <ul style="list-style-type: none"> <li>– Facilitate connections between local institutions (e.g. municipal, hospital, etc.) and local producers to encourage local food procurement.</li> <li>– Investigate feasibility of local food infrastructure based on identified gaps (e.g. food processing hub, food aggregation and distribution)</li> <li>– Continue to move forward on Hamilton’s food strategy to support local food security for low income families.</li> </ul>	<p>Economic Development</p> <p>Public works</p> <p>Planning</p> <p>City Managers Office</p>	<p>Hamilton</p>	<p>ASAP</p>
<p><b>Rural Connectivity – Look for ways to expand access to rural Hamilton resident’s and businesses. Strategic economic investments, like expanding reliable internet and cell phone access, will stimulate job creation, contribute to affordable community development, and deliver economic growth and prosperity for all Hamiltonians.</b></p> <ul style="list-style-type: none"> <li>– Develop partnerships with the provincial and federal governments and internet and cellular service providers to invest and expand services in the Hamilton area</li> </ul>	<p>EcDev (Hamilton and Ontario) &amp; CDO</p> <p>Ministry of Infrastructure (ONT &amp; CA)</p>	<p>Hamilton</p> <p>Ontario</p> <p>Canada</p> <p>Service providers</p>	<p>ASAP</p>
<p><b>Rural Boundary Protection and Environmental Support</b></p> <ul style="list-style-type: none"> <li>– Establish a firm urban boundary to protect agricultural lands, natural resources, and prevent sprawl that drastically increases greenhouse gas emissions and infrastructure costs. Hamilton’s best opportunity to meet ambitious climate change targets will be to maintain its large rural land base that provides many benefits to the environment.</li> <li>– Permanent urban boundaries a designed to limit the loss of agricultural land, thereby focusing future urban growth within existing urban boundaries. This means urban growth primarily through redevelopment of vacant and underused lands, and higher density development.</li> <li>– In urban areas, higher density development should be mandated province-wide to take full advantage of existing infrastructure.</li> <li>– Urban areas should only be allowed to expand onto abutting agricultural lands only after exhausting redevelopment of underused or vacant areas within their existing urban boundaries. This would include the rehabilitation and redevelopment of both “greyfield” and “brownfield” sites.</li> <li>– Urban expansion onto abutting agricultural land must be directed onto lower class agricultural land adjacent to the existing urban boundaries</li> <li>– Promote environmental BMPs with farmers for a better balance of economics and environment on Hamilton farms</li> <li>– Encourage public awareness of environmental BMPs on farms and their value as environmental goods and services</li> </ul>	<p>Planning</p> <p>MMAH</p> <p>Environment Hamilton</p>	<p>Hamilton</p> <p>Ontario</p>	<p>ASAP</p>



## WORKING GROUP 4:

### Arts & Culture

Arts and cultural organizations and creative industries, such as the music industry, drive creativity, innovation and entrepreneurship. This sector is important to the city’s vitality as well as citizen engagement and retention. It has been one of the hardest-hit by the pandemic as a result of the widespread cancellation of festivals and events, closure of performing and arts venues and the restrictions on audience size. This industry was quick to pivot to short-term delivery of online content but lacks the infrastructure to sustain new business models. To bolster creative industries, including music, film and fashion, requires funding to support viability and an action plan with long-term solutions. **Arts and culture organizations and creative industries are pivotal to Hamiltonians’ well being: both mental and physical health (which have been negatively impacted).**

### Recommendations

*The arts and culture working group brought together a cross section of the arts and creative industries representatives to provide feedback and input and identify challenges and solutions. Overall, the taskforce members ensured representation of equity groups within the arts and creative industries as well as all the arts disciplines and considered both the non-profit and for-profit parts of the sector.*

Challenge/Opportunity	Solution(S)	Timing
<p><b>Not enough locations for mid-sized theatre companies to flourish in. 50-100 seat houses which can accommodate the needs of theatre arts (backstage, wings, lighting grid, etc.), are extremely rare in Hamilton.</b></p>	<p>Create mid-sized venues useful for live performance. This could be new construction or conversion of old spaces. Venues would need to be affordable to all artists and accessible.</p> <p>Administration might be shared between venues. One administrative staff keeping up with these venues would keep administrative costs low and allow artists to keep their costs low as well.</p>	<p>Construction or conversion of spaces to begin soon (and would also generate jobs) in order to be available for when live performance venues are able to run again.</p>
<p><b>Hamilton brings in \$66M from film/ tv in any given year. We need a Film Commissioner/Representative.</b></p> <p><b>At major events surrounding film - i.e.: film festivals - there are reps from cities, provinces etc., and at even the closest proximity events (TIFF), we seldom have a representative from Hamilton, pushing our film friendly neighborhoods, companies available to help propel film productions, studio spaces, architectural spaces and locations.</b></p>	<p>Hamilton should have a film commissioner to promote Hamilton’s vibrant film/tv community to the industry and film events proactively, and also promote our tax credit incentive which is one of the highest within Canada at 45%. This would further push Hamilton during these times given our better control of COVID while the majority of America is still shut-down.</p> <p>More industry outreach is needed within the industry itself - many people who are in film/tv in Hamilton don’t know of others who are in in this sector in Hamilton. A film commissioner can do this.</p>	<p>As soon as possible - take advantage of the present climate in film and halted projects.</p> <p>Aim to have a rep at major events in 2021; Cannes, Berlin, Venice, TIFF, American Film Conference, etc.</p>

Challenge/Opportunity	Solution(S)	Timing
<p><b>Encourage film/tv productions to come to Hamilton in the immediate through initiatives that won't cost much but would send the right message.</b></p>	<p>For example - waive film permit fees for the next few months.</p>	<p>Immediate</p>
<p><b>Forge a relationship with the Canadian Film Centre. It's not the Toronto Film Centre. The centre is very keen on forming strong relationships outside of the GTA.</b></p>	<p>When feasible, invite senior management and board members to Hamilton for a meeting. The current chair is the owner of the company that makes Murdoch Mysteries - they film in Hamilton regularly.</p>	<p>Immediate via Zoom, or in-person when allowed.</p>
<p><b>Most arts organizations across Hamilton have acknowledged and vowed to address systemic anti-Black and anti-Indigenous inequities within their organizational histories and operations, which have historically been very exclusive of BIPOC communities, in a city where racism is prevalent.</b></p> <p><b>We also know (SPRC Bulletin Issue 19) that persons and groups already experiencing inequality are seeing the most acute effects of the pandemic, in health and employment.</b></p>	<ol style="list-style-type: none"> <li>1) Reinstate the Anti-Racism Resource Centre, as an independent, arms length organization, to support arts organizations (and other organizations) across Hamilton to build their capacity to do anti-racism, anti-oppression, Equity Diversity Inclusion work in their organizations with assessment metrics.</li> <li>2) City funding should divest from cultural institutions that are not actively working to decolonize and dismantle anti-Black and anti-Indigenous racism within their organizations - put evaluative metrics into place that make City funding conditional on addressing institutional racism/inequities.</li> <li>3) Create a policy to have a minimum of one-third of the seats for Coalition of Black and Racialized Artists members and/or BIPOC representation on the City of Hamilton Arts Advisory Committee at all times.</li> <li>4) City Enrichment Fund to establish a dedicated, strategic funding stream (much like many other funders have done) for BIPOC, LGBTQ+, and other equity-seeking artists and cultural producers at various stages in their careers.</li> </ol>	<p>Do this in increments, starting with next budget year.</p> <p>Develop a timeline to implement these measures over the next several years.</p>
<p><b>Overhaul the scarcity economy of the non-profit arts sector that is dependent on grants, precarious employment of cultural workers, and the temporality of cultural community projects.</b></p>	<ol style="list-style-type: none"> <li>1) Strategize an action plan with long term solutions for a new economic model for the sector that is stable and supports the growth of its workers, cultural producers, and the culture of marginalized communities in sustainable ways to thrive. Create a working group after this taskforce that can look at this.</li> </ol>	<p>Immediate to long term</p>

Challenge/Opportunity	Solution(S)	Timing
<p><b>Arts institutions need to look inward to address chronic inequitable practices that are embedded within their organizational culture. We need sector-wide institutional transformation that rejects organizational assimilation to create institutional cultures of belonging that are humanizing, nurturing of, and relationship re-building with BIPOC and marginalized cultural producers, cultural workers, and their communities.</b></p>	<p>1) Invest in the future of the sector by resourcing emerging BIPOC artists and cultural workers with mentorship, recognition, and other opportunities to nourish their continued growth and success in the field. This could also be the role of a new working group as mentioned above.</p> <p>Advocate for more funding for this provincially and federally through the Ontario Arts Council, the Canada Council and Canadian Heritage.</p> <p>2) Create opportunities for BIPOC artists, curators, and community members to re-interpret permanent collections held in institutions from their own truths, knowledge, lived experiences, and languages.</p> <p>3) Create opportunities for BIPOC youth to train and develop skills in the areas of film, music and media arts to be more readily able to join the arts labour force.</p>	<p>Immediate to long term</p>
<p><b>Support for small fashion businesses</b></p>	<p>1) Additional funding for fashion businesses and designers to assist emerging businesses/designers and existing ones scale up/increase client base.</p> <p>2) Provide support by continuing to offer programs that focus on business planning and marketing such as Digital Main St Program and virtual business coaching that help businesses pivot and/or scale up.</p>	<p>Short to mid-term</p>
<p><b>Fashion businesses need:</b></p> <ul style="list-style-type: none"> <li>- access to materials/supplies/products due to factory closures, border crossing hold ups (train blockades) and impacts on shipping services (Canada Post slow down).</li> <li>- to find skilled workers/sewers: still a significant issue regardless of COVID.</li> <li>- to grow online audience and different tone in social media content as customers priority to purchase fashion may have decreased.</li> <li>- support with property costs (i.e. escalating costs to purchase, lease or rent retail space)</li> <li>- need marketing support: E-commerce saturation means difficulty in cutting through all the online 'noise' and influx of information</li> </ul>	<p>Work Force Development: attraction, retention and development/training for fashion workers.</p> <p>There are immediate and significant needs for skilled/trained fashion workers (those who make the clothes). Current workers who produced clothing are retiring and in order to grow businesses and scale up fashion businesses more workers are greatly needed. Hamilton doesn't have a local provider who trains in 'fashion production' so the recommendation is for the city to identify, develop partnerships (i.e. provincial, federal etc.), and work with a trainer (i.e. similar to Toronto's Fashion Exchange Program) to offer some funding that will assist with the development of a program that trains and provides paid work experience for fashion workers.</p> <p>City to also assist with attraction of skilled workers who are often trained outside of Canada.</p> <p>This must be done with living wages and safe working conditions.</p>	<p>Long term</p>

Challenge/Opportunity	Solution(S)	Timing
<b>Property taxes are too expensive for arts non-profits and small arts businesses that already have scarce resources, and cancel out grants from the City.</b>	Give arts organizations and businesses property tax forgiveness.	Immediate
<b>There has been a cost and knowledge gap identified regarding technology by smaller non-profit arts organizations.</b>	Better access to technology for arts organizations in order to be able to deliver online programming. This could happen through an equipment bank held at the HPL as part of its maker space.  Hamilton Arts Council could play a lead role in organizing knowledge workshops.	Immediate
<b>General confusion about what's open and protocols.</b>	Website to let Hamiltonians know what's open/not in the arts sector in Hamilton.	Immediate - through Hamilton Arts Council's plan to create a website
<b>The City of Hamilton needs an updated, relevant and actionable music strategy to meet the needs of the industry in response to COVID-19</b>	Update the City of Hamilton's music strategy to provide a direction for industry recovery and ensure goals are relevant and speak to current industry needs. Seek a new report with recommendations from industry experts on City of Hamilton music policy.	Immediate
<b>Support is needed by live performance venues and performance based arts organizations to re-open after COVID-19</b>	Assist with reopening venues and other arts-businesses by providing continued health & safety, licensing, and by-law support through the small business centre	Immediate
<b>Arts organizations and artists need sustainable, reliable funding programs. Funding programs that were in place prior to COVID-19 need to continue support to organizations in the same capacities to ensure their survival, while allowing them to cover administrative/staffing costs to keep arts workers employed.</b>	<p>1) Lobby provincial and federal government to continue current granting programs at full funding amounts for arts organizations to ensure sustainability.</p> <p>2) Ensure CEF funding continues to provide full regular funding to organizations in 2021 that pay artists and arts industry workers to ensure employment continuation within our industries, that also include equity metrics as referenced above. Consider creating an additional one-time grant for CEF 2021 to support the careers of the hardest hit artists (BIPOC) and COVID-related hardships of individual artists and musicians over the next year.</p> <ul style="list-style-type: none"> <li>- Create "minimum wage" pay scale for musicians hired by the City and at city-related/sanctioned events, to ensure musicians are paid fairly as reopening happens and afterwards</li> <li>- Lobby provincially and federally to ensure that CERB (or equivalent program) continues for musicians and gig-workers who are unable to return to work due to gathering constraints. Ensure that the CEWS wage subsidy continues for organizations supporting arts workers.</li> </ul>	Immediate

Challenge/Opportunity	Solution(S)	Timing
<p><b>Live music venues contribute to the City of Hamilton's arts &amp; culture community in a valuable way. For-profit music venues have been greatly affected and suffered immeasurable financial loss. Music venues provide necessary financial support and employment opportunities to local musicians, performers, production/tech, and hospitality personnel and are an important part of the industry ecosystem. These businesses do not have enough available funding to support survival and re-opening after COVID-19.</b></p>	<p>That municipal funding be allocated immediately for 'Phase 3 Recovery' to for-profit live music venues that don't currently qualify for municipal funding (like CEF) and meet the following guidelines:</p> <p>1) COVID-19 IMPACT:</p> <ul style="list-style-type: none"> <li>- a brick &amp; mortar establishment that was forced to close in March due to the provincial decisions pertaining to COVID-19</li> <li>- a brick &amp; mortar establishment that was not granted the ability to re-open until late July 2020 under limited capacity, with important health &amp; safety guidelines to presenting live events</li> </ul> <p>2) DEFINITION OF LIVE MUSIC VENUE:</p> <ul style="list-style-type: none"> <li>- establishment whose primary use is the presentation of live music</li> <li>- predominantly charges "admission" to the public to access the live music presentations</li> <li>- invests in 'live music infrastructure' to present such as staging, lighting, PA system, ticketing area, promotion expenditures</li> <li>- compensates artists fairly for their live performances</li> </ul> <p>depending on the program and requirements, this recommendation could include support to other for-profit arts &amp; culture businesses that demonstrate an equivalent high need and impact on artists and arts workers.</p>	<p>Immediate</p>

**WORKING GROUP 5:**

**Tourism & Hospitality**

This sector, which includes accommodations, sports and entertainment, and attractions, was one of the most severely affected by the pandemic in Hamilton, as it was globally. Travel, place-based experiences, gathering of large groups of people, and interdependence on the health of other sectors, are intrinsic to this sector’s viability and recovery is anticipated to lag other sectors. This impact of Covid-19 has been devastating and recovery is expected to take several years. As well as having to regain visitor confidence, positioning these sectors to reopen and operate within public health restrictions will be challenging because of uncertainty about timelines and changing requirements.

**Recommendations**

*The following highlights actions that are considered a priority and urgent.*

	Actions	Lead (partners); City department	Responsibility	Timing (flag if urgent)
3	Funding for tourism sectors who will be very slow to recover from this, to keep them surviving until they can thrive again.		Municipal and Provincial Government	ASAP (URGENT)
5	Provide a playbook which helps provide a solid guide for businesses and organizations about current pandemic rules and protocols. Outline the specific guidelines for hosting events safely within the current numbers that are approved. Provide industry connections/ resources such as TIAO and HHRTO for the tourism sector.		Local and Provincial Public Health	ASAP (URGENT)
7	Lobby the government to look at percentages of capacity, rather than a fixed number (ie fifty people) as the venues differ by maximum capacities.		Provincial Government	ASAP (URGENT)

	Actions	Lead (partners); City department	Responsibility	Timing (flag if urgent)
9	Encourage the city to work with the province in seeking clarity on what comes next relative to measuring status over the coming weeks/months, recognizing that the “second wave” concerns tied to the fall weather change and children returning to schools. How are we evaluating our progress relative to further relaxation of restrictions or regression towards tighter restrictions or lockdowns? Is there a common measurement metric & can that be publicized and explained? Daily case count, hospital occupancy, or another? How is this applied regionally versus province wide? Clarity on this progress and how it’s being measured, would help provide some certainty across sectors as they plan next steps in the coming quarter.		Provincial Government	ASAP (URGENT)
10	Local/Provincial public health working with larger sector/industry to proactively develop next phase of re-opening criteria in a COVID environment. Relate required planning to that of school re-openings. What is required to ensure public safety all-the-while allowing business to progress toward normal operating capacity? This will also provide consumers the benefit of understanding what precautions are being taken as they consider their own decisions about what activities to resume or not.		Local and Provincial Public Health	ASAP (URGENT)
11	Encourage clarity around the future of the CEWS regulations beyond November including lobbying for the continuation of existing benefits (min 75% recovery) for the hardest hit sectors like those represented in our working group. This is the only way to avoid mass layoffs in this sector.		Federal Government	ASAP (URGENT)
14	An extension of Termination and Severance Protection beyond January 2, 2021. Many of the employees in our businesses and sectors in general continue to be laid off. Extending legislation beyond January 2021 is crucial for businesses most impacted		Provincial Government	ASAP (URGENT)

The following is the complete list of recommendations.

Actions	Lead (partners); City department	Responsibility	Timing (flag if urgent)
<p>1</p> <p>Communication to residents of Hamilton about the impact of visitors from other communities.</p> <ul style="list-style-type: none"> <li>- The safety measures in place to reduce the risks</li> <li>- The economic value to the City and its residents</li> <li>- Clarity on what people can and cannot do if they use local facilities such as attractions, events, hotels and restaurants</li> <li>- The impact it is, or isn't, having on Covid cases to the community</li> </ul>		Hamilton	Continuous
<p>2</p> <p>Communication to surrounding areas regarding visitation to Hamilton</p> <ul style="list-style-type: none"> <li>- The safety and economic value of vacationing closer to home</li> <li>- Clarity on what they can and cannot do when they visit</li> <li>- Help direct them from overused facilities to under used areas</li> </ul>		Tourism Hamilton, HHBRTO and related Provincial and Federal Ministries	Continuous but with a Spring 2021 Marketing Campaign
<p>3</p> <p>Funding for tourism sectors who will be very slow to recover from this, to keep them surviving until they can thrive again.</p>		Municipal and Provincial Government	ASAP (URGENT)
<p>4</p> <p>Staying connected and relevant to your market, members, supporters and community. Whether your business is partially open, virtual only, or completely closed it is important to stay in touch so that your supporters will be there when you are ready to welcome them back in physically.</p>		<p>Individual businesses/ organizations/ or events.</p> <p>With help from all of the above where applicable.</p>	Continuous
<p>5</p> <p>Provide a playbook which helps provide a solid guide for businesses and organizations about current pandemic rules and protocols. Outline the specific guidelines for hosting events safely within the current numbers that are approved. Provide industry connections/resources such as TIAO and HHBRTO for the tourism sector.</p>		Local and Provincial Public Health	ASAP (URGENT)



Actions	Lead (partners); City department	Responsibility	Timing (flag if urgent)
6 Champion street closures and placemaking projects that help revitalize main streets and support local businesses, attractions and tourism facilities. Sponsor all season social distanced outdoor activities by normalizing outdoor gatherings. Encourage patrons for the weather, rather than using carbon producing heating equipment when possible.			
7 Lobby the government to look at percentages of capacity, rather than a fixed number (ie fifty people) as the venues differ by maximum capacities.		Provincial Government	ASAP (URGENT)
8 Establish a major tourism marketing campaign for Spring 2021 utilizing existing outdoor infrastructure. Local attractions, such as the Peach Festival, Art Crawl and Supercrawl can be redesigned with additional COVID safety protocols in mind in larger facilities such is the Ancaster Fair Grounds or Tim Horton's Field. Be clear and transparent with the public akin to supporting local restaurant call to action – the local tourism & hospitality industry needs your support. Inspire Local pride and support		Tourism Hamilton	Feb 2021
9 Encourage the city to work with the province in seeking clarity on what comes next relative to measuring status over the coming weeks/months, recognizing that the “second wave” concerns tied to the fall weather change and children returning to schools. How are we evaluating our progress relative to further relaxation of restrictions or regression towards tighter restrictions or lockdowns? Is there a common measurement metric & can that be publicized and explained? Daily case count, hospital occupancy, or another? How is this applied regionally versus province wide? Clarity on this progress and how it's being measured, would help provide some certainty across sectors as they plan next steps in the coming quarter.		Provincial Government	ASAP (URGENT)
10 Local/Provincial public health working with larger sector/industry to proactively develop next phase of re-opening criteria in a COVID environment. Relate required planning to that of school re-openings. What is required to ensure public safety all-the-while allowing business to progress toward normal operating capacity? This will also provide consumers the benefit of understanding what precautions are being taken as they consider their own decisions about what activities to resume or not.		Local and Provincial Public Health	ASAP (URGENT)

	Actions	Lead (partners); City department	Responsibility	Timing (flag if urgent)
11	Encourage clarity around the future of the CEWS regulations beyond November including lobbying for the continuation of existing benefits (min 75% recovery) for the hardest hit sectors like those represented in our working group. This is the only way to avoid mass layoffs in this sector.		Federal Government	ASAP (URGENT)
12	Dedicate resources (people) to best-practice research within the sector to seek solutions for re-opening in specific sub-sectors that have been successful elsewhere as a guide to implement in Hamilton. Think regionally, provincially, nationally and internationally. How has New Zealand successfully re-opened convention centers? How is the NFL putting fans in stadiums? What is leading to success and progress?			
13	A clear distinction should be made between the nature of business meetings & events and that of mass gatherings. The World Health Organization defines mass gatherings as events that have the potential of compromising the medical system where the “number of people attending is sufficient to strain the planning and response resources of the community, or nation hosting the event.” A phased and graduated approach to reintroduce smaller meetings and events should be considered similar to what has occurred introduced in areas such as BC, Quebec and Nova Scotia. Business events are generally held in lower risk environments, and can be more easily controlled through pre-registration, overall counts and contact tracing. Social distancing practices, proper sanitization controls and food safety measures can be implemented by qualified staff. Hamilton’s meetings and events industry is by nature ready for this controlled restart and being given the green light to do so is vitally important for this industry to move forward in any capacity.		Provincial and Federal Government	ASAP
14	An extension of Termination and Severance Protection beyond January 2, 2021. Many of the employees in our businesses and sectors in general continue to be laid off. Extending legislation beyond January 2021 is crucial for businesses most impacted		Provincial Government	ASAP (URGENT)

## **WORKING GROUP 6:**

### **Workplace & Office**

While many companies are re-examining their real estate expenditures and workplace infrastructure for the post-pandemic future, many Canadians have jobs that cannot be done from home. Additionally, many people who can work from home still thrive with occasional human connection and many tasks require in-person collaboration.

Across all sectors, workplaces must be safe and healthy environments for workers, volunteers and customers. Related issues like transportation and childcare are critical components of return-to-work planning, and integrated, clearly-communicated information about guidelines and resources is essential. People who continue to work from home require fast, reliable internet access, and exploring opportunities for broadband expansion in partnership with local service providers is a priority.

### **Detailed Recommendations:**

Recognizing that businesses face a serious risk of employees contracting COVID-19, resulting in potential office closures, mitigating this risk when employees or their families do contact the virus is essential. Public health professionals recommend that people stay home when experiencing symptoms or testing positive. However, according to 2016 data, 58% of Canadians do not have paid sick leave and for workers making \$25,000.00 or less, this increases to 70%. These workers are most likely to represent those most affected by COVID-19: women, racialized communities, new immigrants, persons with disabilities who, similarly, are most likely unable to afford to take unpaid sick leave. We note that women, as the traditional primary care givers, typically bear the additional burden of needing time off from work when their children or elderly parents are sick, amplifying already existing inequities.

We recommend that both federal and provincial governments support a universal minimum 10-day annual fully paid emergency leave that would apply to all workers and include family emergencies, sick leave and paid time to care for family members. We further recommend that this not be Covid-19 specific.

We recommend the City of Hamilton establish a single point of authority and live contact that can help connect and guide organizations through the network of regulations and resources, particularly for small-medium sized businesses, and provide accurate and decisive information. This central resource – a “COVID Concierge” – could include promotion of the EcDev-Chamber-developed COVID resource site, should provide personalized and customized guidance through various workplace health and safety resources (such as those offered by Canadian Centre for Occupational Health and Safety, Workplace Safety & Prevention Services, Hamilton Public Health, Ontario Public Health, Hamilton Bylaw, and the Ministry of Labour). The service should appear as an extension of City services and broadly assist all organizations with access to information. The concierge service could potentially extend beyond the pandemic to act as a long-term information desk under Economic Development that helps local business navigate regulations and requirements.

The COVID concierge concept fulfills our summary recommendations for: 1) a single point of authority; 2) by-law enforcement; 3) well-being supports for employees; 4) occupational health and safety requirements; 5) municipal champion for funding supports, and; 6) sources for PPE and related required materials. Further assessment of this concept and establishment of a budget should be considered in cooperation with Economic Development. Such a project could also continue post-COVID to assist small and medium enterprises in navigating regulations.

We recommend the City assist businesses, particularly small, medium and not-for-profit organizations that often lack in occupational health and safety infrastructure, with funding for additional health and safety training and to help them develop good prevention practices.

We recommend that the Task Force advocate to the federal government for expansion and improvement of CECRA and have provided a template letter to be prepared for the task force and signed/sent by the chair. This recommendation fulfills our summary recommendation of Expansion of Commercial Rent Assistance Program.

In support of our summary recommendation to Support an Innovation Pilot Program, we recommend that the City of Hamilton creates a pilot program that would encourage innovative businesses to solve real world challenges for City-related functions. This challenge would be open specifically for Hamilton-based companies and led by Economic Development. We propose the City provide funding for a total of \$25,000.00 to be awarded in five streams of \$5,000 each. Submissions should be made for helping any of the following: The Market, The Libraries, The BIAs, The Multi-tenant Facilities, and the Tourism, Arts, or Music Industry. We propose that the Task Force defines the challenges, that the application process be posted on Engage Hamilton, and that the entries be judged by a panel comprised of Economic Development, the Chief Digital Officer, and representatives from the Task Force.

We recommend the City return to normal service levels on all HSR routes and support an increase in transit capacity to serve workplaces by advocating for LRT investment by all levels of government to support our summary recommendation on more Transportation Reliability and Infrastructure.

Investment in the shovel-ready B-Line LRT will not only improve transit infrastructure, in accordance with the Council-adopted 25-year transit strategy, but it will be important to boosting the local post-COVID. Many jobs will be created by construction and development will be stimulated. A centre city served by LRT will greatly enhance the Downtown work environment. Other forms of place-making should be aggressively pursued to aid in the renewal of Downtown and further attract office-workers and tourism/recreational spending. Pre- and post-COVID, many cities across the world have initiated innovative place-making and active-mobility projects that can provide inspiration for Hamilton.

We recommend the City expand public transportation to manufacturing areas that are not currently serviced. This will help address a key barrier to employment and help address inequities as we are aware that some businesses have difficulty filling positions due to lack of transportation options, meaning that persons who are qualified and seeking employment are unable to apply for these positions if they do not have their own private transport.

We recommend the City continue to pursue all avenues of external funding for broadband expansion and work with local service providers to establish commercially viable options for more equitable access. We support the current efforts of the Chief Digital Officer to expand broadband including:

- Ongoing fibre expansion via Bell \$400M Investment that currently is scheduled to run to Dec 2024 and will upon completion provide FTTH to approx. 88 to 90% of properties with another 3% eligible for WTTH compared to 13% and 1% respectively at start of project.
- City launched the High Speed Internet/Broadband survey on June 1st ([hamilton.ca/broadband](https://www.hamilton.ca/broadband)). This includes Residential, Rural, Farm and Business specific data collection. Survey details and request to promote has been shared with Hamilton, Flamborough & Stoney Creek Chambers.
- City has provide letters of support to both Bell and Cogeco for CRTC Broadband fund applications within City of Hamilton boundaries
- City actively reached out to all Telco's to offer support for any ICON applications within Hamilton boundaries and has provided letter of support for several Bell applications for initial wave of intakes Provincial ICON program
- City Housing Hamilton (CHH) is actively working with Rogers on for enrollment in Rogers Connected for Success Program for all eligible units within Rogers Coverage Area. Similar discussions on low cost connectivity options for CHH locations in Cogeco and Bell coverage areas also underway.
- City Housing Hamilton working with HCE on technical connectivity options for large multi-tenant building currently being renovated.
- Several discussions have occurred with ongoing discussion with Rogers, Bell, Cogeco & Telus about awareness of programs to support Digital Divide.
- HPL working with HCE to explore expanded Wi-Fi coverage options and costing for HPL branches. HPL made changes to Wi-Fi setup to make Wi-Fi available 24/7.
- City updated [hamilton.ca](https://www.hamilton.ca/government-information/site-policies/wireless-network) to include City / HPL Public Wi-Fi map (<https://www.hamilton.ca/government-information/site-policies/wireless-network>) as well as adding same data to City's Open Data Portal
- City engaged with Environics to conduct mapping of connectivity using their data sites to better inform areas of need.

- Active monitoring and tracking of Federal and Provincial announcements related to Broadband funding.
- City submission to CENGN’s Rural Ontario Residential Broadband Program Project #2. City was not successful in winning this – only one project selected.
- Exploration with several vendors around possible HPL Wi-Fi Hotspot loan out program but currently SIM card data plans costs are prohibiting factor – ongoing discussion with Rogers on this topic.

*Summary of Priority Recommendations:*

	<b>Actions</b>	<b>Lead (partners); City department</b>	<b>Responsibility</b>	<b>Timing</b>
1	Single Point of Authority	Economic Development	Hamilton	ASAP
2	Expansion of Commercial Rent Assistance Program	Task Force Chair	Federal	ASAP
3	Support for an Innovative Pilot Program	Economic Development	Hamilton	ASAP
4	Bylaw Enforcement	Bylaw	Hamilton	ASAP
11	Universal Paid Emergency Leave Advocacy	Task Force Chair	Prov/Fed	ASAP

*Summary of All Recommendations:*

	<b>Actions</b>	<b>Lead (partners); City department</b>	<b>Responsibility</b>	<b>Timing</b>
1	Single Point of Authority	Economic Development	Hamilton	ASAP
2	Expansion of Commercial Rent Assistance Program	Task Force Chair	Federal	ASAP
3	Support for an Innovative Pilot Program	Economic Development	Hamilton	ASAP
4	Bylaw Enforcement	Bylaw	Hamilton	ASAP
5	Well-being supports for Employees	Public Health	Hamilton	Nov'20
6	Transportation Infrastructure (LRT, Expansion, Full Schedule)	Economic Development	Hamilton	Nov'20
7	Network Infrastructure	Chief Digital Officer	Hamilton	Nov'20
8	Placemaking in support of well-being and healthy workplaces	Economic Development	Hamilton	Nov'20
9	Occupational Health and Safety requirements	Public Health	Hamilton	Nov'20
10	Occupational Health and Safety supports for small business and not-for-profit	City of Hamilton	Hamilton	Nov'20
11	Universal Paid Emergency Leave Advocacy	Task Force Chair	Prov/Fed	ASAP
12	Municipal Champion for funding supports	Task Force Chair	Hamilton	Nov'20
13	Sources for PPE and related required materials	City of Hamilton	Hamilton	Sept '20
14	Façade Grant Program to include outdoor patio spaces	Economic Development	Hamilton	Rejected

## **WORKING GROUP 7:**

### **Transportation, Building & Infrastructure**

Transportation and infrastructure require innovative thinking for necessary social distancing and new policies for the reopening of facilities. For example, support for “shovel-ready” projects and alternate modes of transportation for workers would help restart the local economy. Ensuring proper COVID-19 safety protocols and procedures are in place on construction sites supports workers’ confidence and a return to full activity. Ensuring that development, from the application process to the physical building of the homes, continues smoothly without interruption, fosters recovery. The group identified three key priorities for each focus area as outlined below. A detailed listing of all opportunities and challenges is outlined in Table 1.

### **ADVOCACY**

- Accelerate Provincial and Municipal transportation plans in key transit and transportation corridors
- Prioritizing Infrastructure Investment and Development
- Ensure critical construction projects are designated as “essential” and will continue to operate in subsequent events
- Support Home Renovation Tax Credit

### **SUPPORTING BUSINESSES**

- Ensure working relationships with City staff and stakeholders is collaborative
- Encourage administrative processes within the City that accelerate development in critical infrastructure projects
- Ensure Hamilton has sufficient supply of PPE, medical supplies and equipment and has the ability to mobilize quickly for future events
- Ensure awareness of proper protocols and procedures and tools are available.
- Modify parking strategies to encourage downtown development



**FUNDING**

- Continue property tax deferrals especially to support further business interruption and shutdowns
- Ensure access to new programs and government funding to accelerate core (priority/critical) infrastructure projects
- Encourage municipalities to accept surety bonds as financial security for projects to secure municipal agreements
- Ensure government funding to support Covid-19 preparedness including rapid testing, PPE, sanitization, tracking and tracing measures to help keep construction sites open and safe

**Detailed Recommendations:**

Focus Area	Challenge	Short-term Opportunities	Longer-Term Opportunities	Partnership/Ownership	Action	Priority (Low, Mod, High, Urgent)
Ground transportation	Gridlock on ground network. Congestion is the number one challenge to the effective movement of goods, harming the speed and reliability of shipments to the end user just-in-time manufacturers	Identify congestion areas within the City and raise awareness to officials. Understand governments short term plans for programs and investment in infrastructure. Obtain data from government and industry to understand what is moving on all modes of transportation and identify opportunities	Reduce congestion points with improvements on roadways and at border crossings. Advance alternative modes of transportation to the City's business parks to alleviate gridlock on ground network.	Federal, Provincial and Municipal	Support the acceleration of the City's, Province and Federal transportation plans. Build awareness of the vision behind City of Hamilton's transportation plan. Advance shovel ready projects that jumpstart the economy MTO should identify and designate a right of way for the NGTA Corridor as a first step to constructing the highway and specify timelines for the construction of this connecting corridor, as an initial step to getting it built.	High

Focus Area	Challenge	Short-term Opportunities	Longer-Term Opportunities	Partnership/ Ownership	Action	Priority (Low, Mod, High, Urgent)
Goods movement	<p>Embrace a Multimodal Lens (capacity constraints in our trade corridor are on the highway network—and this network is critical not only for the trucking industry but for the air, rail, and marine ports that rely on trucks for access and first-and last-mile connectivity.</p> <p>Pressure on supply chain to move goods in a more sustainable way.</p> <p>Recognize the importance of investing in high-speed, high-capacity public transit for commuters to free up highway and road capacity for trucks.</p> <p>Better use existing highway infrastructure and corridors / provide alternatives for trucks and single-occupancy car commuters.</p>	<p>Improve last mile connectivity for courier deliveries.</p> <p>Avoid traffic rush hours.</p> <p>Enable shortest distance delivery reduces journey times.</p> <p>Adopt improvements such as smart signals that can ease traffic congestion, speed up truck transportation and improve safety for people.</p> <p>Obtain data from all levels of government to understand what goods are moving by road that may transition to alternate modes.</p>	<p>Opportunities to use new and emerging technologies to make projects happen.</p> <p>Fuel-efficient vehicles migrate transportation from fossil-based energy to other alternatives such as renewable energy and use of other renewable resources.</p> <p>Enable enviro-friendly infrastructure and green roadways.</p> <p>Move goods onto more efficient modes of transportation (air, road, rail and port).</p>	Federal, Provincial, Municipal and Industry	<p>All municipalities across the Trade Corridor should closely monitor technological advancement conduct pilot projects as a first step to large-scale rollout.</p> <p>Develop Business Parks where land is planned such that freight hubs or clusters are located nearer to complementary uses.</p> <p>Build supply logistics opportunities and capacity (e.g. additional warehousing, increased manufacturing and innovative distribution systems).</p> <p>Execute Transportation Plans (Freight and Goods Movement Strategy)</p> <p>Obtain data including last mile analytics.</p> <p>Understand technological enhancements.</p> <p>The MTO, in partnership with the OTA, should build on its ongoing study of truck parking needs to implement a strategic truck parking plan to serve the needs of the trucking industry in our trade corridor.</p>	High
	<p>Enable businesses to rapidly mobilize to the increased demand for goods.</p>	<p>Create a list of critical supply chains and identify gaps.</p> <p>Understand inventory needs and customer demand.</p> <p>Plan for e-commerce growth.</p>	<p>Optimize production and distribution capacity.</p> <p>Identify and secure logistics capacity.</p> <p>Ensure construction projects supporting the supply chain advance during lockdowns by the Province.</p>	Federal, Provincial, Municipal and Industry	<p>Ensure Hamilton is manufacturing sufficient supply of PPE, medical supplies, and equipment.</p> <p>Obtain critical infrastructure designation from government.</p> <p>The Province and municipalities should support a quick completion of the approval process so that privately funded infrastructure is built without delay.</p>	High

Focus Area	Challenge	Short-term Opportunities	Longer-Term Opportunities	Partnership/ Ownership	Action	Priority (Low, Mod, High, Urgent)
<b>Travel and tourism</b>	<p>Restore customer confidence.</p> <p>Balance the need of society (safety and health) and economic activity.</p> <p>Ensure government measures for travel restrictions and border closures are balanced with the need to travel.</p>	<p>Make it safe to travel here with touchless solutions and clean facilities.</p> <p>Promote Hamilton; communicate good news reports and safe travel in Hamilton.</p> <p>Promote our great local healthcare system.</p>	<p>Innovative tools to detect, enhance cleaning and air purification into public areas, virtual technology assistants to remove touch points and eliminate queues.</p>	<p>Federal, Provincial (Tourism), Municipal and Industry</p>	<p>Implement measures to stimulate travel to promote regional travel to Hamilton with Tourism Hamilton and other regional partners such as Hamilton Halton Brant Regional Tourism Association *Based on provincial guidelines".</p> <p>Promote Hamilton's 'shop local' campaigns.</p> <p>Create awareness of all the outdoor opportunities/venues for tourism – create new open space options with businesses with excess capacity to rent.</p>	High
<b>Ride sharing programs</b>	<p>Increase confidence in alternative methods of transportation and programs and ensure cost effectiveness for operators.</p>	<p>Reduce costs through licencing fees, lobbying government for insurance reductions, opportunities with gas taxes for ride-share, uber lift.</p> <p>Bike sharing – extend contract.</p> <p>Simplify vendor licencing.</p>		<p>Municipal and Industry</p>	<p>Support alternative modes of transportation such as UBER, Lyft, SOBI that provide safe and accessible transportation for workers and tourism.</p> <p>Scale the use of public transit vehicles to meet demand.</p>	Moderate

Focus Area	Challenge	Short-term Opportunities	Longer-Term Opportunities	Partnership/ Ownership	Action	Priority (Low, Mod, High, Urgent)
Public Transit	Get people to their place of work.	Ensure Provincial Budget includes allocation of LRT \$1 Billion investment is made in Hamilton.		Provincial, Municipal and Industry	Continue to advocate for the \$1B investment from the province. These monies should be directed to shovel ready projects (including buildings and infrastructure).  Meetings with Premier, Mayor, elected officials introduced calling Federal Government to the discussions regarding support for LRT.	High
	Improve public transit.					
	Stimulate the economy	Supports Task Force over-arching principles.				
	Focus on environmental improvements for public transit.	Ensure the many projects, including residential high-rise, that are dependant on the development of the Hamilton LRT are supported.  Advance alternative transit options (BRT, cycling, all day GO and HSR transit master plan)				
Partnerships Collaborations (Health and Wellbeing)	Social Service Support	Ensure Province allocates funding for recovery of healthcare, substance abuse, mental health, housing, transportation, employment etc.		Province	Lobby Province to allocate funding for recovery of healthcare, substance abuse, mental health and other key areas.	High

Focus Area	Challenge	Short-term Opportunities	Longer-Term Opportunities	Partnership/Ownership	Action	Priority (Low, Mod, High, Urgent)
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">COVID Preparedness, Prevention, and Safety on Construction Sites</p>	<p>MOL and Public Health need improved collaboration at Regional level for construction industry.</p>	<p>Construction sites are essential services and required to keep economy running and community safe.</p>	<p>Keeping construction sites open will help COVID 19 recovery and stimulating the local economy.</p>	<p>Federal, Provincial, Municipal</p>	<p>Ensure there is awareness of proper public health and COVID-19 measures are in place.</p>	<p>High</p>
	<p>Monitor construction sites to ensure proper public health and COVID 19 measures remain in place, add COVID testing on construction sites.</p> <p>Continue to hold construction hygiene at post COVID-19 public health standards.</p> <p>Assist workers to feel safe and confident in workplace and ensure proper safety measures.</p>	<p>Ensure construction sites continue to manage COVID-19 protocols through the fall during cold and flu season and a possible second wave.</p> <p>Implementing COVID-19 construction site testing may be required to keep construction sites safe, open and outbreak free.</p> <p>Identify who would cover the cost of mandatory site testing in the event of second wave - Public Health, Provincial or Federal Governments.</p>	<p>Eliminating future outbreaks on construction sites keeps local businesses open.</p>		<p>Support proper protocols and procedures for return to work and ensuring development sites can get to full activity and strength in the safest way.</p>	<p>High</p>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Hamilton Fair Wage Policy reflects local ICI prevailing wage</p>	<p>Establish a fair process for all contractors.</p> <p>80% of construction contractors are small to mid-size businesses with limited resources.</p> <p>The COVID19 pandemic has caused unrepresented challenges.</p> <p>Marginalized people have been unproportionally affected by the pandemic.</p> <p>Encourage contractors to invest in apprenticeship, and ensure a level playing field, and support for employment equity.</p>	<p>Ensure construction workers are reimbursed fairly, receiving benefits and pension.</p> <p>Supports Task Force over arching principles.</p>	<p>Promote and enforce legitimate business</p> <p>Ensure construction infrastructure investment does not support the underground economy.</p>	<p>Municipal</p>	<p>Advocate to support prevailing wage language for local construction workers.</p> <p>Advocate to support prevailing fair wages and consistent fair policies for local contractors and workers.</p>	<p>High</p>

Focus Area	Challenge	Short-term Opportunities	Longer-Term Opportunities	Partnership/ Ownership	Action	Priority (Low, Mod, High, Urgent)
<b>Construction Contractor Challenges</b>	<p>80% of construction contractors are small to mid-size businesses with limited resources.</p> <p>Contractors and construction sector are heavily driven by construction contract timelines - the COVID 19 pandemic closure drastically affected the construction sector – small and medium size businesses are the majority of construction companies.</p> <p>Public Health COVID-19 tracing, tracking, site sanitation, disinfecting and deep cleaning measures have significantly affected construction contractor’s costs for daily operations.</p> <p>Low dollar tender process should not be deciding factor when determining public safety, hygiene and sanitation measures during COVID 19 Pandemic.</p>	<p>City Purchasing department help assist contractors to eliminate back logs and permit delays.</p> <p>City Purchasing department work with small and mid sized contractors whose construction contracts were negatively affected by public health COVID 19 Pandemic closures.</p> <p>Small to mid-sized contractors will be affected the most and will face the toughest challenges mitigating COVID 19 issues in the workplace due to limited resources and smaller operational scale.</p> <p>Ensure process and procedures are in place and known by all operating on a construction site.</p> <p>Promote a diverse supply of local contractor and skilled trades</p>	<p>Ensure investment in critical infrastructure to operate construction sites safely is available and accessible by the construction industry</p>	<p>Federal, Provincial, Municipal</p>	<p>City Purchasing Department and Public Works to work with local contractors affected by these unprecedented challenges caused by the pandemic and the mandatory provincial shutdowns.</p> <p>City Purchasing Department and Public Works Department meet and strategize with local contractors affected by these additional public health measures to find win, win, win solutions.</p> <p>The City can help eliminate future COVID-19 exposures this Fall by having Public Health Office coordinate closer with MOL and small/ mid sized contractors who are at the greatest risk of workplace exposures due to limited resources and smaller operational scale.</p>	<p>High</p>

Focus Area	Challenge	Short-term Opportunities	Longer-Term Opportunities	Partnership/ Ownership	Action	Priority (Low, Mod, High, Urgent)
Labour	Sufficient qualified, diverse, and trained labour.	Promote new programs in support of supply chain and goods movement.	Expand academic programs to include supply chain industry, aviation and aerospace, construction.	Federal, Provincial, Academia, Industry, Municipal	Expand and build on academic programs to include supply chain industry where there continues to be a shortage.	High
	Shovel ready projects should support pathways to employment for marginalized groups to gain access to apprenticeship and participate in the local economy.	Expand driving school for AZ licenses.			City procurement strategy should support local supply chain including apprenticeship development and training of skilled trades.	High
	WSIB process and future rates may be affected by COVID 19 claims.	Encourage entry into this profession.			Advocate for WSIB claims to align with the impacts of COVID-19 and uncertainties in all sectors.	High
	Jobs – Goal to get people back to work and restart the economy.	Supports Task Force over-arching principles.			<i>COVID Preparedness:</i> Advocate to the province to designate key City assets as Critical Provincial Infrastructure (Airport) and deemed essential.	
		Form effective partnerships and working relationships between City staff, stakeholders, and industry representatives within the community.			Ensure any future restrictions on construction projects does not interfere with the critical movement of goods, PPE, etc.	
		Encourage productivity through the pandemic.			City offices to reopen and accelerate process to get Hamilton moving, through return of administrative departments, council meetings, approvals, acceleration of process to encourage development.	
	Ensure administrative agencies are able to support business that have returned to work.					



Focus Area	Challenge	Short-term Opportunities	Longer-Term Opportunities	Partnership/ Ownership	Action	Priority (Low, Mod, High, Urgent)
Labour: Safety Prevention and PPE	<p>Preparedness of safety measures during subsequent waves.</p> <p>Increase safety measures including site disinfecting, deep cleaning, COVID tracing/tracking, COVID 19 site plans and other services due to COVID Pandemic.</p> <p>Management of increasing construction costs to provide safe work environments</p>	<p>Consider mandatory site testing to mitigate outbreaks.</p> <p>Understand a cost model that can be managed by business for mandatory COVID-19 site testing Public Health, Provincial or Federal Governments.</p> <p>Gain support of workers and build their confidence in the COVID-19 safety measures on site.</p> <p>Provide resources to smaller contractors with less resources to manage COVID 19 and continue to run construction firm.</p>		Provincial, Federal, Municipal	<p>Explore measures that would require mandatory testing for critical sectors (i.e. if second wave occurs) and develop rapid testing and delivery of results.</p> <p>Task Force and city stakeholders should endorse and support the COVID-19 Alert App to help assist Public Health with COVID-19 tracking and tracing.</p>	High
Labour: Safety on Building and Construction sites	<p>Proper protocols and procedures for return to work and ensuring development sites can get to full activity and strength in the safest way</p>	<p>Ensure process and procedures are in place and known by all operating on a construction site.</p> <p>Promote a diverse supply of local contractor and skilled trades</p>	<p>Ensure investment in critical infrastructure to operate construction sites is available and accessible by the construction industry</p>	Provincial, Federal, Municipal	<p>Support proper protocols and procedures for return to work and ensuring development sites can get to full activity and strength in the safest way.</p>	High

Focus Area	Challenge	Short-term Opportunities	Longer-Term Opportunities	Partnership/ Ownership	Action	Priority (Low, Mod, High, Urgent)
Building Capacity	Ensure adequate commercial warehouse space (today: bulging or not available)	Incentives and programs to attract investment to Hamilton.	Accelerate development of business parks and AEGD lands (servicing, planning, etc.)	Federal, Provincial, Municipal, and Industry	Accelerate development of business parks and AEGD lands (servicing, planning, etc.)	High
	Ensure access to programs to support infrastructure investment.	Convert vacant spaces.	Continued lobbying and advocacy, especially at provincial level.		Continue promoting Hamilton business parks as current policies make parks competitive and attractive.	High
	Construction investment will help restart economy.	Modernize government programs to access infrastructure funding programs/ incentives.	Work with other associations and stakeholders to ensure continuous collective messaging.		Accelerate future major infrastructure projects through coordinated funding through the province and federal levels of government.	High
	Ensure Provincial Plans include short-term investment projects for Hamilton businesses.	Province of Ontario is crafting its fall budget: Create a list of priority projects with solid business case support and ensure Province is in receipt before Fall 2020 Budget.	Long-term asset management planning through the ongoing maintenance of Ontario's existing infrastructure.		Advance shovel ready and "shovel worthy" core infrastructure projects (roads, transit, water, wastewater).	High
		Collective messaging to Feds and Provincial Government.			Create a list of priority projects and ensure Province is in receipt for consideration and inclusion into the Fall 2020 Budget.	High

Focus Area	Challenge	Short-term Opportunities	Longer-Term Opportunities	Partnership/ Ownership	Action	Priority (Low, Mod, High, Urgent)
Process Improvement: Expediting Processes and Improving Contract Delivery and Execution	Ensure Planning Department continues to accelerate approvals, maintain improvements to the process that have eliminated backlogs, and determine further improvements for subdivision and site plan application side.	Win with recent improvements that have included completely digital submissions, using WebEx for formal consultations, and virtual public statutory meetings are great to start, but more steps are necessary to better deal with the backlog of applications, make decisions faster, and ensure that these efficiencies carry forward into the future.	Ensuring that new or expedited process changes can continue with proper resources and staff support and ensure that expediting continues to happen at that same rate into the future.	Municipal, Provincial	Encourage the City to adopt process changes that include adequate resources and staff support.	High
	Ensure these efficiencies carry through from the start of the development application process to the building permit stage to carrying out operations on site.	Ensure flexibility to expand or modify permits/by-laws, such as alcohol and food sales.	OHBA currently lobbying for changes to Planning Act regarding subdivision control, and streamlining of site plan control processes, and streamlining archeological assessments – all will positively impact development and construction industry and expedite processes.		Ensure expediting changes can continue into the future.	High
	Appropriate and adequate financing of projects.	Outsourcing: approval of drawings that have already received Council approval; investigate other municipal processes; hiring of more staff.			Encourage hiring of more City staff.	High
		Introduction of new process for financing of projects that allows for use of surety bonds.			Encourage municipalities to accept surety bonds as financial security for projects to secure municipal agreements.	Urgent
					Lobby and advocate at provincial level and provide support for partner associations (OHBA, CHBA, other local HBA's) lobbying for similar issues and efforts.	Moderate

Focus Area	Challenge	Short-term Opportunities	Longer-Term Opportunities	Partnership/ Ownership	Action	Priority (Low, Mod, High, Urgent)
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Process Improvements: Ensuring Confidence in Hamilton and the Market for all Sectors</p>	<p>Ensure that the transportation, infrastructure, construction sectors and housing market continue to prioritize:</p> <ul style="list-style-type: none"> <li>Homes are being built and housing is available and affordable.</li> <li>Climate change and sustainability is considered and prioritized in planning.</li> <li>Tourism is restored.</li> <li>Confidence in public transit.</li> </ul> <p>The meeting of minimum parking requirements is often a challenge to meet for developers as these requirements devote a portion of land and project to parking that could be directed elsewhere (more housing units, commercial, retail etc.)</p>	<p>Reconsideration of fees for permits, applications, and processing, which all impact the cost of housing.</p> <p>Province to flex/change policies surrounding Building department reserve funds; typically only allowed to be used on administration of Building Code – encourage policy change so cities can use as part of their economic recovery strategy – certain forms of projects (multi-unit residential, affordable housing, etc.) for temporary period of 2 years to reduce permit fees to get projects started faster.</p> <p>Cash-in-lieu of parking requirements – create temporary City policy for 2-3 years that allows for a development in a certain area of City to have reduced parking requirements in exchange for cash-in-lieu of parking; this cash-in-lieu then directed to a specific fund that City can use to build a parking structure wherever the geographical area is that the policy applies to.</p>	<p>Monitor success/ effectiveness of new policy initiatives and consider carrying forward into future past temporary time periods or embedding in City policies.</p>	<p>Municipality</p>	<p>Ensure working relationships with City staff and stakeholders for collaboration on process improvements to attract new homeowners, business owners, developers, tourism etc.</p> <p>Provide new ideas to City staff and council, for joint efforts at provincial level for policy change regarding building reserve funds. WE HBA to discuss topic further with City staff in future.</p> <p>Encourage staff and Council to explore changes to parking requirements through task force as an opportunity for economic recovery and stimulus.</p> <p>Pursue stimulus funding to get projects moving.</p>	<p>Urgent</p> <p>High</p> <p>High</p>

Focus Area	Challenge	Short-term Opportunities	Longer-Term Opportunities	Partnership/ Ownership	Action	Priority (Low, Mod, High, Urgent)
Supply of Land to Support Supply of Housing	Critical to ensure a continuous supply of land and a supply of housing is available and maintained.	Ensuring available land supply into future.	Deliver on City's Strategic Plan.	Province, Municipality	Lobbying and advocacy at provincial level with growth-related policies and land needs assessments to ensure land supply will continue or if boundary expansions are necessary.	High
	Goal of ensuring there is enough land to produce more housing, and housing that is affordable.	Make Hamilton attractive to outsiders. Find ways to keep people living in the City and to attract future homeowners and residents to locate in Hamilton.	Growth to meet the housing demands (to 2051), need to speed up the overarching planning to ensure adequate supply.		Build on existing municipal incentives to encourage new housing and affordable housing options.	High
			Fill the housing need, keep people living and working in Hamilton.		Keep people living and working in Hamilton with continued support to the housing and development industry.	Moderate
Lobbying and Advocacy	Ensure that at the municipal level, Councils are aware of the challenges the industry is facing but also the provincial and national government are continuously aware of the home builder side of concerns.	Continue lobbying and advocating for all issues going on in the industry right now, so at the political level not only are municipalities aware but higher levels of government as well.	In the long term, WE HBA, and provincial and federal counterparts (OHBA and CHBA) must continue lobbying and advocating for all issues in industry at all levels to ensure awareness of local concerns.	Federal, Provincial, Municipal, and Industry	Advocacy and awareness. Encourage partnerships and collaborations with similar stakeholders for collective messaging and lobbying efforts at provincial and federal level.	Moderate Moderate

Focus Area	Challenge	Short-term Opportunities	Longer-Term Opportunities	Partnership/ Ownership	Action	Priority (Low, Mod, High, Urgent)
Development Industry as a Tool for Economic Recovery – Jobs and Infrastructure	Attract development to Hamilton.	Investments in the downtown core.		Federal, Province, Municipal, and Industry	Support lobbying efforts for economic and job-related efforts with development and industry associations.	Moderate
	Prioritize infrastructure stimulus.	Identify key industries aligned to business priorities and pursue.			Ensure construction and development are “essential” and will not get shut down again.	Urgent
	Ensure that development keeps moving forward and safely, with no future shutdowns of job sites even if a second wave happens, as the housing industry provides so many different sectors of employment.	Consider changes to the development charges, incentives, jobs for presentation to the Province and the Federal Government.			Encourage City Council to support the initiative of a home renovation tax credit at other levels of government – OHBA pushing for a provincial HRTC as an economic stimulus as it provides an effective tool for combating underground ‘cash’ economy and protects integrity of renovators, contractors etc. as well as the provincial tax base.	Moderate
		Competitive assessment of other regions/ provinces.			Ensure incentives provided by the government has obligations to keep investment and create sustainable jobs in the region.	Moderate
		Advance servicing and development into business parks.				



**APPENDIX A – LIST OF WORKING GROUP TASK FORCE MEMBERS**

Project Sponsor	Janette Smith, City Manager
Mayor	Mayor Fred Eisenberger
City Councillors	John-Paul Danko, Ward 8 Nrinder Nann, Ward 3 Terry Whitehead, Ward 14
Chair	Ron McKerlie, President, Mohawk College
Vice-Chair	Terri Johns, Board Member, West End Home Builders Association

**Resource to the Working Groups:**

Judy Travis, Executive Director, Workforce Planning Hamilton  
Anthony Marco, President, Hamilton District Labour Council  
Ron McKerlie, President, Mohawk College

**WORKING GROUP 1: Small Business, Restaurants, Main Street Areas & Non-Profits**

Chair  
Patti Hall, Executive Director, The Stoney Creek Chamber of Commerce  
Kerry Jarvi, Executive Director, Downtown Hamilton BIA  
Erin Dunham, Owner, The Other Bird  
Kelly Duffin, President and CEO, Amity Goodwill

**WORKING GROUP 2: Manufacturing & Life Sciences**

Chair  
Gay Yuyitung, Executive Director of the McMaster Industry Liaison Office (MILO), McMaster University  
Ty Shattuck, Chair, Synapse Life Science Consortium  
Henry Wegiel, AMD's Director of Government and Trade Relations



**WORKING GROUP 3: Agriculture & Circular Economy**

Co-Chairs                Drew Spoelstra, Chair of Agriculture & Rural Affairs Committee  
                                 Matteo Patricelli, Executive Director, Flamborough Chamber  
                                 of Commerce

**WORKING GROUP 4: Arts & Culture**

Chair                      Florencia Berinstein, Executive Director, Workers Art &  
                                 Heritage Centre  
                                 Lisa La Rocca, Director of Operations, Sonic Unyon Records  
                                 Bob Munroe

**WORKING GROUP 5: Tourism & Hospitality**

Chair                      Brian Lubbers, General Manager, Courtyard by Marriott  
                                 Rondalyn Brown, Manager, Westfield Heritage Village  
                                 Matt Afinec, President & COO of Business Operations,  
                                 Hamilton Tiger-Cats & Forge FC

**WORKING GROUP 6: Workplace & Office**

Chair                      Rob McCann, Founder, Clearcable Networks  
                                 Kim Martin, Executive Director, Social Planning and Research  
                                 Council of Hamilton  
                                 Keanin Loomis, President & CEO, Hamilton Chamber  
                                 of Commerce

**WORKING GROUP 7: Transportation, Building & Infrastructure**

Chair                      Mark Ellerker, Business Manager, Hamilton-Brantford Building and  
                                 Construction Trades Council  
                                 Terri Johns, Board Member, West End Home Builders' Association  
                                 Cathie Puckering, President and CEO, Hamilton International Airport

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November 2020