

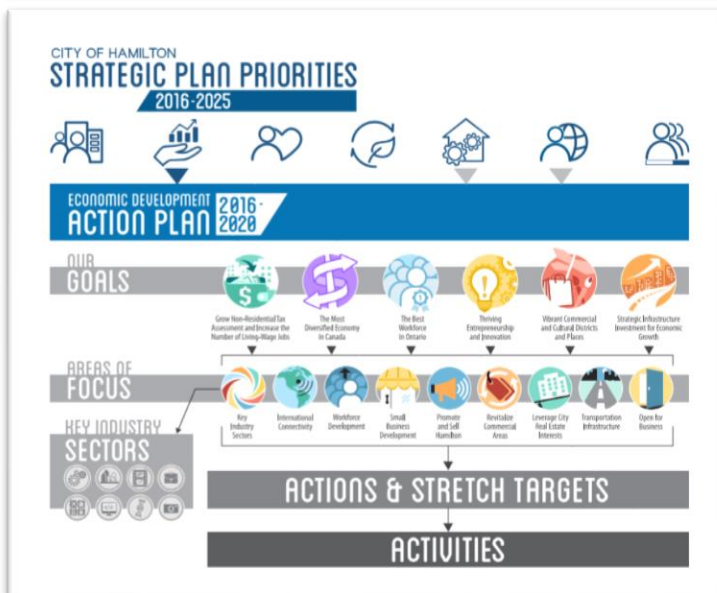


2021-2025 ECONOMIC DEVELOPMENT **ACTION PLAN**

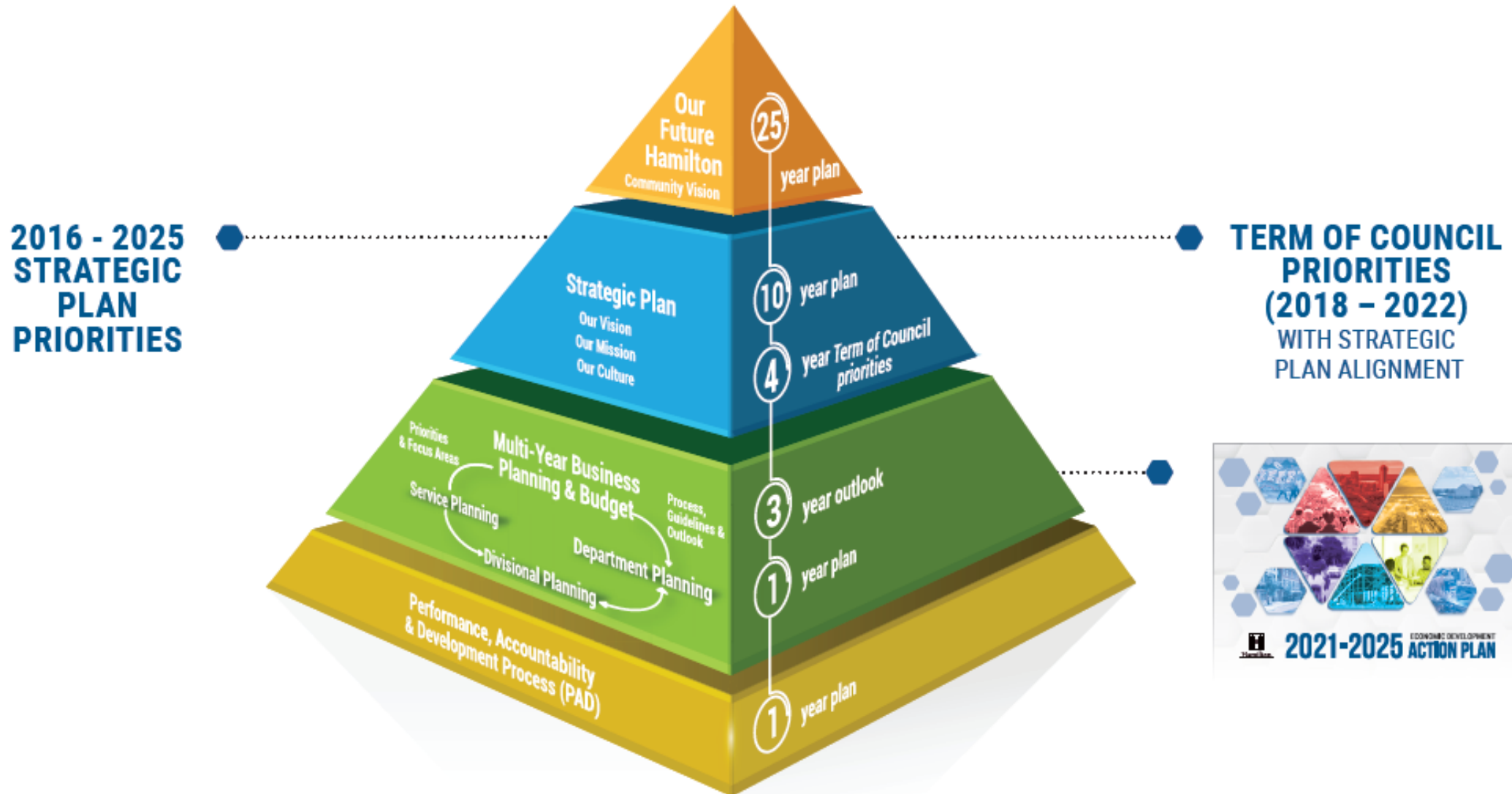
Recap of the 2016-2020 EDAP



- On December 7, 2016, the 2016 – 2020 EDAP was presented to and approved by City Council.
- The 2016-2020 EDAP communicated the six high level goals identified by stakeholders as priorities, and further identified the nine areas of focus that staff would concentrate efforts and resources on to realize those goals.
- The EDAP identified eleven measurable stretch targets and 61 specific actions that staff would pursue over the five year period.
- Actions Completed or Performed – 52 of 61 (85%)
- Stretch Targets Achieved or Nearly Achieved – 7 of 11 (64%)



2021-2025 EDAP Alignment



Stakeholder Engagement

City of Hamilton
COVID-19 Business
Impact Survey (2020)
– 1000+ respondents



Vital Signs
2021 Report



2021-2025 EDAP
Stakeholder
Engagement (2020)
– 100+ respondents



Hamilton
Chamber of
Commerce
Policy document



Just Recovery
Policy Paper



Mayor's
Taskforce
for Economic
Recovery Report



City of Hamilton Business
Impact & Workforce Needs
Survey (2021) –
1500+ respondents



Internal City
Department
Engagement



2019 Our Future
Hamilton Summit
(Economic Prosperity)
300+ participants



Hamilton Key Industry
Sector Outreach
(2020-2021) –
100+ participants



Invest Hamilton
Partnership
Engagement
calls



Six Priorities



- ▶ **FACILITATING A SKILLED AND ADAPTABLE WORKFORCE**
- ▶ **ENHANCING DIGITAL INFRASTRUCTURE AND SERVICES**
- ▶ **GROWING BUSINESS AND INVESTMENTS**
- ▶ **MOVING GOODS AND PEOPLE**
- ▶ **REVITALIZING PRIORITY AREAS AND PLACEMAKING**
- ▶ **BUILDING TRANSFORMATIONAL PROJECTS**

77 Identified Actions

Within these six Priorities, a total of 77 Actions have been identified based on the following criteria:

- Addresses opportunities for improvement identified by stakeholders;
- Directly and positively impacts the advancement of Hamilton's economy;
- Provides a positive return on any investment of funds or staff time;
- Utilizes existing strengths or capacity of the City or its partners;
- Attracts funding from external sources to deliver valuable programs, services or projects;
- Contributes to shared and equitable economic growth that benefits all Hamiltonians; and
- Positions Hamilton for a sustainable economic future that achieves the City's climate goals and contributes to climate resiliency.





FACILITATING A SKILLED AND ADAPTABLE WORKFORCE

Focusing on attracting, training, retaining and enabling Hamiltonian's full participation in the local economy.

Identified Actions - 11

Facilitating a Skilled and Adaptable Workforce

Key Opportunities

Newcomer Workforce Engagement

Scaling the Pathways for Building In-Demand Skills

Our Commitment to Equity, Diversity & Inclusion





ENHANCING DIGITAL INFRASTRUCTURE AND SERVICES

Guiding and enabling digital service delivery and expanding Hamilton's access to digital infrastructure to support current and future technology.

Identified Actions - 9

Enhancing Digital Infrastructure and Service

Key Opportunities

A Strategic Roadmap for the City's Digital Future

Bridging the Digital Divides Relating to Infrastructure, Equipment, Access, Equity, Inclusion and Ability (Digital Literacy)

Public/Private Initiatives Establishing Hamilton as an Innovation/Demonstration Centre





GROWING BUSINESS AND INVESTMENT

Facilitating the attraction, retention and growth of businesses in Hamilton to maintain and grow its position as a leading contributor to the national and global economy.

Identified Actions - 18

Growing Business and Investment

Key Opportunities

Supporting and Growing Key Industry Sectors

Promoting and Selling Hamilton

Pursuing National/International Opportunities





MOVING GOODS AND PEOPLE

Designing, creating, delivering and maintaining an efficient and effective mix of transportation modes built for the needs of today and built with the capacity to meet the needs of tomorrow.

Identified Actions - 13

Moving Goods and People

Key Opportunities

Designing Complete Streets

Public Transit as an Economic Driver

Greening our Transportation

Leveraging, Promoting and Growing our
Transportation Infrastructure Advantage





REVITALIZING PRIORITY AREAS AND PLACEMAKING

Contributing to the recovery and transformation of key commercial areas and corridors to enable their evolution into culturally significant community places over the next 25 years.

Identified Actions - 13

Revitalizing Priority Areas and Placemaking

Key Opportunities

Encouraging Growth, Investment and Activity in the Community Downtowns and Commercial Areas to meet the Future Needs of Consumers

The Continued Renaissance of Downtown Hamilton

Intensification within our Growth Areas





BUILDING TRANSFORMATIONAL PROJECTS

Facilitating the completion of transformational infrastructure and development projects to catalyse future growth and community improvement efforts.

Identified Actions - 13

Building Transformational Projects

Key Opportunities

Growth Enabling Infrastructure

Intensification and Optimization of Strategic Business Lands

Memorable and Inviting Public Spaces and Places



Stretch Targets

1. Add seven million square feet of new Industrial/Commercial space
2. Generate a total of \$2.5 billion in Industrial/Commercial construction value
3. Increase new gross commercial/industrial assessment by 1.5 % per year
4. Triple the municipal tax assessment on the Stelco lands
5. Increase Hamilton's shovel-ready land supply by 500 acres
6. Increase immigration to Hamilton by 25% by 2025 (2019 IRCC reported immigration admissions for Hamilton as the baseline)
7. Create and maintain a list of 1,000 living wage employers in Hamilton
8. Achieve an average ground-floor commercial storefront occupancy of 90% across the Business Improvement Areas
9. Reduce downtown office vacancy rate to pre-pandemic levels (2019 as benchmark)
10. Invest a minimum of \$1 million in tourism development from the Municipal Accommodation Tax program
11. Attract five major events that generate a total combined economic impact of at least \$50 million
12. Increase transit ridership to pre-pandemic ridership levels by 2023
13. Generate \$1 million in direct City revenue from film production activity within Hamilton

Communicating Results

STRATEGIC OUTREACH

- Media Releases
- Interviews, Meetings, Presentations
- Familiarization Tours
- Event Participation and Sponsorship

WEBSITES

- City of Hamilton
- Invest In Hamilton
- Tourism Hamilton
- Hamilton Business Centre

COMMUNICATING RESULTS

SOCIAL MEDIA

- City of Hamilton
   
- Invest In Hamilton
   
- Tourism Hamilton
   
- Hamilton Business Centre
   

PRESENTATIONS TO COUNCIL

- Annual 2021-2025 Economic Development Action Plan Update
- Other Information/Recommendation Reports

E-NEWSLETTERS

- Invest in Hamilton e-newsletter
- Tourism e-newsletter
- Updates provided to local Chambers of Commerce
- Updates provided to Hamilton's 13 BIAs



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