





CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division
and
Tourism and Culture Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	October 20, 2021
SUBJECT/REPORT NO:	2021-2025 Economic Development Action Plan (PED21001) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Graeme Brown (905) 546-2424 Ext. 2363
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	 Carrie Brooks-Joiner Director, Tourism and Culture Planning and Economic Development Department 

RECOMMENDATION

- (a) That the City of Hamilton “2021-2025 Economic Development Action Plan” (Plan), attached as Appendix “A” to Report PED21001, be approved;
- (b) That staff be directed to implement Actions contained in the 2021-2025 Economic Development Action Plan that do not require a change to policy or additional financial and staffing resources;
- (c) That Actions contained in the 2021-2025 Economic Development Action Plan which have policy, financial or staffing implications be the subject of reports back to the appropriate Committee for approval prior to implementation.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

EXECUTIVE SUMMARY

The Economic Development Division and the Tourism and Culture Division have jointly led the creation of 2021-2025 Economic Development Action Plan (EDAP). Building on the 2016-2020 Economic Development Action Plan, the new Plan articulates stakeholder validated opportunities and Priorities for the next five years. The EDAP has been designed to be a City-wide document that is visionary, representative, concise and action oriented.

The EDAP is aligned to the City of Hamilton's 2016-2025 Strategic Plan and its seven Priorities, as well as the Term of Council Priorities. It primarily focuses on the Economic Prosperity and Growth priority of the City's 2016-2025 Strategic Plan by leveraging the existing capacity and strengths of our local economy and by pursuing Initiatives and Actions to stimulate or facilitate growth.

The EDAP identifies 77 Actions to be completed over the next five years as well as Annual Performance Indicators and Stretch Targets that will help to quantify the impacts of the Plan.

The document has been informed by extensive stakeholder consultation, research, surveys, and improved understanding and consideration of Equity, Diversity and Inclusion as well as Climate Change.

The EDAP has identified six Priorities for the next five years, which are:

- Facilitating a Skilled and Adaptable Workforce;
- Enhancing Digital Infrastructure and Services;
- Growing Business and Investments;
- Moving Goods and People;
- Revitalizing Priority Areas and Placemaking; and,
- Building Transformational Projects.

Within these six Priorities, a total of 77 Projects and Initiatives (called Actions) have been identified. An expanded Performance Measurement Section, which now includes several annual performance indicators to track and report on annually to complement ambitious Stretch Targets as first featured in the 2016-2020 Economic Development Action Plan. The ongoing status of those Actions, Indicators and Stretch Targets will be

communicated to stakeholders through an annual update to Committee in the second quarter of each preceding year.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: All recommended Actions identified in the proposed EDAP will either be managed within the existing budget allocations or will be contingent upon securing the necessary financial resources.

Staffing: All recommended Actions identified in the proposed EDAP will either be managed within the existing staff complement or will be contingent upon securing the required human resources.

Legal: There are no known material legal issues relating to the recommended Actions identified in the proposed EDAP.

HISTORICAL BACKGROUND

Council approved the previous 2016-2020 Economic Development Action Plan on December 7, 2016. The 2016-2020 Action Plan included a number of specific Actions and Stretch Targets identified through stakeholder engagement that City staff and the larger community worked towards achieving. In January 2021, staff provided a final update of the 2016–2020 Action Plan to Council which demonstrated that the majority of Actions and Targets had been achieved (see Appendix “B” to Report PED21001).

The approved City of Hamilton 2016-2020 Economic Development Action Plan received an Award of Excellence from the Economic Development Council of Ontario in 2017 in the Strategic Document Category.

In late 2019, staff from the Economic Development Division and the Tourism and Culture Division began working on an updated five-year Action Plan. The original timeline for the completion of the 2021-2025 Action Plan was late 2020, however the onset of the global pandemic prompted a modification to the Project timeline to accommodate the evolving priorities of stakeholders and the changes to the City’s economic landscape.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The EDAP is aligned to the City of Hamilton’s 2016-2025 Strategic Plan and its seven Priorities, as well as the Term of Council Priorities. The EDAP is intended to be the primary Plan within the City of Hamilton to advance the Economic Prosperity and

Growth Priority as well as directly supports the advancement of the Built Environment and Infrastructure, Culture and Diversity, Community Engagement and Participation, as well as the Our People and Performance Priorities.

RELEVANT CONSULTATION

A significant amount of stakeholder engagement was undertaken to guide the creation of the 2021-2025 Economic Development Action Plan. The engagement methodologies used and the timeline in which the engagement activities were undertaken were adjusted as a result of the pandemic, however, a large amount of relevant, actionable and high-quality input was received.

The target audience for the engagement activities was broad including the owners and operators of businesses and support organizations across all industry sectors as well as the general public and City staff. To accomplish broad community engagement efforts, staff worked with the City of Hamilton's Community Initiatives section to leverage their insights and stakeholder reach through their Our Future Hamilton initiative, which resulted in an "Economic Growth and Prosperity" half-days summit in late 2019 targeted primarily towards not-for-profit community service providers and the general public, with over 300 registered participants. The City's new public engagement platform "Engage Hamilton" was also used to host and facilitate access to a Stakeholder Engagement Survey in September 2020 targeting both businesses and the general public that was widely distributed and yielded a large number of participants.

The business community, including the Invest In Hamilton partners (a group consisting of the City's large public sector education and health institutions as well as business representing organizations such as all local Chambers of Commerce) were engaged across a number of initiatives that included one-on-one engagement with City staff, focus groups and two business specific surveys that yielded a record number of qualified respondents. In addition to those direct engagement activities, in 2020, a cross sectoral group of business and community leaders were assembled as The Mayor's Taskforce on Economic Recovery (The Task Force) to provide input and recommendations relating to Economic Development issues arising from or amplified by the pandemic and its impact on Hamilton. The Task Force's final Report to Council also informed the content of the EDAP.

Staff from across the Corporation were also engaged, and related Economic Development activities were identified and included in the EDAP.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Influenced by research and stakeholder feedback, the changing impacts of the pandemic on the economy, as well as an improved understanding of and priority to pursue improvements relating to Equity, Diversity and Inclusion and Climate Change, the EDAP has identified six Priorities for the next five years:

Facilitating A Skilled and Adaptable Workforce

Focusing on attracting, training, retaining and enabling full participation of Hamiltonians in the local economy to meet the current future needs of our community in partnership with local stakeholders and external funders.

Enhancing Digital Infrastructure and Services

Guiding and enabling the transformation of service delivery to include effective digital first options and pursuing the expansion of the City of Hamilton's access to digital infrastructure to support the technologies of today and tomorrow.

Growing Business and Investments

Facilitating the attraction, retention and growth of businesses in Hamilton, both locally and globally to maintain and grow Hamilton's established position as a leading national economy and important contributor to the global economy.

Moving Goods and People

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

Revitalizing Priority Areas and Placemaking

Investing in the promotion and contributing to transformation of important commercial areas and corridors back into the vibrant spaces and places they were pre-pandemic and enabling their evolution into the major culturally significant community places they will become over the next 25 years.

Building Transformational Projects

Facilitating the growth and development of the City of Hamilton through the completion of transformational infrastructure and development Projects that will be catalysts for future growth and community improvement efforts.

Within these six Priorities, a total of 77 Actions (Projects and Initiatives) have been identified. An expanded Performance Measurement Section includes a number of key Annual Performance Indicators, as well as ambitious Stretch Targets. The ongoing status of those Actions, Indicators and Stretch Targets will be communicated to stakeholders through an annual update to Committee.

The updated five-year Action Plan primarily focuses on the Economic Prosperity and Growth Priority of the 2016-2025 Strategic Plan by leveraging the existing capacity and strengths of our local economy and by pursuing Initiatives and Actions that Economic Development stakeholders have identified as being priorities towards stimulating or facilitating growth. The EDAP identifies numerous Actions to be completed over the next five years as well as realistic and measurable Targets that will help to quantify the material impacts of the activities of staff and the wider Hamilton business ecosystem towards the enhancement of the competitiveness of our City in attracting, retaining and growing businesses.

ALTERNATIVES FOR CONSIDERATION – N/A

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

Built Environment and Infrastructure

Hamilton is supported by state-of-the-art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

APPENDICES AND SCHEDULES ATTACHED

- Appendix "A" to Report PED21001 – City of Hamilton 2021-2025 Economic Development Action Plan
- Appendix "B" to Report PED21001 – 2020 Annual Report on the 2016-2020 Economic Development Action Plan Progress (PED20203)

GB/jrb