



Hamilton

2021-2025 ECONOMIC DEVELOPMENT ACTION PLAN

MESSAGE FROM THE MAYOR & COUNCIL

The Economic Development Action Plan (EDAP) is a blueprint for our community's priorities- how we plan to grow, how commerce can shape consciousness and how all Hamiltonians can play a part in building a more equitable and inclusive economy. Over the past five years, Hamilton has enjoyed extensive economic success, including consistent national and international rankings as one of the top places in Canada in which to invest and several billion dollars in new construction activity. There are cranes in the skies, significant activity in our business parks and new gains in science, technology and digital services.

This success is a reflection of the great work from our community in many forms and extensive consultations with individuals and groups from across the city over the past year and-a-half worked to ensure that this plan is as inclusive as possible- consultations that continued despite the spread of the Covid-19 pandemic across our community. These consultations laid bare the deep need for a plan that not only focused on growing non-residential tax assessments, but doing so with a clear focus on climate change and equity, diversity and inclusion. The EDAP will also serve to advance Council's Economic Prosperity & Growth priority and is aligned to the City of Hamilton's 2016-2025 Strategic Plan and its seven Priorities – ensuring strong corporate support for the EDAP's six priorities.

With those principles in mind, during the early days of the pandemic I created a Mayor's Task Force on Economic Recovery to look ahead and plan not only for the future of our economy, but the future of our community. It became quite clear through this extensive and collaborative community effort that three areas of focus were critical in influencing this Economic Development Action Plan: Labour Force Growth, Climate Change and Equity, Diversity and Inclusion. It also became quite clear that recovery efforts will require the support of both the Federal and Provincial governments to ensure that Hamilton's economic progress continues for years to come.

That is why this iteration of the City of Hamilton's Economic Development Action Plan is also a living document that aims to address recovery efforts post-pandemic and provide the services needed to those economic sectors that require it the most. As Hamilton recovers from the pandemic's impact, there is an opportunity to transform the city, businesses and industries to be more sustainable and equitable.

Over the past several years, our economy grew through our collective efforts and now recovery from one of the most devastating pandemics in a century will require our collective efforts once again.

On behalf of Hamilton City Council, I encourage you to take a moment to read our plan, understand where our economy is headed and of course contact us when you are ready to invest in Hamilton.



Fred Eisenberger, Mayor, City of Hamilton

MESSAGE FROM THE MAYOR & COUNCIL *CONT.*



Back Row: Councillor Tom Jackson, Councillor Maureen Wilson, Councillor Terry Whitehead, Councillor Terry Whitehead, Councillor Jason Farr, Councillor Arlene VanderBeek, Councillor Brad Clark, Councillor John-Paul Danko, Councillor Chad Collins, Councillor Sam Merulla

Front Row: Councillor Nrinder Nann, Councillor Esther Pauls, Councillor Brenda Johnson, Mayor Fred Eisenberger, Councillor Judi Partridge, Councillor Maria Pearson, Councillor Lloyd Ferguson

EXECUTIVE SUMMARY

The 2021-2025 Economic Development Action Plan is a city-wide document that aims to be visionary, representative, concise and action oriented. The development of the Economic Development Action Plan was jointly led by the Economic Development Division and the Tourism and Culture Division of the Planning and Economic Development Department.

The Action Plan is aligned to the City of Hamilton's 2016-2025 Strategic Plan, advancing the seven City Priorities and the identified Term of Council Priorities. The 2021-2025 Economic Development Action Plan is the primary City of Hamilton plan that focuses on advancing the Economic Prosperity & Growth priority. The Plan supports the advancement of the Built Environment & Infrastructure and Culture & Diversity priorities and embraces the Community Engagement and Participation and the Our People and Performance priorities.

The content has been informed by research, stakeholder feedback on the current and the expected long-term economic situation, and the prioritization of Equity, Diversity and Inclusion and Climate Change.

The resulting six priorities have been established for the 2021-2025 Economic Development Action Plan:

- ▶ **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**



Within these six priorities, a total of 77 Actions have been identified along with several economic development progress indicators and stretch targets.

Over the next five years, staff will pursue completion of the actions and report upon the progress and associated outcomes in an annual update to Hamilton City Council and community stakeholders.

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INTRODUCTION

The City of Hamilton has one of the most diversified economies in Canada – a product of the City’s rich history of innovation, the quality of its labour force, its numerous geographic advantages and the efforts of Hamilton’s business community and institutions. The City of Hamilton’s Economic Development mandate is to retain and create living-wage jobs, increase the non-residential tax base, and increase Hamilton’s attractiveness as “the best place to raise a child and age successfully”. This mandate is consistent with and aims to address several themes in the city’s community-led 25 year vision for the future which was launched in 2016 – Our Future Hamilton.

This document – the 2021-2025 Economic Development Action Plan – is an update and extension of the previous award-winning 2016-2020 Economic Development Action Plan, but has been created during a time which is very different than five years ago. The growing global awareness of the urgency around global warming and the impacts of climate change, the importance of actively championing and pursuing equity, diversity and inclusion within our society, and the devastating impacts of the global pandemic on the global population and its economies provide new lenses in which economic development priorities need to be viewed, actioned and measured.

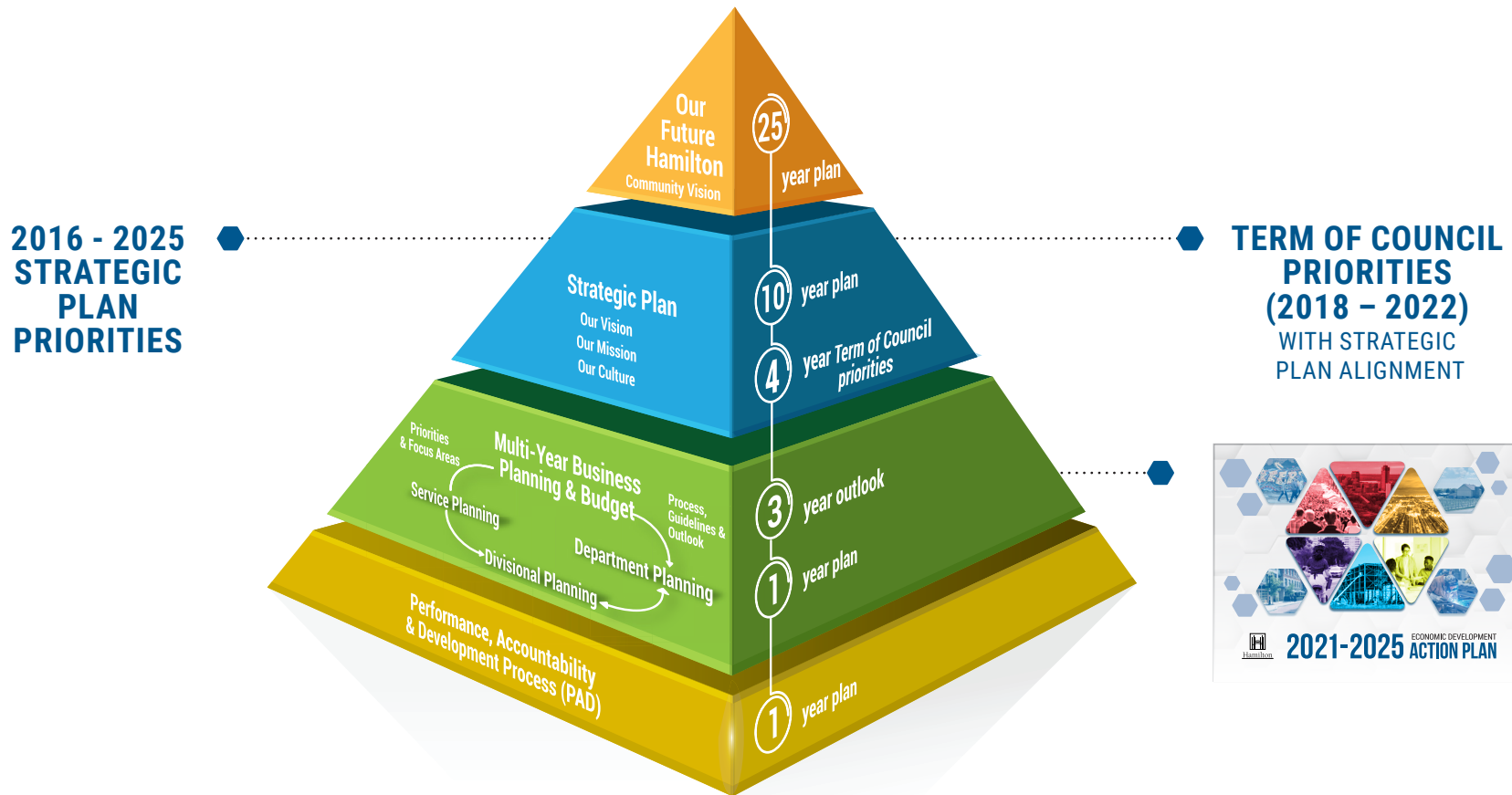
The objective of the 2021-2025 Economic Development Action Plan is to put forward a strategy to maintain and sustain our economy as we collectively navigate the global pandemic, continue to pursue economic growth opportunities based on Hamilton’s current economic strengths and momentum and the current and forecasted global landscape, leveraging the insights and feedback from our business owners, developers, citizens, anchor institutions and City Council.

As always, we encourage and welcome feedback on this document, which is intended to be a “living” document, that is constantly being updated and amended as circumstances warrant, and where progress on the actions are regularly communicated to our stakeholders.



CITY OF HAMILTON'S STRATEGIC PLAN

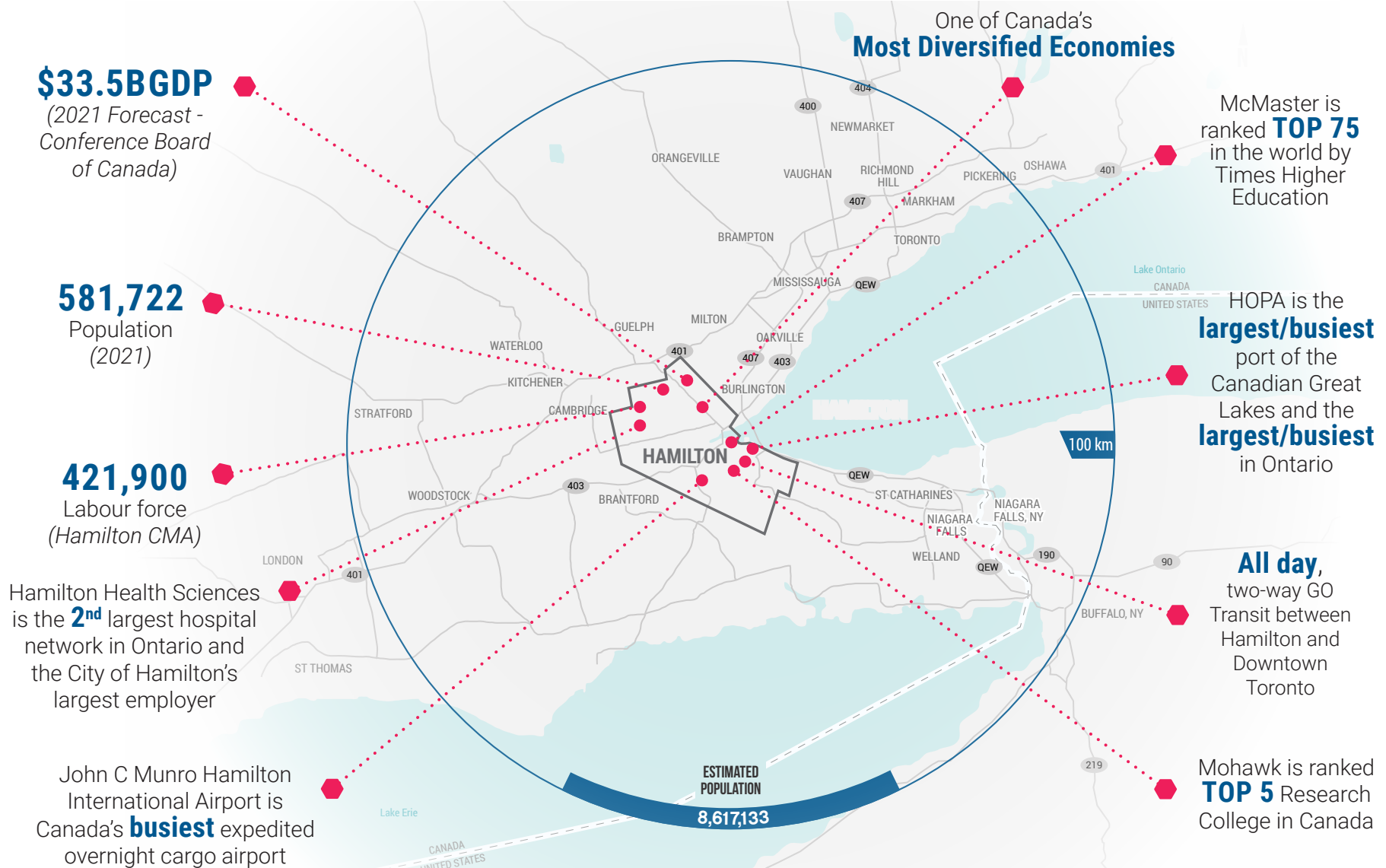
In September 2016, The City of Hamilton adopted the 2016-2025 Strategic Plan to support the Our Future Hamilton long term community vision. The ten-year City of Hamilton Strategic Plan and its seven identified priorities is supported by a number of short/medium term plans from various City of Hamilton Departments and Divisions, one of which is the 2021-2025 Economic Development Action Plan.



The 2021-2025 Economic Development Action Plan aligns with and supports the seven identified priorities in the City of Hamilton's 10 Year Strategic Plan and the eight 2018-2022 Term of Council Priorities, with specific focus on those priorities relating to the growth, development and health of Hamilton's economy.

HAMILTON'S ECONOMIC LANDSCAPE

The City of Hamilton is located in the middle of Canada's most densely populated and economically advanced region and has all the amenities to make it the ideal location for businesses and their workforces to locate and grow.



HAMILTON'S ECONOMIC LANDSCAPE *CONT.*

TOP 7
Intelligent Community
(2018, 2020)



Canadian Cities
for Youth -
2nd overall (2021)

15,782
number of businesses
with employees in Hamilton



238KM
of street cycling
infrastructure

63,936
Post secondary
enrollment



154KM
of major
multi-use trails

Agriculture **\$1B**
economic driver



A Designated **Foreign
Trade Zone Point**

\$6.5B+
estimated building permit
values (2016-2020)



1 in 4 Hamiltonians
were born in another
country (2016 Census)

6.3M sq. ft.
of Commercial/
Industrial added
from 2016-2020



30,000
People who live in Hamilton
work in the Creative Industries

3rd largest cluster of film
businesses in Canada



Recognized as **7th**
in the world for
independent musicians
per capita

ENGAGEMENT OF STAKEHOLDERS

City of Hamilton staff engaged numerous stakeholders to understand their experience and incorporate their input into this strategic document. The planned actions address directly the opportunities for advancement and improvement identified by our partners, businesses, colleagues and citizens. The engagement process included significant effort to capture the voice and thoughts of businesses and general public and required modified strategies due to the global pandemic. Despite a challenging environment, there was strong response to engagement from all contributors to Hamilton's economy.



The suggestions, ideas, opportunities and areas of concern provided by stakeholders through the above channels influenced the 2021-2025 Economic Development Action Plan's priorities and actions. They also cemented the importance of having labour force development, climate change, public transportation, housing, and equity, diversity and inclusion initiatives and considerations included in this plan.

2021-2025 PRIORITIES



There has been a tremendous amount of development and growth occurring in the City of Hamilton over the last ten years, as a growing number of businesses and workers have chosen to live, invest and build here. The next five years will be a crucial time in the history of the City, as we work to maintain the momentum that was partially disrupted by the global pandemic, and we collectively build a stronger and more equitable economy for the future. The 2021-2025 Economic Development Action Plan identifies six key Priorities, based on the input provided by stakeholders during our stakeholder engagement activities.

▶ **FACILITATING A SKILLED AND ADAPTABLE WORKFORCE**

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

▶ **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.

▶ **GROWING BUSINESS AND INVESTMENTS**

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

▶ **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.

▶ **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.

▶ **BUILDING TRANSFORMATIONAL PROJECTS**

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

2021-2025 PRIORITIES *CONT.*

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; and
- ◆ Attracts funding from external sources to deliver valuable programs, services or projects.
- ◆ Contributes to shared and equitable economic growth that benefits all Hamiltonians
- ◆ 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

There is no larger factor to the success of an organization than its employees. Insights gathered from current and prospective Hamilton businesses confirm that attracting and retaining a skilled workforce is a top priority. The advancement of workplace technologies, a growing digital economy and an aging workforce, means that cities must have a large and skilled labour force if they want to attract and retain globally competitive businesses. Hamilton currently benefits from a skilled labour force and has a strong network of organizations that deliver a variety of training and educational services. However, turnover in the aging workforce and the rapid growth in traditional and emerging industries could result in a significant skills shortage and lost opportunities.

WHAT WE ARE ALREADY DOING

- Partnering, collaborating and supporting workforce development organizations in the City of Hamilton that are delivering local workforce development services
- Collaborating with post-secondary institutions on workforce development and retention related initiatives
- Working in collaboration with post-secondary institutions on the attraction and retention of international students
- Delivering provincially and federally funded workforce development related programs and initiatives
- Supporting and celebrating newcomers and the contributions they are making in our City

Key Opportunities

NEWCOMER WORKFORCE ENGAGEMENT

The City of Hamilton has, throughout its history, benefitted immensely from the arrival of newcomers to the city from all parts of the world. These new residents inject valuable skills, experiences, ideas and capital into our local economy.

While many Hamiltonians have family stories of ancestors immigrating to Canada and starting successful careers, the barriers to employment and engagement are more significant for newcomers today. Expediting the integration of newcomers into the city and the local labour force is essential to our city's future success.



SCALING THE PATHWAYS FOR BUILDING IN-DEMAND SKILLS

As industries continue to change and people's career paths evolve, individuals need to adapt and upgrade their skillsets to be successful in their current jobs, advance within their field, or pursue other types of work.

It is critically important that our current and future labour force has both the information and means to navigate these changes. Access to employer insights into in-demand skills/credentials, knowledge about growing sectors and the forecasted labour requirements, and ensuring that appropriate training programs have the necessary capacity locally to fill that demand will be essential to the creation and maintenance of a future-ready labour force.



Key Opportunities

OUR COMMITMENT TO EQUITY, DIVERSITY & INCLUSION

Equity, diversity and inclusion work demands our collective responsibility – at all levels – and recognition that progress underway must continue in order to build an inclusive community for all. Canadians are demanding more of government and businesses to make meaningful and lasting improvements in how they operate to ensure that everyone is treated respectfully, fairly and given equal opportunity to participate in society.

There is growing evidence that businesses pursuing improvements in Equity, Diversity and Inclusion yield above average benefits.



Facilitating a Skilled and Adaptable Workforce

- 1 Approve and implement the Hamilton Immigration Partnership Strategy
- 2 Review the CityLAB Program for the purposes of potential continuation and expansion
- 3 Design and deliver an annual Local Economy and Workforce Needs business survey
- 4 Assign a Workforce Development "lead" within the Economic Development Division
- 5 In collaboration with the workforce development community, create and implement a Workforce Attraction, Retention & Development (Talent) Strategy
- 6 Collaborate with local industry to create an integrated jobs portal
- 7 Implement a Future of Work series that acts as an experiential conduit between learners/jobseekers and employers to allow local companies to inform future employees of job and career opportunities available in Hamilton
- 8 Explore the development of a Talent Pipeline program
- 9 Implement a Hamilton Collaborative Talent Zone space where industry and local partners focus on teaching and closing any skills gaps in the Hamilton workforce
- 10 Apply to participate in the Municipal Nominee Program
- 11 Partner with the workforce and business community to identify employment programs, work development opportunities and initiatives in Hamilton focused on equity-seeking groups, groups disadvantaged by discrimination and marginalized communities in order to recommend future strategies to address existing needs and gaps



ENHANCING DIGITAL INFRASTRUCTURE AND SERVICES

Society is evolving rapidly, powered by the advancement and adoption of technologies that continue to impact how people live and interact with each other. The global pandemic has only accelerated this shift, where digital channels have become the predominant or sole channel for commerce and service delivery. Yet, the speed and intensity of digital evolution varies greatly across nations and localities; it is influenced by the local digital infrastructure, the speed at which business and government develop and implement value-adding technology, and the citizenry's means of adopting and benefiting from those improvements. The City of Hamilton has received international recognition for its efforts to build an "Intelligent Community", and the actions we take over the next five years will only enhance our infrastructure and services and increase community access.

WHAT WE ARE ALREADY DOING

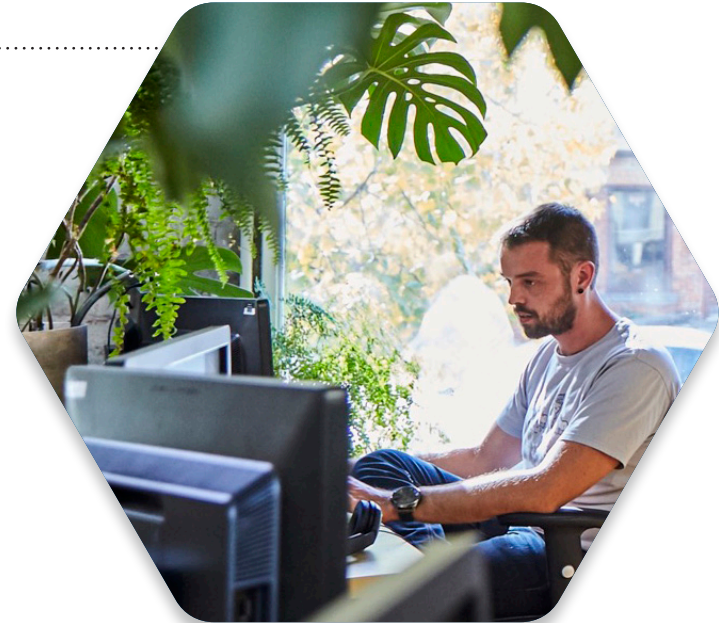
- Increasing the amount of city services available online and amenable to receiving electronic submissions and payments
- Investing in initiatives that maintain and grow the City of Hamilton's free public wireless/wi-fi network
- Advocating for service enhancing investments in Hamilton by national and regional telecommunications providers
- Attracting businesses to locate and grow in Hamilton and bring their technologies, expertise and capabilities into our City
- Collaborating with local organizations and higher levels of government to design and implement programs to increase the digital capacity and capabilities of all Hamiltonians
- Collaborating with community partners to facilitate and promote several innovation testbeds including the Autonomous Vehicle Innovation Network and digital infrastructure testbeds

Key Opportunities

A STRATEGIC ROADMAP FOR THE CITY'S DIGITAL FUTURE

The sudden widescale need to work remotely during the pandemic, provided the catalyst for enhanced digital service delivery and technology-enabled continuous improvement initiatives within the City of Hamilton.

This shift has enabled the creation and piloting of many independent initiatives that have demonstrated their on-going value to internal and external stakeholders. A City-wide and strategically prioritized roadmap for the next 5-10 years will enable an increasing level of digital service.



BRIDGING THE DIGITAL DIVIDES RELATING TO INFRASTRUCTURE, EQUIPMENT, ACCESS, EQUITY, INCLUSION AND ABILITY (DIGITAL LITERACY)

Not all Hamiltonians have benefited equally from society's advancement into an increasingly connected and digital future, multiple barriers still exist including geographic location, age, income and ability.

Bridging the digital divide is essential to the advancement of Hamilton's economy. An increasingly digital economy requires a population that has access to the essential infrastructure, equipment and technical skills required to participate.

Key Opportunities

PUBLIC/PRIVATE INITIATIVES ESTABLISHING HAMILTON AS AN INNOVATION/DEMONSTRATION CENTRE

The City of Hamilton has a long history as a “City of Innovation” with the early implementation of electricity, telephones, and traffic lights as examples. These technologies were catalysts for the economic growth and prosperity that propelled Hamilton into a stable position as a top 10 Canadian city.

There are a growing number of public and private initiatives that can re-establish Hamilton as a City of Innovation and become catalysts for attracting talent and investment while delivering the latest infrastructure and services to our residents.



Enhancing Digital Infrastructure & Services

- 12** Advocate for and promote investment in broadband connectivity speed increase in Hamilton with a target that all rural Hamilton have access to 50/10 Mbps and urban Hamilton average speed be 100/20 Mbps and 1 Gbps options available to residents and business who need that level of service
- 13** Complete a City Digital Strategy
- 14** Complete a City of Hamilton Broadband Strategy
- 15** Develop a Smart/Connected Communities Strategy
- 16** Develop and implement expanded Public Internet Access initiatives
- 17** Develop and Implement Digital Divide/Equity Initiatives
- 18** Expansion of Digital Main Street partnerships to support the grow and adaptation of digital transformation for all businesses in Hamilton
- 19** Develop and Implement a Virtual Business Investment and Sales Tour Program
- 20** Increase the number of services that can be accessed digitally/on-line for citizens and businesses



GROWING BUSINESS AND INVESTMENT

In the past five years, Hamilton has experienced significant population growth and infrastructure expansion, as households and businesses have made long-term investments in the city. The global pandemic has temporarily disrupted this positive momentum, however businesses and city investors forecast a return to growth in the near term. As restrictions become unnecessary and the global economy transitions towards recovery, it is important that the City of Hamilton is prepared with the needed resources, programs and ecosystems to ensure Hamilton businesses can participate fully.

WHAT WE ARE ALREADY DOING

- Supporting entrepreneurs, small local business and start-ups and helping to build further capacity within the existing eco-system
- Engaging existing City of Hamilton businesses to understand their requirements and provide support as it relates to operating and growing their businesses successfully in Hamilton
- Communicating the City of Hamilton's strong value proposition as a place to visit and invest
- Building the capacity and strength of Hamilton's key industry sectors in partnership with Business Improvement Areas, local business leaders, public institutions and higher levels of government
- Attracting new business and investment opportunities to the City of Hamilton
- Attracting a regional leisure tourism market and a national tourism market for major events
- Develop global connections to cultivate trade, investment and knowledge sharing opportunities with key markets around the world
- Collaborate with federal, provincial and regional partners to promote and support export & trade opportunities for local industry

Key Opportunities

SUPPORTING AND GROWING KEY INDUSTRY SECTORS

Industry research conducted over the past 18 months provides insight into the economic impacts experienced, by sector and business type, during the first year of the global pandemic. The impacts have not been distributed evenly with some sectors, such as the hospitality, tourism, culture and retail sectors, being more adversely affected. Those sectors will need targeted and sustained support to help their businesses recover and meet consumers' altered needs and expectations.

Other key industries in Hamilton, such as Advanced Manufacturing, Goods Movement Life Sciences and Agriculture & Food Processing, have experienced a renewed importance in the role of local and national supply chains and/or an increased awareness of the re-emerging global opportunities for best-in-class solutions.



PROMOTING AND SELLING HAMILTON

According to a wide variety of competitive rankings, Hamilton is an excellent location to live, work, invest and play, offering a unique mix of world-class amenities and institutions, and a skilled and productive workforce.

As there is always room for improvement, we need to be aggressive in letting the world know about opportunities that exist here and ensure businesses are excited to invest in Hamilton.

Key Opportunities

PURSUING NATIONAL/INTERNATIONAL OPPORTUNITIES

As a growing number of Hamilton businesses indicated that they were pursuing opportunities outside of the local market prior to the pandemic, it is becoming increasingly clear that successful businesses of the future will have a national or global footprint. The City of Hamilton needs to be a meaningful participant in the re-opening and re-connecting of the global economy.



Growing Business and Investment

- 21** Complete and implement a Tourism Strategy 2021-2025
- 22** Identify opportunities to increase “social”, “local” and “green” Procurement
- 23** Update the Film By-law
- 24** Create and Implement an Economic Development Marketing Strategy
- 25** Update and Implement the Hamilton Music Strategy
- 26** Complete a feasibility study on a food business incubator to provide space, training, resources and distribution assets for entrepreneurs to access wholesale or retail markets
- 27** Create and Implement a Business Succession Planning Program
- 28** Create and Implement a Life Sciences Sector Strategy
- 29** Examine the tourism and business attraction potential of e-Gaming
- 30** Initiate and Implement an updated Advanced Manufacturing Sector Strategy – including Aerospace, Electrical & Autonomous vehicle opportunities
- 31** Establish a local Energy Retrofit accelerator providing a one-stop portal for Hamilton businesses and residents to find local retrofit providers, suppliers, and experts
- 32** Encourage environmental sustainability expansion of the LEED CIP
- 33** Study the feasibility of establishing an agriculture, agri-food and rural Community Improvement Plan
- 34** Update the City of Hamilton’s Foreign Direct Investment Strategy
- 35** Operationalize the Global Hamilton Council to support Foreign Direct Investment
- 36** Support and pursue potential funding and partnership opportunities for Hamilton industrial manufacturers to invest in emissions reduction technologies
- 37** Implement a Soft-Landing program for international businesses wanting to establish a presence in Hamilton
- 38** Identify the existing and scope of business support and initiatives in Hamilton focused on equity-seeking groups, groups disadvantaged by discrimination and marginalized communities and recommend future strategies to address needs and gaps



MOVING GOODS AND PEOPLE

The planning and delivery of transportation services and infrastructure has a material impact on the economic prosperity of the city. From an economic development perspective, the design, creation, delivery and maintenance of an efficient and effective mix of transportation modes built for the needs of today and with the capacity to meet the needs of tomorrow is essential to the competitiveness of Hamilton's economy and the health, safety and prosperity of its residents and visitors. Taking into consideration the Government of Canada's estimate that transportation accounts for 25% of Canada's greenhouse gas emissions, the decisions and related investments into our mix of transportation services and infrastructure will also have a lasting impact on our local and global environment.

WHAT WE ARE ALREADY DOING

- Operating and expanding the City of Hamilton's public transportation system to meet the growing needs of the City of Hamilton's residents
- Investing in the creation of protected cycling and other non-motorized vehicle infrastructure to provide safe spaces for active travel
- Promoting the City of Hamilton's strength in multi-modal transportation capabilities across highway, rail, sea and air in our business attraction and retention efforts
- Pursuing infrastructure funding from higher levels of government to add capacity to transportation infrastructure and services to meet forecasted demand resulting from expected population and business growth

Key Opportunities

DESIGNING COMPLETE STREETS

Accommodating and allocating space for various uses and transportation modes through a Complete Streets approach can create safer and more equitable streets for all, and are increasingly associated with positive economic development outcomes.

The role and importance of optimizing curbside space utilization that supports both businesses and the general public is critical, and is increasingly being leveraged for pick-up/drop-offs, loading, taxi and ride-hailing services, on-street patios and parking for bike share and other mobility devices.

Preparing now for Connected and Autonomous Vehicles, which may change how people travel and how deliveries are made, will ensure the City is well positioned to take advantage of these new technologies while minimizing negative impacts.



PUBLIC TRANSIT AS AN ECONOMIC DRIVER

There is a critical need to facilitate the movement of people to employment areas, and comprehensive and frequent public transit is a growing priority and necessity for businesses, their employees and their customers.

An enhanced frequent transit service network comprised of Light Rail Transit (LRT), Bus Rapid Transit (BRT), Priority Bus Corridors, and two-way all-day GO service to connecting commercial areas and communities will attract future investment and increase access to employment opportunities for Hamilton residents.

Key Opportunities

GREENING OUR TRANSPORTATION

There is a rapidly growing demand from both businesses and consumers for transportation alternatives that minimize negative environmental impacts as the global economy becomes increasingly aware of the impacts of climate change.

Embracing and accommodating the continued shift towards green transportation options including walkable streets, electric vehicles, unpowered/low power transportation options such as bicycles and scooters, and multi-occupant travel options and car-sharing. By improving our infrastructure to support these greener alternatives, we can reduce the negative impacts related to single occupant vehicles, while increasing the livability of our city and its attractiveness as a place for people and businesses to invest and live.



LEVERAGING, PROMOTING AND GROWING OUR TRANSPORTATION INFRASTRUCTURE ADVANTAGE

The City of Hamilton has a unique and valuable mix of the four key transportation modes (highway, rail, marine and air) due to our geographic location and proximity to large commercial markets. When combined with successful commercial and industrial areas and a highly skilled and diverse labour force, the City of Hamilton is increasingly being viewed as a highly viable location for investment, and we can further strengthen this position.

Moving Goods and People

- 39** Develop a Comprehensive Curbside Management Strategy
- 40** Finalize the Truck Route Master Plan Update
- 41** Complete Feasibility Studies for A-line, S-Line and remaining Higher Order Transit (BLAST) Corridors
- 42** Expand Micro-mobility travel options such as Bike Share and E-scooters
- 43** Commence Development of an Integrated Active Transportation Master Plan including cycling, walking and trails
- 44** Continue to investigate the potential for On-Demand Transit Services to provide or supplement regular public transit services to, from and within employment areas and community nodes, using the Flamborough On-Demand Service as a pilot
- 45** Design and Launch Smart Commute Hamilton Airport (SCHA) Association. The SCHA would create a program to meet the specialized needs associated with Airport-related employers by helping to coordinate individual employers travel demand management programs
- 46** Update the Goods Movement Sector Strategy
- 47** Promote and support the Transportation and Connected Vehicle industry with the Centre of Integrated Transportation and Mobility network
- 48** Work with airport partners to attract new international air cargo operators, increase and expand air routes and intensify newer fuel efficient and noise reduction air fleet
- 49** Engage with transportation associations, MITL and Fluid Intelligence Program to improve goods movement capabilities, technology and improved sustainable alternatives
- 50** Encourage new development within the Airport and AEGD to incorporate District Energy Systems to reduce environmental impacts
- 51** Work with Port partners to introduce environmentally sustainable options for cargo movement through container service and increased rail and intermodal operations.



REVITALIZING PRIORITY AREAS AND PLACEMAKING

There are several important commercial and priority areas that power the city's economy and give a sense of character to neighborhoods, tourists and investors. The ability for the City of Hamilton to meet residents' future commerce and employment needs will be determined by these business clusters and our collective ability to establish, maintain and enhance those community downtowns, commercial corridors, Business Improvement Areas and industrial parks.

WHAT WE ARE ALREADY DOING

- Supporting the City's numerous Business Improvement Areas and commercial districts through dedicated staff and innovative programming aimed at overall improvement, beautification and promotion of these business and shopping destinations
- Incentivizing investment in the remediation of Brownfield lands to encourage its transition to a cleaner and more productive use that act as a catalyst for further economic improvement of the wider area
- Encouraging and facilitating the revitalization of Downtown Hamilton through direct investments into infrastructure projects, office space and public space animation
- Stimulating revitalization of commercial areas through financial incentives encouraging commercial building improvements that have net positive assessment return and enhance aesthetic attractiveness
- Providing financial assistance programs to support the retention and rehabilitation of cultural heritage resources/buildings
- Protecting the unique and valuable characteristics of our key historic commercial buildings through heritage designations

Key Opportunities

ENCOURAGING GROWTH, INVESTMENT AND ACTIVITY IN THE COMMUNITY DOWNTOWNS AND COMMERCIAL AREAS TO MEET THE FUTURE NEEDS OF CONSUMERS

Necessary pandemic restrictions have had a significant negative impact on our community downtowns and commercial areas. As restrictions are gradually lifted, it is critical that we support these areas with their unique neighbourhoods and historic buildings to regain their commercial vibrancy through placemaking activities, such as festivals and events, and a renewed focus on these areas as centres of art and culture.



THE CONTINUED RENAISSANCE OF DOWNTOWN HAMILTON

Downtown areas represent a city's personality for most non-residents, and we know that healthy and vibrant downtowns attract investment that can be seeded throughout the community. Hamilton's downtown has our largest concentration of jobs, people, dwellings and commercial buildings. It also provides some of the most desirable, shovel ready land for developments that will create jobs and housing, attract tourists, draw national and international investment and increases the quality of life for its residents and workers.



Key Opportunities

INTENSIFICATION WITHIN OUR GROWTH AREAS

In the last 10 years, Hamilton has undergone intensification, adaptation and redevelopment projects, including targeted redevelopment of brownfield sites, to add new commercial and residential units. The continued efforts toward efficient use of land is critical for the successful evolution of Hamilton into a city that minimizes urban sprawl and accommodating a growing population in a sustainable way.



Revitalizing Priority Areas and Placemaking

- 52 Study the short and mid-term pandemic impacts on the Hamilton office market
- 53 Complete a study investigating retail trends in various commercial settings across the City
- 54 Develop and implement a targeted marketing campaign for Hamilton's office market
- 55 Develop and implement a program to retrofit and modernize underutilized storefront and office spaces (e.g. pop-ups)
- 56 Explore the feasibility of a small business accelerator centre
- 57 Conduct analysis and consultations regarding the potential implementation of the Small Business property tax subclass
- 58 Support and foster placemaking projects (including the delivery and evaluation of the Placemaking Grant Pilot Program and encouragement of pedestrianization and open street initiatives)
- 59 Transition the operating and capital obligations of the City's Entertainment Assets to Hamilton Urban Precinct Entertainment Group and facilitate the private sector's renovation/redevelopment of the Downtown Entertainment Precinct
- 60 Re-envision the existing Hamilton LEEDing the Way Community Improvement Plan to better incentivize environmentally sustainable development and investments
- 61 Review and update the Environmental Remediation and Site Enhancement (ERASE) Community Improvement Plan
- 62 Revise incentive programs to support the achievement of climate change targets (i.e. supporting the depaving of parking lots to green space, supporting charging stations)
- 63 Update all Commercial Market Assessments for individual Business Improvement Areas
- 64 Promote and establish the West Hamilton Innovation District / McMaster Innovation Park as a global leader innovation, commercialization for Life Sciences, BioManufacturing, and advanced manufacturing



BUILDING TRANSFORMATIONAL PROJECTS

Transformational projects are one of the most effective ways to improve the function and form of an area. They offer investment and economic spinoff opportunities through residential, commercial and industrial developments which allow more people benefit from the improved space. The City of Hamilton will invest in key infrastructure and placemaking projects to increase its own physical capacity to serve a growing population and accommodate increased interest from the investment community.

WHAT WE ARE ALREADY DOING

- Creating shovel ready land in our business parks by extending services (roads, sewer, etc.)
- Incentivizing the remediation and development of brownfield lands
- Investing in the acquisition, creation and upgrading of public spaces
- Delivering funding programs and initiatives to increase the vibrancy of our public spaces and beautify our public infrastructure

Key Opportunities

GROWTH ENABLING INFRASTRUCTURE

Over the past few years, Hamilton has benefited from record-breaking development, with existing businesses expanding their operations and new companies forming or relocating here. While interest in Hamilton from developers is increasing, the inventory of available employment lands is diminishing.

The City of Hamilton must execute growth enabling infrastructure projects in a timely manner to maintain the momentum of our economy.



INTENSIFICATION AND OPTIMIZATION OF STRATEGIC BUSINESS LANDS

Cities have the opportunity to influence outcome and timing of strategic land development in order to attract spin-off economic activities and add significant value for the community.

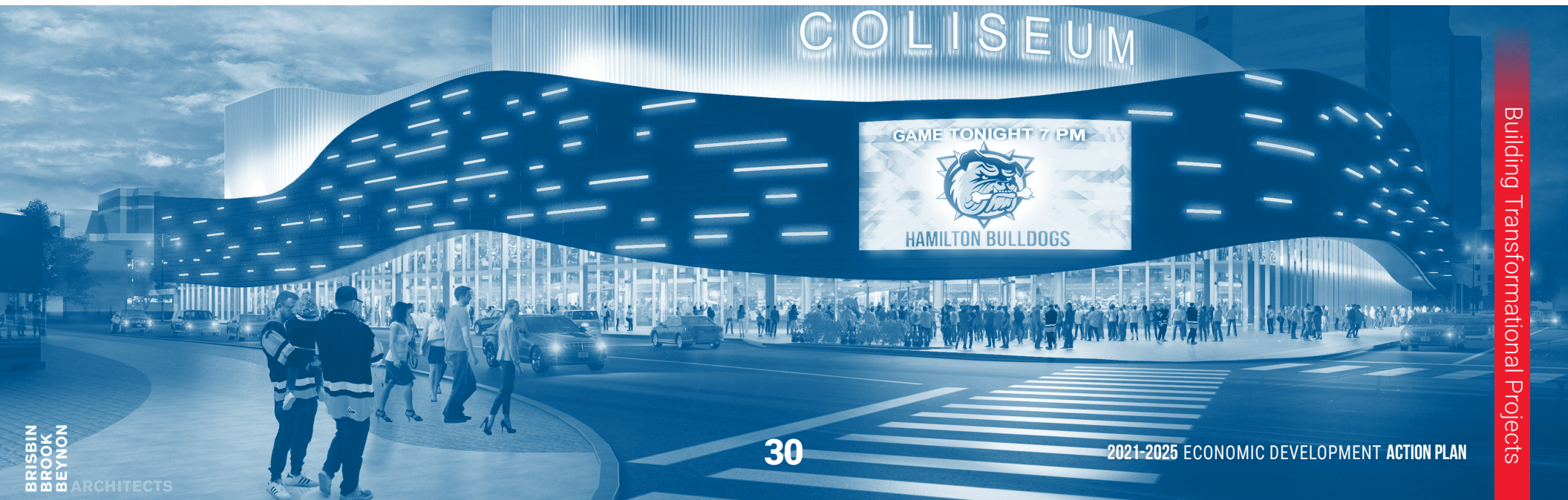
The City of Hamilton has several projects underway and planned for the near future to encourage the intensification and optimization of lands along the waterfront, within the downtown core, and around the Hamilton International Airport and other large business parks.

Key Opportunities

MEMORABLE AND INVITING PUBLIC SPACES AND PLACES

The creation and maintenance of inspiring and accessible public spaces is a common trait shared by the world's greatest cities. These public spaces attract cultural activity, while also providing a lens to view the personality of the place and its people.

Quality of life is also becoming an increasingly important determinant for where people choose to live and where businesses invest. There is currently a greater appreciation for public spaces and a desire to once again congregate with friends and family. The timing is therefore perfect for the City of Hamilton to make long-term investment in placemaking infrastructure.



Building Transformational Projects

- 65 Complete feasibility study on how to leverage economic potential of waterfalls and adjacent natural amenities with consideration to environmental and neighbourhood impacts
- 66 Create landmarks and enhance prominent public places and facilities across the City through the use of design competitions and integrated art (e.g. Cops Pier)
- 67 Prepare a strategy to re-develop City-owned assets with the objective of creating shovel-ready projects for the purposes of affordable housing
- 68 Implement the Bayfront Strategy
- 69 Complete Dickenson Road trunk sewer to the Airport Employment Growth District
- 70 Complete Dartnall Road extension to Dickenson Road
- 71 Prepare and execute a Master Development Agreement for the City-owned Barton-Tiffany Lands, with the intention of creating a film studio hub
- 72 Execute the West Harbour Re-Development Plan on the City-owned lands transforming the area into a recreational, commercial and residential waterfront destination
- 73 Explore and implement decarbonization initiatives with Local Industry
- 74 Promote Hamilton's District Energy Systems to major construction projects as a climate change benefit and as a low carbon alternative to traditional energy systems
- 75 Encourage new development within the Airport and AEGD to incorporate District Energy Systems to reduce environmental impacts
- 76 Support private and public sector efforts to further start-up business development including attracting and supporting expansion of research facilities
- 77 Collaborate with Metrolinx, the impacted BIAs, and the Hamilton Chamber of Commerce on strategies and tactics to mitigate negative impacts of construction, and maximizing the economic uplift benefits of the LRT investment

ANNUAL PERFORMANCE INDICATORS AND STRETCH TARGETS

The 2021- 2025 Economic Development Action Plan has an expanded Performance Measurement section which includes several key economic indicators, as well as ambitious Stretch Targets.

Performance Indicators have been established to monitor annual economic development progress across the different key priorities identified in the EDAP.

- Industrial/Commercial Building – square footage
- Industrial/Commercial Building – construction value
- Change in Commercial/Industrial Assessment Value
- New Shovel Ready land - acres
- Reported immigration admissions for Hamilton
- Number of self identified Living Wage Employers
- Downtown Office Vacancy
- Storefront Vacancy in BIA's
- City-wide Hotel stays
- Major events landed
- Transit Ridership
- Film Permit Activity



ANNUAL PERFORMANCE INDICATORS AND STRETCH TARGETS

STRETCH TARGETS

First introduced in the 2016-2020 EDAP, Stretch Targets are ambitious targets that challenge current assumptions and processes and inspire teams to re-imagine what they ever thought possible. They differ from regular targets or goals because of the level of difficulty; stretch targets seem impossible at the outset, while regular ones are perceived as challenging but achievable.

The EDAP has identified 13 ambitious Stretch Targets to inspire staff and external partners. Each Stretch Target is anticipated to provide a direct positive impact on one or more of the identified EDAP priorities.

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

MEASURING PERFORMANCE AND COMMUNICATING RESULTS

In addition to the regular reporting that currently occurs by project leads of various ongoing projects and initiatives to senior management and council where appropriate, moving forward, city staff intends to report annually to the community stakeholders on the progress that has been made on the 77 actions identified in the Economic Development Action Plan.

In Q2 of each year, the Economic Development and Tourism and Culture Divisions will present a report to Council that details the progress that has been made on the identified actions, performance indicators and stretch targets.

In addition, our community and business stakeholders identified a wide variety of mediums that they use to source information, and we intend to use a variety of communication mediums to regularly communicate our results and continue to engage with stakeholders.

STRATEGIC OUTREACH

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

WEBSITES

- City of Hamilton
- Hamilton Economic Development
- Tourism Hamilton
- Hamilton Business Centre

COMMUNICATING RESULTS

SOCIAL MEDIA

- City of Hamilton




- Hamilton Economic Development




- Tourism Hamilton




- Hamilton Business Centre



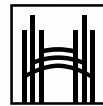


PRESENTATIONS TO COUNCIL

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

E-NEWSLETTERS

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



Hamilton