



2021-2025 ECONOMIC DEVELOPMENT ACTION PLAN

The 2021-2025 EDAP



- The 2021-2025 EDAP was approved by Hamilton City Council on October 27, 2021
- The EDAP will now serve as the blueprint for all economic development activities in Hamilton over the next five years
- The EDAP was informed by extensive stakeholder consultation, research, surveys.
- We further refined our approach with a keen eye promoting equity, diversity and inclusion as well as combatting climate change.
- This strategy could not have been developed without support from Hamilton's BIAs. The following slides will reflect on the work we've done in anticipation of its approval, and where we hope to collaborate over the next four years.

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.



What we are already doing

- ✓ Increasing the amount of city services available online and amenable to receiving electronic submissions and payments
- ✓ 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

What we are already doing

- ✓ Attracting new business and investment opportunities to the City of Hamilton
- ✓ 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
- ✓ Stimulating revitalization of commercial areas through financial incentives encouraging commercial building improvements that have net positive assessment return and enhance aesthetic attractiveness
- ✓ 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

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FACILITATING A SKILLED AND ADAPTABLE WORKFORCE

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

Identified Actions – 11

BIA Opportunities – 4

Facilitating a Skilled and Adaptable Workforce

BIA Opportunities

- Design and deliver an annual Local Economy and Workforce Needs business survey
- In collaboration with the workforce development community, create and implement a Workforce Attraction, Retention & Development (Talent) Strategy
- Collaborate with local industry to create an integrated jobs portal
- 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





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

BIA Opportunities - 2

Enhancing Digital Infrastructure and Service

BIA Opportunities

- Expansion of Digital Main Street partnerships to support the growth and adaptation of digital transformation for all businesses in Hamilton
- Develop and Implement a Virtual Business Investment and Sales Tour Program





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

BIA Opportunities – 6

Growing Business and Investment

BIA Opportunities

- Complete and implement a Tourism Strategy 2021-2025
- Update the Film By-law
- Create and Implement an Economic Development Marketing Strategy
- Create and Implement a Business Succession Planning Program
- Encourage environmental sustainability expansion of the LEED CIP
- 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

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

BIA Opportunities – 5

Moving Goods and People

BIA Opportunities

- Develop a Comprehensive Curbside Management Strategy
- Finalize the Truck Route Master Plan Update
- Update the Goods Movement Sector Strategy
- Expand Micro-mobility travel options such as Bike Share and E-scooters
- Commence Development of an Integrated Active Transportation Master Plan including cycling, walking and trails





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

BIA Opportunities - 10

Revitalizing Priority Areas and Placemaking

BIA Opportunities

- Study the short and mid-term pandemic impacts on the Hamilton office market
- Complete a study investigating retail trends in various commercial settings across the City
- Develop and implement a targeted marketing campaign for Hamilton's office market



Revitalizing Priority Areas and Placemaking

BIA Opportunities

- Explore the feasibility of a small business accelerator centre
- Develop and implement a program to retrofit and modernize underutilized storefront and office spaces (e.g. pop-ups)
- Conduct analysis and consultations regarding the potential implementation of the Small Business property tax subclass
- Support and foster placemaking projects (including the delivery and evaluation of the Placemaking Grant Pilot Program and encouragement of pedestrianization and open street initiatives)



Revitalizing Priority Areas and Placemaking

BIA Opportunities

- Re-envision the existing Hamilton LEEDing the Way Community Improvement Plan to better incentivize environmentally sustainable development and investments
- Review and update the Environmental Remediation and Site Enhancement (ERASE) Community Improvement Plan
- Update all Commercial Market Assessments for individual Business Improvement Areas





BUILDING TRANSFORMATIONAL PROJECTS

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

Identified Actions – 13

BIA Opportunities – 3

Building Transformational Projects

BIA Opportunities

- Create landmarks and enhance prominent public places and facilities across the City through the use of design competitions and integrated art (e.g. Copps Pier)
- Prepare a strategy to re-develop City-owned assets with the objective of creating shovel-ready projects for the purposes of affordable housing
- 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



BIA Opportunities in EDAP 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

Collaboration Opportunities

Project	Timeframe	Opportunity
Employer One Survey	January 2022	Survey promotion and participation among BIA members – opportunity for BIA specific analysis with sufficient participation (i.e. 50% of BIA members respond)
Stretch Goal 8 – Ground Floor Commercial Vacancy Survey	Early Q2 2022	Participation in the annual storefront vacancy survey
ERASE Program Review	Ongoing in 2022	Public consultation opportunity on ERASE program review
Curbside Management Program	Ongoing in 2022	Public consultation opportunity