




**CITY OF HAMILTON**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Economic Development Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	May 15, 2024
<b>SUBJECT/REPORT NO:</b>	Goods Movement Strategy (PED24049) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Sue Rimac (905) 546-2424 Ext. 1011
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

## RECOMMENDATION

That Council receives the Goods Movement Strategy attached as Appendix “A” to Report PED24049 and that the strategy and the actions contained therein be used to guide the work and to inform future work plans of the Economic Development Division.

## EXECUTIVE SUMMARY

In Q2 2023, the McMaster Institute for Transportation and Logistics, a world-class institute at McMaster University for multi-disciplinary applied research in transportation and logistics – was awarded the contract to produce the City of Hamilton’s Goods Movement Strategy.

In 2021, MITL formed a partnership with the Hamilton Oshawa Port Authority, through the support of Transport Canada to form Fluid Intelligence, a data analysis resource that creates insight and solutions in goods movement. This strategy incorporates the expertise and contributions of Fluid Intelligence.

The Strategy describes the current state of the transportation sector; highlighting the various modes; air, sea, surface, and rail. The strategy includes a comprehensive qualitative and quantitative overview of the transportation sector, included both in the strategy (Appendix “A” to Report PED24049) and as a standalone research document

---

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.

(Appendix “B” to Report PED24049). Also identified are the strengths of the sector as well as challenges and opportunities along with the city’s value proposition.

The strategy involves consultations with an array of 40 stakeholders: encompassing local employers, service providers, government entities, educational institutions, and other interested parties culminating in an action plan incorporating a total of 32 actionable tasks.

The strategy articulates where the Economic Development Division is positioned to lead and where it can best support the existing ecosystem.

**Alternatives for Consideration – Not Applicable.**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

There are no Financial/Staffing impacts associated with the adoption of this report. Any financial/staffing implications associated with advancing actions contained within the Goods Movement Strategy would be subject to future approvals as part of future reports.

Financial: Not Applicable.

Staffing: Not Applicable.

Legal: Not Applicable.

**HISTORICAL BACKGROUND**

The Economic Development Division undertook this study as part of the Council-approved action items to the 2021-2025 Economic Development Action Plan. Specifically, Section No. 5, Action Item 46 from the Economic Development Action Plan to update the Goods Movement Strategy and Section No. 5, Action Item 49-to engage with MITL and Fluid Intelligence to improve capabilities and sustainable alternatives.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

**Not Applicable.**

**RELEVANT CONSULTATION**

A compilation of 28 distinct reference materials was utilized, encompassing sources such as the 2021-2025 Economic Development Action Plan, the City of Hamilton, “Life Science, Foreign Direct Investment and Manufacturing” strategies: the City of Hamilton Transportation Master Plan Update and the Truck Route Master Plan alongside a range of pertinent professional works and studies crucial to the sector.

- Three separate workshops were hosted in June 2023, seeking input from stakeholders: including businesses in target sectors: Manufacturing, Agri-food and Food and Beverage Processing, and Life Sciences;
- A total of 40 stakeholders were interviewed providing insight into the current condition of the transportation sector, sharing their perspectives on its future trajectory, and highlighting the evolving nature of the sector.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

### **Purpose of Report**

This Report is intended to provide insights into Hamilton's goods movement sector, the key issues affecting its growth and competitiveness, its importance to the industries reliant on the sector, and how the city can work with the sector and partners to attract further investment and trade, grow employment, and build a prosperous future for its residents.

### **Hamilton's Value Proposition**

Hamilton's strategic location — at the heart of Canada's largest province and within an hour of the U.S. border — provides reliable, resilient access to world markets and trade routes. Hamilton's assets stand unrivaled compared to most other municipalities, as we encompass every mode of transportation within our municipal boundary, including two international ports of entry.

Companies located here have access to a modern, multi-modal transportation network with unparalleled ability to move their goods. This includes access to the largest port in Ontario, the busiest overnight express cargo airport in Canada, and a well-connected road and rail network. Hamilton stands at the forefront among cities, boasting a highly diversified economy backed by a resilient workforce and a talent reservoir fostered by our three post-secondary institutions.

### **Key Sector Assets**

Hamilton possesses numerous assets within the goods movement sector, making it an attractive destination for businesses that require reliable transportation options for viability. This report examines the diverse modes available as well as upcoming trends and policies that affect the sector. Areas highlighted in the report include:

- Road;
- Marine;

- Rail;
- Air; and,
- Technology/Data.

It is important to recognize that all of these assets are ultimately connected to, and dependent on, a reliable road network. In 2022, following an extensive review, a new Hamilton Truck Route Network was approved for the city. The new network promotes use of the Lincoln M. Alexander Parkway, Red Hill Valley Parkway, Highway 403, and the Queen Elizabeth Way as the primary routes for moving goods within and through the city, while providing a secondary network for goods movement by small and medium trucks in the lower city. This new network has served to significantly reduce the number of trucks travelling through the lower city and areas with sensitive land uses. These changes serve to support growth in the goods movement sector while mitigating impacts of trucks on communities.

### **Key Strengths**

Expanding Hamilton's goods movement sector and attracting investment necessitates leveraging the inherent strengths of the sector to unlock broader advantages. Key strengths within this sector comprise:

- Proximity to the Greater Toronto Area and international border;
- John C Munro Hamilton International Airport - no curfew operation;
- Largest port in Ontario;
- Dual rail service by CN and CP; and,
- Post-secondary institutions with specialties in the transportation industry.

### **Key Opportunities**

Hamilton possesses a robust and well-established transportation sector, providing a solid platform for growth and expansion. The acceleration of sectoral growth hinges on the city's capability to harness its current strengths (advantages/differentiators) and seize emerging opportunities (areas of potential growth/advantage); namely:

- Leveraging existing assets;
- Pursue new and innovative solutions;

- Enhance and promote more effective multi-modal uses; and,
- Pursue environmentally sustainable options.

## **Road Map**

Thorough research and consultations with stakeholders were undertaken to assess the present condition of the goods movement sector, including pursuing foreign direct investments for the city. Drawing upon the gathered data and analysis, numerous recommendations have been pinpointed to support staff in the sector's expansion and in attracting new investment. For a comprehensive overview, refer to Section 3 of the attached Strategy, containing a detailed list of the 32 Actions, along with their respective roles, timelines, and priorities. Here are a few examples of the outlined Actions:

- Support working group to action recommendations, ideas, and projects to collectively promote Hamilton as a choice location and leader in Goods Movement;
- Enhance efforts to emphasize the city's assets and strengths in the transportation sector (multi-modal connectivity). Market materials tailored to each mode of transportation, showcasing its relevance to specific sectors: Invest Hamilton website, presentation desks;
- Align with city initiatives and continue to support and work with City staff from various departments and divisions;
- Collaborate with essential partners such as Workforce Planning Hamilton, Ontario Trucking Association, and Hamilton Immigration Partnership Council to conduct a comprehensive assessment of the future skill requirements to include all modes of transportation;
- Work with Port partners and industry to build upon the expansion of short-sea shipping services;
- Work with airport partners to enhance cargo operations and expand passenger service;
- Engage with clients on alternative "last mile" solutions (e.g., cargo bikes);
- Supports efforts to evaluate Hamilton's energy supply;
- Support new technology, pilot projects, and progress toward a low-carbon economy within the Goods Movement sector; and,

---

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.

- Support and advocate for the progression of data.

**ALTERNATIVES FOR CONSIDERATION**

Not Applicable.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report PED24049 – Hamilton Goods Movement Strategy (2024-2029)

Appendix “B” to Report PED24049 – Compendium of Goods Movement Related  
Information on City of Hamilton