

ECONOMIC DEVELOPMENT ACTION 2016- PLAN 2020



Hamilton

MESSAGE

FROM THE MAYOR & COUNCIL





For the past several years, Hamilton's economy has been a progressive success story- reaching new economic heights year after year and welcoming new investments that have made national and international attention. In large part this success is directly attributable to the diversification of the local economy; diversification that was clearly identified in the previous economic development strategy (2010). This new document – the 2016-2020 Economic Action Plan – is an update and extension of the previous Strategy. The intent of the Plan is to build upon Hamilton's current economic strengths, assess Hamilton's position in the global competitive landscape, and act on the feedback from business owners, developers, citizens, anchor institutions and City Council.

The continued economic development mandate is to create and retain living wage jobs, increase the non-residential tax base, and highlight Hamilton as the "best place to raise a child and age successfully." This Action Plan then sets "overarching" goals, identifies areas of focus and key industry sectors to concentrate resources on to maximize economic benefits for the city, and identifies priority actions. New in this Action Plan as well are a selection of "stretch targets". These are specific and

aggressive objectives that cannot be realized by increments or small improvements. They are ambitious targets that will help focus and direct our work. This Action Plan also addresses the "Open For Business" initiative, as a pillar of economic development. Through this initiative, the City is focused on streamlining all aspects of its development and business approvals processes.

In short, the 2016-2020 Economic Action Plan aims to ensure Hamilton remains Canada's most diversified economy (as ranked by the Conference Board of Canada).

But more than possessing a strategic direction or phenomenal national recognition, this Action Plan is about collective success. Collective success that has been the result of the consistent efforts from Hamilton's business owners, developers and citizens who have underpinned the drive to maximize economic growth. Whether they have been in the city for years, or new to town, so many have worked together in community to build a better Hamilton, a braver Hamilton, a more ambitious Hamilton.

This then is the plan to do so much more - *together*.

EXECUTIVE SUMMARY

In conjunction with the review and update of other important City-wide strategic documents including the Our Future Hamilton plan and the City's new ten-year Strategic Plan, staff from the Planning and Economic Development Department have been leading the effort to update the 2010-2015 Economic Development Strategy. The updated document, the 2016-2020 Economic Development Action Plan, has been designed to be a city-wide document that is concise and action oriented with clear alignment to the City's Strategic Plan and articulates how it will advance the seven identified City Priorities.

Significant stakeholder engagement was undertaken to guide the creation of the Economic Development Action Plan. We leveraged the extensive engagement of stakeholders conducted for the Our Future Hamilton report and other Economic Development Division reports and studies, as well as a targeted survey to business partners, major institutions and city council.

The stakeholder engagement identified six main themes which were crafted into six goals for the Economic Development Action Plan:

1. Grow non-residential tax assessment and increase the number of living-wage jobs;
2. The most diversified economy in Canada;
3. The best workforce in Ontario;
4. Thriving entrepreneurship and innovation;
5. Vibrant commercial and cultural districts and places; and
6. Strategic infrastructure investment for economic growth.

To determine potential ways to achieve these goals, staff analysed the stakeholder feedback and studies to understand and identify areas where staff could focus efforts or resources to positively impact opportunities and priorities. In selecting the Areas of Focus, the following criteria was considered:

- What will have the most direct impact on achieving our goals;
- Anticipated return on investment on funds or staff time;
- Ability to leverage existing strengths or capacity within the Hamilton community;
- Importance of municipal involvement in the eyes of our stakeholders; and
- Ability to leverage or attract funding from external sources to deliver programs, services or projects of value.





The Economic Development Action Plan identifies nine Areas of Focus for our efforts over the next five years (in no particular order):

1. Workforce development
2. International connectivity
3. Small business development
4. Promote and sell Hamilton
5. Revitalize commercial areas
6. Leverage city real estate interests
7. Transportation infrastructure
8. Open for business
9. Key industry sectors

Within each identified Area of Focus, priority actions, performance measures and associated timelines have been identified, and each action is linked back to goals they support. The action plan also introduces 11 “stretch targets” to encourage the pursuit of our six goals that, if achieved, will be catalysts for further growth.

Finally, the Economic Development Action Plan identifies the importance of regularly measuring the progress being made on the 61 actions and the various ways the results will be communicated to the various stakeholder groups.



CONTENTS



	INTRODUCTION	1
SECTION 1	ECONOMIC DEVELOPMENT IN HAMILTON	2
SECTION 2	ENGAGEMENT OF STAKEHOLDERS	4
SECTION 3	HAMILTON & THE GLOBAL ECONOMY	6
SECTION 4	GOALS	8
	Grow the Non-Residential Tax Assessment and Increase Number of Living-Wage Jobs	10
	The Most Diversified Economy in Canada.....	11
	The Best Workforce in Ontario	12
	Thriving Entrepreneurship and Innovation	13
	Vibrant Commercial and Cultural Districts and Places.....	14
	Strategic Infrastructure Investment for Economic Growth.....	15
SECTION 5	STRETCH TARGETS	16
SECTION 6	AREAS OF FOCUS	18
	Workforce Development	20
	International Connectivity	22
	Small Business Development	24
	Promoting and Selling Hamilton	26
	Commercial Area Revitalization	28
	Leveraging City Real Estate Interests	30
	Transportation	32
	Open for Business	34
	Key Industry Sectors	36
SECTION 7	ACTIONS	46
	Creation and Implementation of Strategic Documents	48
	Capacity Building.....	52
	Continuous Improvement.....	56
	Transformational Projects	58
SECTION 8	ACTION PLAN OVERVIEW	60
SECTION 9	MEASURING PERFORMANCE & COMMUNICATING RESULTS	62

INTRODUCTION

OUR VISION

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



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 supports, several themes in Our Future Hamilton, the city's community-led vision for the future.

Hamilton is currently ranked as the most diversified economy in Canada – a testament to the efforts of Hamilton's business community and institutions, and to the successful implementation of the 2010-2015 Economic Development Strategy.

This document – the 2016-2020 Economic Development Action Plan – is an update and extension of the previous Strategy. The intent is to build upon the previous work based on Hamilton's current economic strengths, the global competitive landscape, and the feedback from business owners, developers, citizens, anchor institutions and City Council. It is our intent, in the pages that follow, to efficiently and clearly communicate the most pertinent information – key goals, areas of focus and actions – to all of the community stakeholders.

This Action Plan sets "overarching" goals, identifies areas of focus and key industry sectors to concentrate resources on to maximize economic benefits for the city, and identifies priority actions. One of the main additions to this Action Plan is the specific recognition of culture and the arts as pillars of economic development. We recognize that increasingly, people move to a location – bringing their skills and energy with them – based on their perception of the city overall as a place to live, not just as a place to find a job.

Also new in this Action Plan are a selection of "stretch targets". These are specific and aggressive objectives that cannot be realized by increments or small improvements. They are ambitious targets that will help focus and direct our work.

This Action Plan also addresses the "Open For Business" initiative, as a pillar of economic development. Through this initiative, the City is focused on streamlining all aspects of its development and business approvals processes.

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.

SECTION 1

In September 2016, The City of Hamilton adopted the 2016-2025 Strategic Plan to support the Our Future Hamilton long term community vision. The new 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 2016-2020 Economic Development Action Plan.



2016 - 2025 STRATEGIC PLAN PRIORITIES

In the City of Hamilton's 2016 - 2025 Strategic Plan, there were seven priorities, as identified below.



COMMUNITY ENGAGEMENT & 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 & GROWTH

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



HEALTHY & SAFE COMMUNITIES

Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.



CLEAN & GREEN

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.



BUILT ENVIRONMENT & INFRASTRUCTURE

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



CULTURE & DIVERSITY

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



OUR PEOPLE & PERFORMANCE

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

The 2016-2020 Economic Development Action Plan is the primary plan within the City of Hamilton that focuses on advancing the Economic Prosperity & Growth priority. The Action Plan also supports the advancement of the Built Environment & Infrastructure and the Culture & Diversity priorities.

SECTION 2

COMMUNITY FEEDBACK

Leverage the "Our Future Hamilton" community engagement feedback (over 54,000 engagements as of August 2016).

BUSINESS FEEDBACK

Use feedback obtained from the business community over the past five years through stakeholder engagement programs such as "Hamilton Calling".



INDUSTRY/ SECTOR/GROUP STUDIES

Consider stakeholder feedback collected and provided to the City as analysis or recommendations in recently completed studies.

INTERNAL CITY FEEDBACK

Utilize the insights and expertise of City staff and councillors who interact with the various industries, sectors and groups to understand the needs and opportunities of the associated stakeholders.

WHAT WE HEARD

- Access to financing/capital was a major challenge identified by many small business respondents.
- Availability of an appropriately skilled workforce is a key issue facing all business types and categories and is anticipated to be a major challenge over the next ten years.
- City of Hamilton policies, services, procedures and tax rates have a major impact on business operations and can significantly impede business growth.
- The efficient movement of people and goods over multiple transportation modes is essential to business and employment growth.
- Access to reliable, affordable and high capacity/speed broadband infrastructure is essential to business operations.
- Energy costs identified as a major growth constraint for businesses.
- Small businesses are expecting the City to be a leader in encouraging entrepreneurship and small business creation.
- Business associations are looking for the City to lead in efforts to retain and assist in the growth of local businesses and the promotion of Hamilton.
- Large businesses are looking towards the City to invest in modernizing the transportation infrastructure, create shovel-ready lands, and attracting foreign direct investment.
- Businesses and citizens of Hamilton consistently communicated the importance of including quality of life as a key contributor towards the economic competitiveness of Hamilton as a place to live and do business.

SECTION 3

STATE OF THE 2016 HAMILTON ECONOMY

Since 2010, the City of Hamilton has

- Issued 46,390 building permits for \$7.2 Billion worth of construction
- Realized over 12,500 housing starts
- Grown in population (Hamilton CMA) from 605,400 to 649,800 (July 2016)
- Increased employment (Hamilton CMA) from 372,200 to 378,800 (July 2016)
- Decreased its unemployment rate (Hamilton CMA) from 9.2% (Jan 2010) to 6.1% (July 2016)
- Achieved status as Most Diversified Economy in Canada
- Steadily decreased its amount of vacant industrial space to its current rate of 2.6%
- Developed 1,252 new residential units in downtown Hamilton

STATE OF THE GLOBAL ECONOMY

Hamilton and its economy do not exist in a vacuum – we are affected by provincial, national and international events and policies. Our only choice is how we react to those external factors. Our Economic Development Action Plan includes adjustments to our strategy to reflect our current competitive environment, and where we think the economy is heading.

The current slow pace of economic growth globally is caused by a slow-down in the Asian economy, weakness in numerous countries in Europe, and the uncertainty of the effects on the European Union of the impending departure of the United Kingdom, among other inter-related factors. This economic malaise affects many sectors, with manufacturing taking the hardest hit.

The low Canadian dollar against the US dollar continues to help soften the blow to our Canadian manufacturers selling into the United States. There are few forecasts which predict the Canadian dollar will increase in value significantly over the next few years.

The impact on Canadian trade with the US, as a result of the recent election there, is uncertain. Of most concern is that the President-elect campaigned on a promise to tear up NAFTA and other trade agreements.

The extended period of record low interest rates has primarily benefitted consumers, who have purchased new homes, cars and consumer durables. This has led to rapidly escalating home prices in many parts of Canada, including Hamilton, and this is good news for those manufacturing cars and durables. But, it has yet to encourage businesses to invest in new equipment and technologies.

We have seen examples recently of companies that took their businesses offshore and are returning ('reshoring'), or moving them again to a closer – but still cheaper – labour country ('near shoring'). We have yet to see any impact on Hamilton of these moves.

The continued worldwide surplus of crude oil has severely damaged Alberta's economy, creating the largest budget deficit in their history. Manufacturers in Ontario, primarily concentrated in southern Ontario, are feeling challenged as oil companies slow down production and the requirement for new equipment and services.

The "internet of things", (physical objects that contain embedded technology to communicate and sense/interact with their internal states or the external environment) is changing many industries, and Hamilton is well-positioned to benefit from these technologies, due to our advanced manufacturing and research infrastructure. Similarly, our advanced manufacturing and research capabilities will assist us in capitalizing on the increased interest in "green" technologies.

Rapidly increasing electricity costs in Canada, particularly in Ontario, are hurting both industry and consumers. At the same time, the rise of the "shared economy" may be one way that small businesses and consumers can collaborate to reduce their electrical requirements.

Civil unrest in many countries is creating mass migration, and Canada is seen as a "safe haven" for many of these displaced peoples, including most recently families and individuals from Syria.

Global climate change is affecting agricultural-based industries around the world, and Hamilton has a significant portion of its economy based in the Agri-business section.

All of these external factors will have some impact on Hamilton's future economy. It is important that we continue to scan our global environment, and be prepared to react to the changes.

SECTION 4

Extensive stakeholder engagement, coupled with an understanding of the current state of Hamilton's local economy and the global economy, helped identify the opportunities and challenges that we will encounter over the next few years and the economic development related priorities of our local stakeholders.

From this, six main themes were identified which were crafted into six goals for the Economic Development Action Plan. These will be the Economic Development mandate for the term of the plan.



GOALS



GROW NON-RESIDENTIAL
TAX ASSESSMENT
AND INCREASE THE
NUMBER OF
LIVING-WAGE JOBS



THE MOST
DIVERSIFIED
ECONOMY
IN CANADA



THE BEST
WORKFORCE
IN ONTARIO



THRIVING
ENTREPRENEURSHIP
AND INNOVATION



VIBRANT
COMMERCIAL AND
CULTURAL DISTRICTS
AND PLACES



STRATEGIC
INFRASTRUCTURE
INVESTMENT
FOR ECONOMIC
GROWTH



GROW NON-RESIDENTIAL TAX ASSESSMENT AND INCREASE THE NUMBER OF LIVING-WAGE JOBS

Hamilton aspires to be the “best place to raise a child and age successfully”. Many factors impact this goal, including health, quality of life, employment, and income to support cost of living.

Our goal is to attract and retain businesses in Hamilton in order to grow our non-residential assessment while also providing an increased number of living-wage job opportunities.



Hamilton currently has the most diversified economy in Canada, as measured by the Conference Board of Canada. This means that we are less at risk to a downturn in any one industry.

Our goal is to retain this title, enabling our workforce to keep meaningful, living-wage jobs regardless of the state of the overall economy.



THE MOST
DIVERSIFIED
ECONOMY
IN CANADA

GOALS



THE BEST WORKFORCE IN ONTARIO

A healthy workforce has employment opportunities for all skill, ability and academic achievement levels. Local businesses and those businesses looking to move or expand to Hamilton have clearly indicated the importance of workforce quality to their viability, growth and success.

Our goal is for Hamilton to be recognized as having the Best Workforce in Ontario, and for our city's workforce to become a competitive advantage for the City when it comes to attracting and retaining businesses.

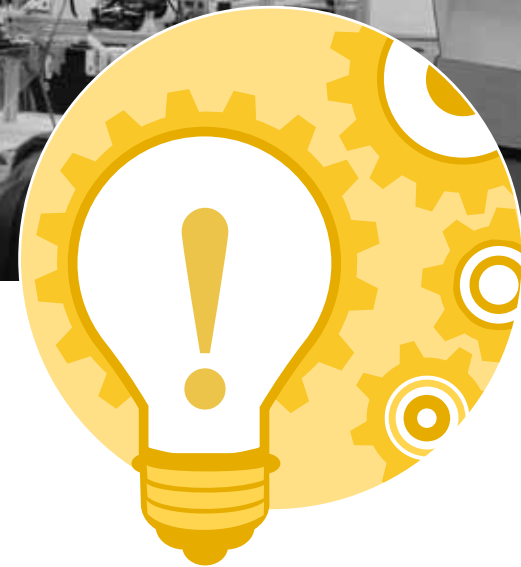
FORGE

MADE IN HAMILTON



Hamilton has a rich history of innovation driven by entrepreneurial individuals and firms, earning Hamilton the title of “the Ambitious City”.

Our goal is for entrepreneurial individuals, organizations and companies to experience Hamilton as a place where innovative ideas and entrepreneurial people thrive.



THRIVING
ENTREPRENEURSHIP
AND INNOVATION

GOALS



VIBRANT COMMERCIAL & CULTURAL DISTRICTS AND PLACES

High quality of life is a key factor in attracting and retaining skilled and talented workers, as well as the companies who need those workers.

Our goal is to have Hamilton recognized nationally as a great place to live, buoyed by a thriving arts and culture scene, vibrant neighbourhoods, and strong commercial districts.



The term “infrastructure” in the 21st century includes more than just the traditional roads, bridges and utilities; it must now be inclusive of information communication technology (broadband), our intellectual capacity, our cultural, recreational and social infrastructure, and the supply chains which support all of these.

Our goal is to identify and implement infrastructure investments that will drive economic growth.



STRATEGIC INFRASTRUCTURE INVESTMENT FOR ECONOMIC GROWTH

SECTION 5

What is a Stretch Target?

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

The Economic Development Action Plan has identified a number of ambitious stretch targets to inspire staff and external partners. The attempted or successful attainment of each stretch target will make a material impact on our efforts to reach the six goals over the Action Plan's five-year term. Each stretch target is anticipated to provide a direct, positive impact on one or more of the identified goals.

While we hope to achieve these targets, it is recognized that they are a "stretch". In striving toward them, we will significantly advance economic development in the city, even if the target is not achieved.

BY 2020, WE WILL:

- 

Increase Hamilton's shovel-ready land supply by 500 acres.
- 

Add 7 million square feet of new Industrial/Commercial space.
- 

Generate a total of \$2 Billion in Industrial and Commercial construction value.
- 

Triple the municipal tax assessment generated from Stelco lands.
- 

Extend regular HSR service (connected to the broader BLAST network) to the interior of the Red Hill, Flamborough, and Stoney Creek Business Parks and offer 24/7 service to John C. Munro Hamilton International Airport.
- 

Reduce Hamilton's office vacancy rate to 7%.
- 

Add the following new major economic development assets: a major film studio, data centre, 800 to 1,200 seat multi-use performance centre, manufacturing incubation space.
- 

Have 10 local companies on the PROFIT Magazine's "Fastest Growing Businesses" list.
- 

Attract five major events (like the JUNOs) that generate a total combined economic impact of at least \$50 million.
- 

Achieve Intelligent Communities Forum Top 7 ranking.
- 

Enhance Hamilton's image as a Digital City by enabling access to broadband Internet speeds of 250 megabit/second to all rural Hamilton, 1 gigabit/second to all urban Hamilton, 10 gigabit/second to all of our business parks and major commercial areas.

SECTION 6

To achieve our goals, we need to be focused. The Economic Development Action Plan identifies nine Areas of Focus for our efforts over the next five years. In selecting the Areas of Focus, we have considered the following criteria:

What will have the most direct impact on achieving our goals

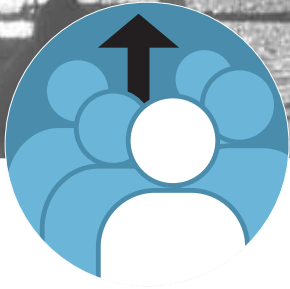
- Anticipated return on investment on funds or staff time (every investment must have a return for the City)

- Ability to leverage existing strengths or capacity (where we have the greatest capacity to effect change)

- Importance of municipal involvement

- Ability to leverage or attract funding from external sources to deliver programs, services or projects of value

AREAS OF FOCUS



WORKFORCE
DEVELOPMENT



INTERNATIONAL
CONNECTIVITY



SMALL BUSINESS
DEVELOPMENT



PROMOTE AND SELL
HAMILTON



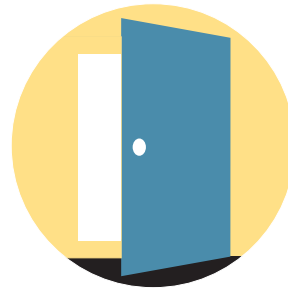
COMMERCIAL AREA
REVITALIZATION



LEVERAGE CITY
REAL ESTATE INTERESTS



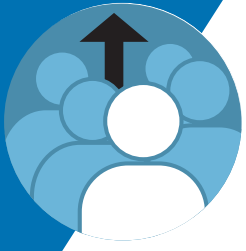
TRANSPORTATION
INFRASTRUCTURE



OPEN FOR
BUSINESS



KEY INDUSTRY
SECTORS



WORKFORCE DEVELOPMENT

Ensure that Hamilton is developing, attracting and retaining a skilled and diversified workforce that enables business attraction and retention.

The success and long term viability of every current or future business in Hamilton is significantly influenced by the quantity and quality of the surrounding area's labour force. While businesses in Hamilton have varying abilities to provide training and skills development opportunities for their employees, the importance of workforce development necessitates additional external resources. There are significant opportunities for the City of Hamilton, the various educational institutions and community organizations to make important and meaningful contributions towards the development of the local Hamilton workforce at all stages of the development lifecycle:

- **Pre-career** - Information/Experiences for Primary/Secondary School
- **Early-career** - Job Connections, Mentorship, Skills Development
- **Mid-career** - Skills Upgrading, Leadership Development, Mentoring
- **Late-career** - Succession Planning, Skills Transfer, Mentoring

MAJOR OPPORTUNITIES

YOUTH OUTREACH

The educational institutions in Hamilton are currently training the workforce of the future. Students need opportunities to connect what they've learned in school with their collective experiences, passions, and translate them into a career path. Fostering and supporting collaborations between the City, the primary and secondary school boards and industry can help with the identification of opportunities and the design and implementation of targeted programming.

Programs and opportunities to get involved may include:

- Mentorship programs;
- Peer Programs where children share experiences and learnings; and
- Entrepreneur Programs where students learn about starting a business.

SUPPORTING EXISTING NETWORK OF YOUNG PROFESSIONAL GROUPS

Young professionals are a crucial part of Hamilton's ever-changing landscape. Their drive to grow their skills and networks and make an impact on the Hamilton economy has manifested in the form of over 20 Young Professional networks that have been established over the past five years. This growing list of young professional groups, which are collectively represented by the umbrella organization Hamilton HIVE, are focused on enhancing professional and personal outcomes for people aged 18-39 and create sustainable organizational capacity. The City of Hamilton will continue to look for opportunities to provide support and resources to the organic efforts of this network of young professionals.

MAYOR’S BLUE RIBBON TASK FORCE

The establishment of the Mayor’s Blue Ribbon Task Force (MBRTF) on Workforce Development was a defining moment in Hamilton in 2015 and showcased the Planning & Economic Development Department, local industry leaders and educational institutions with a specific focus on developing and retaining great talent. The MBRTF on Workforce Development has an initial mandate to focus on the following areas:

- Local workforce capacity;
- Initiatives to create and sustain jobs;
- Greater alignment between employer needs and skills and knowledge development;
- Local system to connect talent with local employers; and
- Addressing negative perceptions of the City of Hamilton.

BUSINESS SUCCESSION

Operating a business without a well thought-out succession plan and a pool of candidates with the capabilities and desires to continue operating the business poses is a risk towards the continuation of those enterprises in this community. Given the large number of businesses likely to be transitioning owner/operators in the next five years, it is imperative that the City of Hamilton assists in building the capacity and infrastructure to reduce this risk.

Program opportunities may include:

- Business matching program;
- Business Mentoring and Apprenticeship program;
- Working with Academic Institutions to creating programs around family business succession; and
- A fund to help with business acquisition costs.

MAJOR ACTIONS

TIMELINE

Implement the recommendations provided by the Mayor’s Blue Ribbon Task Force for Workforce Development	short term
Pursue potential funding and partnership opportunities related to the Premier’s Highly Skilled Workforce Expert Panel report	short term
Create and implement a comprehensive Business Succession program	short term
Design and deliver an Annual Work Intentions Survey to current post-secondary students and workers commuting in and around Hamilton	short term



INTERNATIONAL CONNECTIVITY

Increase the international image of Hamilton as an attractive place to invest.

Just as it has been throughout recent history, the prosperity of cities and communities as a whole are heavily influenced by the global movement of people and goods. The continual improvements in the capacity for global communication and transportation combined with increased number and scope of free trade agreements and wider availability of information has exponentially increased access to new markets, and has made commerce a truly international activity.

The City of Hamilton and the businesses, educational institutions, entrepreneurs and workers that reside here are currently in competition with other cities near and far for access to a fixed amount of investment capital, business activity, intellectual capital, work opportunities and residents. By focusing on increasing Hamilton's degree of International Connectivity and leveraging the talents and connections of Hamilton's residents, we can further establish Hamilton as a global city and capture a greater share of the global economic activity.

MAJOR OPPORTUNITIES

ATTRACTING FOREIGN DIRECT INVESTMENT

Hamilton's Foreign Direct Investment (FDI) and Business Attraction Initiative is directed at both domestic and off-shore markets and targets investment based on our key industry sectors that are identified in the Economic Development Action Plan. The program is meant to generate awareness locally, domestically and internationally of Hamilton's value proposition as a premier North American business location, to support and encourage local economic growth and nurture a global business environment. This initiative is achieved through various key investment-focused activities that are not only supported by our government, Invest in Hamilton (Academic, Port, Airport, utilities, Chambers of Commerce, Real Estate) and industry partners, but those that are strategic and align with the City of Hamilton's 2015 FDI Strategy.

GLOBAL HAMILTON

An initiative of the Economic Development Division in the City of Hamilton, Global Hamilton works to attract entrepreneurial and skilled immigrants to Hamilton and support them in their efforts to contribute to the local economy. Its objective is to build connections to Hamilton for potential immigrants both to invest and grow their business while effectively communicating the opportunities in Hamilton. It also leverages its networks within the immigrant settlement communities and business communities to promote Hamilton internationally. Global Hamilton concentrates on three main areas of action:

Attracting: Promoting Hamilton as a place to do business, invest, work, and live.

Supporting: Starting and growing immigrant-owned local businesses.

Educating: Informing the public about benefits of immigration.

INTERNATIONAL DELEGATIONS

The City of Hamilton values its many partnerships with fellow municipalities, academic institutions, and organizations around the world. Building and sustaining these international linkages is critical to the achievement of our vision of becoming a leading city in Canada. Therefore, international visitors to our city must be well received and afforded culturally relevant courtesies and considerations.

TRADE MISSIONS

The 2015 FDI Strategy completed for the City of Hamilton highlighted the opportunity to market Hamilton’s strengths internationally through targeted trade missions. Participating in strategic, focused trade missions will strengthen Hamilton’s global position amongst our government partners, offering an opportunity to strengthen our relationships and meet with foreign-owned industry leaders who have already invested in our community. These missions will help us leverage our global reach in terms of lead generation for further investment, but more importantly, will support our business retention and expansion program – assisting local industry by promoting trade and business-to-business opportunities. Finally, these missions will support our partners in their international outreach, whether encouraging trade, forging partnership in research and innovation or attracting international students to our community.

MAJOR ACTIONS

TIMELINE

Implement the City of Hamilton’s 2015 FDI Strategy	ongoing
Implement the Invest Hamilton/Niagara Partnership Work Plan	ongoing
Create an updated Global Hamilton Strategy (formerly known as the Immigration Attraction Strategy)	short term
Create an international business “Soft-Landing” space in Hamilton	short term



SMALL BUSINESS DEVELOPMENT

Provide assistance to new and growing businesses through programs and services to foster and grow Hamilton's entrepreneurial eco-system.

Businesses of all sizes are important to the City of Hamilton, as they each contribute towards the economic prosperity of the City and supply various employment opportunities and product or service offerings to residents. As our economy continues to specialize and innovative technologies continue to disrupt business models and industries, there has been an increase in the number of start-up and small businesses in Hamilton, some of which could grow into leading community employers in future years. Small businesses have a unique combination of needs and capacity that make this segment of the overall business community important to support with a mix of specialized programs, supports and resources.

MAJOR OPPORTUNITIES

SMALL BUSINESS GROWTH

The Hamilton Small Business Enterprise Centre (SBEC) provides the information and tools that entrepreneurs need to grow their businesses. Operating as an arm of the Economic Development Division of the City of Hamilton, the Centre is a one-stop source for business information, guidance and professional advice on starting and running a successful business – for both start-up and growing businesses. Priorities include:

- Continued leadership role with Provincial partners regarding local and Ontario-focused entrepreneurial programming needs;
- Continued delivery of Starter Company, working with youth ages 18 -29 to provide mentoring and training;
- Core programming for mid and late career entrepreneurs;
- Delivery of Summer Company Program to more than 30 students each year;
- Sector-specific programming to fulfill entrepreneurial gaps in the ecosystem; and
- Examining opportunities to grow the scope and reach of the Small Business Enterprise Centre to magnify the impact.

SUPPORTING THE REGIONAL INNOVATION CENTRE AND ONTARIO NETWORK OF ENTREPRENEURS (ONE)

The core objectives of these organizations are to create, implement, and monitor local training and education programs for members of the public requiring new knowledge, skills and technical training in the field of entrepreneurship. Their core target market is to support technology and innovative businesses that are creating intellectual property or innovating on an existing business model. Innovation Factory's mission is to strengthen Hamilton's next generation of job and wealth creators by helping:

- Entrepreneurs bring new ideas to life and to market;
- Small and medium enterprises grow to the next level; and
- Hamilton build a dynamic culture and a community of innovation.

The activities supporting these objectives include:

- Creating programs and events to support the city’s innovation environment;
- Providing one-on-one mentoring for small businesses and connect them with seasoned industry professionals that act in an advisory fashion;
- Creating networking and community connection opportunities in Hamilton; and
- Providing a direct conduit to government funding and angel investment opportunities.

BUSINESS INCUBATORS, ACCELERATORS AND CLUSTERS

The Forge is Hamilton’s start-up incubator and McMaster University’s on-campus entrepreneurship initiative that inspires and trains students, helping them transform into the next generation of entrepreneurs. They host a series of panels, workshops, and seminars to educate students on how to build sustainable businesses. The Forge Workspaces offer two locations for students to set up a business while accessing mentorship, maker spaces, device library, training workshops, and a supportive network of clients and alumni. Surge at Mohawk College supports entrepreneurship awareness, education, training experiences, learning opportunities, mentorship, speakers, and pitch competitions to help Mohawk students learn about starting a business and the resources within the City to help them build their company.

HAMILTON TECHNOLOGY CENTRE

The Hamilton Technology Centre is a modern 40,000 square foot, fibre optic equipped facility funded and operated by the Economic Development Division of the City of Hamilton. The Hamilton Technology Centre’s mission is to have a positive impact on the City of Hamilton’s economic development by maximizing the success of emerging companies. Statistics show that 87 percent of companies starting in an incubation centre survive, 54 percent more than the national average. The Hamilton Technology Centre opened its doors in 1993; since then, many graduating businesses have become very successful and have contributed to new jobs and facilitated economic diversification, while bringing personal wealth to Hamilton and the surrounding area.

MAJOR ACTIONS

TIMELINE

Pursue extension in scope and funding for programs delivered by the SBEC	ongoing
Leverage Regional Innovation Centre and the ONE Network to enhance the reach, scope and impact on the Hamilton community	ongoing
Undertake review on the future viability of the Hamilton Technology Centre	short term
Conduct analysis of the viability of operating the SBEC across multiple sites in the city	long term



PROMOTING & SELLING HAMILTON

Take a leading role in the marketing and promotion of the City of Hamilton as a place to own and operate a business, work, study, live, play and visit.

Through the multiple stakeholder engagement exercises that influenced the creation of this document, businesses and citizens of the City of Hamilton have identified the value they see in the efforts to increase the image of Hamilton regionally, nationally and internationally. They also identified that they expected the City of Hamilton, and specifically the economic development-focused sections of the City, to play a leading role in this effort. Over the past five years, the marketing efforts from this office and its investment partners in the Hamilton community have generated scores of positive interest for Hamilton. Among the highlights:

- Hamilton's changing economy has been featured repeatedly on a national scale by publications such as the National Post, Toronto Star, and the Globe and Mail.
- Hamilton is increasingly being known as Canada's most diversified economy (as ranked by the Conference Board of Canada).
- Hamilton is ranked 6th in the world, 2nd in North America, and 1st in Canada for its use of social media and the web for investment marketing.

MAJOR OPPORTUNITIES

MARKETING

Operating with a limited marketing budget, the City of Hamilton's economic development related divisions work towards maximizing return on investment for resources committed in the following ways:

Promoting Hamilton's Value Proposition

- Increase awareness for Hamilton as an integrated part of the Southern Ontario economy and national leader in a number of economic sectors;
- Differentiate Hamilton within the broader marketplace as a superior location for new business investment;
- Facilitate the location decision by providing information to make it easy for potential targets to make the decision; and
- Achieve external validation of the investment potential of Hamilton through recognition from external rankings, reviews and awards that can be shared to support our efforts in branding, attraction and retention.

Maximize Lead Generation

- Target the right sectors in the right geographies;
- Align focus sectors with shifting sector composition and City's competitive advantages; and
- Provide timely, relevant information on a continuous basis through a variety of mediums.

BUSINESS RETENTION & EXPANSION (BR&E)

While considerable effort is placed on promoting Hamilton to external audiences, the City of Hamilton recognizes the importance of retaining existing employers and assisting them in their efforts to expand their operations in Hamilton. The City continues to deliver an award winning Business Retention & Expansion (BR&E) initiative that includes a business visit program called “Hamilton Calling”. The BR&E program provides the following benefits:

- Helps economic development staff build relationships with local business leaders and understand the scope of their operations and anticipated future needs; and
- Provides an opportunity for economic development staff to communicate information and programs to business leaders, deliver valued services, and collect data which can be aggregated to provide insights into the state of an industry or sector.

BUSINESS PARKS

Hamilton is home to nine business parks that house different industries from advanced manufacturing, life sciences, goods movement, food and beverage, and so much more. The available, shovel-ready land in our business parks, in combination with fully developed sites that are for lease or sale, represents the products that Economic Development is selling when competing to bring new businesses to Hamilton.

The creation and maintenance of a compelling stock of industrial and commercial lands are extremely important towards increasing the non-residential tax base, and the City of Hamilton focuses to promote the following in its business parks:

- **Capital** – investment opportunities, mix of anchor tenants and early stage companies, provision of business incubation services and supports, and access to investment dollars through private equity, VC, or bank financing.
- **Linkages** – nature of products and services offered, relationships between tenants, academic institutions, government, and other industry partners, as well as physical linkages with goods movement and access to the market transportation network.
- **Infrastructure** – availability of land/space, quality of physical infrastructure including access to broadband for future use, recreational facilities and cultural amenities.
- **People** – access to a knowledge workforce, competitive salaries, and availability of people in terms of numbers and skill-sets.

As we continue to grow as a community, we must leverage our business parks as assets in order to attract and retain international businesses to Hamilton.

MAJOR ACTIONS

TIMELINE

Update and implement the Economic Development Marketing Strategy	short term
Refresh the Invest in Hamilton website to be a better promotional tool for Hamilton to enable the attraction of new companies	short term
Create and implement an incentive program for Business Parks and Industrial Areas to increase the investment attractiveness for targeted investments	short term



COMMERCIAL AREA REVITALIZATION

Stimulate or assist in the revitalization of the city's numerous commercial areas to increase the viability, marketability, vitality and revenue generation capabilities of those areas.

The major commercial areas of a city contribute to its economic prosperity, to the citizen's sense of pride and to visitor's enjoyment. Successful cities have multiple vibrant commercial areas that create economies of scale, increasing the overall viability of businesses that locate there. Commercial areas are not just places to work and shop, but also to live, play, and learn. An important area of concentration for Economic Development is the continued revitalization and increased vitality of the city's six downtowns, 13 BIAs, and the commercial areas.

MAJOR OPPORTUNITIES

CONTINUATION OF EFFORTS THAT ARE WORKING

We are seeing resurgence in preservation of our history through renovation projects of long forgotten buildings, an inflow of new businesses, ideas, and people into our City, and economic vibrancy. A major challenge for storefront retailers globally is the growth of e-commerce, which has led to the shrinking presence of retail chains. Projects and initiatives that will support the commercial areas include:

- Environmental Remediation and LEED's programs under review in late 2016;
- Support of our local Business Improvement Areas with dedicated staff;
- Support services for small businesses and entrepreneurs;
- Support of festivals and street animation, including the pop-up street patio pilot;
- Site location assistance for new/relocating businesses;
- Reduction and streamlining of City permit processes; and
- Increased marketing of retail/commercial business opportunities, to markets outside of Hamilton.

FINANCIAL INCENTIVES TO STIMULATE DEVELOPMENT AND REVITALIZATION

The City of Hamilton offers financial incentive programs in the form of loans and grants to assist with various costs associated with development in Downtown Hamilton, Community Downtowns, Business Improvement Areas (BIAs), the Mount Hope/Airport Gateway, the Barton/Kenilworth Commercial Corridors and other commercial corridors as identified in the Downtown and Community Renewal Community Improvement Project Area By-law. There are also financial incentives for properties designated under the Ontario Heritage Act.

SUPPORTING BUSINESS IMPROVEMENT AREAS (BIA) IN HAMILTON

A Business Improvement Area is a geographical area that is established through municipal by-law and is governed under The Municipal Act, 2001. A BIA allows local business people and property owners to join together and, with the support of the municipality, organize, finance and carry out physical improvement and promote economic development in their district. The City of Hamilton currently has 13 BIAs.

The Business Improvement Area has a two-fold mandate:

- To improve, beautify and maintain public lands and buildings within the BIA, beyond that which is provided by the municipality at large; and
- To promote the area as a business and shopping area.

MAJOR ACTIONS

TIMELINE

Update Commercial Market Assessments (CMA) for specific Business Improvement Areas (BIAs)	ongoing
Create strategy to maximize future economic uplift and actions resulting from the LRT project	short term
Design a targeted multi-year marketing campaign related to Hamilton’s commercial office opportunities	short term
Review and update commercial zoning to provide greater flexibility for business attraction and growth	short term



LEVERAGING CITY REAL ESTATE INTERESTS

Encourage, enable or execute development projects that provide positive long-term economic uplift, stimulate additional economic activity and generate revenue.

The City of Hamilton has the unique opportunity to use its scope of operations, its existing land holdings, its financial strength and its long-term investment horizon to facilitate real estate transactions and developments that create positive short-term and long-term impacts for the City and its various stakeholders.

MAJOR OPPORTUNITIES

SHOVEL-READY EMPLOYMENT LANDS

The City of Hamilton's business parks are operating at or near full capacity and there are approximately only 286 hectares of shovel-ready land across the City's ten employment areas. Shovel-ready land is defined as a site that already has the necessary designation, zoning, permits, and servicing / utility infrastructure in place. Having a "shovel-ready" site (or sites) in your community sends a strong message to both prospective businesses and citizens alike. In short, it says that your community is serious about economic development and is open for business.

The reality remains, however, that many companies from the GTA and beyond are looking at Hamilton to locate, relocate or invest, but their needs cannot be met due to lack of existing building stock available and/or lack of serviced industrial land available at competitive prices. Some projects are lost on these factors alone; other projects are lost based on current market conditions specific to Hamilton; namely, cost considerations (real property taxes, land prices and development charges). In addition, several cities and regions, that Hamilton competes with directly, have created Community Improvement Plans (CIP) for industrial areas that have some form of financial incentives tied to them (London, Windsor, and Niagara Region to name a few).

In order to address the City's shovel-ready challenges, the following actions are being considered:

- Fast-tracking of business park servicing in the Airport Employment Growth District (AEGD) to provide more shovel-ready opportunities;
- Revisiting the idea of land banking in areas of future Greenfield investment to have better control over pricing and market conditions and uses;
- Development and implementation of a business park CIP to be competitive with surrounding jurisdictions; and
- Opportunities that might be available from a serviced land perspective resulting from the Stelco restructuring process.

BAYFRONT STRATEGY

The Bayfront Area is designated as an Employment Area and its focus is to contribute to the expanded economic role of the City of Hamilton that has been anticipated by the growth forecasts of the Province and City. As such, the City has initiated the Bayfront Industrial Area Renewal Strategy to establish a short, medium and long term vision for the redevelopment of the Bayfront where appropriate, and to develop a strategy to maximize the opportunities for the geographically well-positioned industrial lands. The intent is to develop a strategy that ensures the effective use of the Bayfront, encourages growth and investment in the Bayfront, identifies opportunities to strengthen this City asset and actions required to support this area, and assists with the transformation of these lands over time to maximize its value and fully realize its potential.

WATERFRONT DEVELOPMENT

The City of Hamilton’s waterfront redevelopment positions the community to meet the cultural and recreational needs of a growing city. Over the last three decades, investments are helping to transform this area into a genuine public space for people to live, work, and play. The next five years will see great change along the waterfront. The West Harbour community will turn into a vibrant, mixed-use, transit-supportive and pedestrian-friendly place. Plans include:

- Developing cultural, commercial and recreational uses;
- Providing a greater range of attractions year-round; and
- Bringing economic opportunity through new construction, employment, tourism and commercial development.

FOR MORE INFORMATION ABOUT THE HAMILTON WATERFRONT, VISIT WWW.HAMILTON.CA/WESTHARBOUR

MAJOR ACTIONS

TIMELINE

Acquire lands in industrial parks for business attraction	ongoing
Strategically sell surplus City properties	ongoing
Implement the West Harbour Redevelopment plans	ongoing
Implement the Bayfront Strategy	long term
Collaborate with stakeholders on a comprehensive review of the potential opportunities associated with Stelco lands	long term



TRANSPORTATION INFRASTRUCTURE

Facilitate safe, effective and efficient movement of people and goods to connect employers, workers, suppliers, leisure areas and markets.

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 multiple transportation modes built for the needs of today and built with the capacity to meet the needs of tomorrow is essential to the competitiveness of Hamilton's economy.

MAJOR OPPORTUNITIES

LIGHT RAIL TRANSIT (LRT)

The City of Hamilton, along with Metrolinx, is delivering the largest infrastructure project in the history of Hamilton. With \$1 Billion in funding from the Province of Ontario, the Hamilton LRT will feature new, modern light rail vehicles and offer rapid, reliable and safe transit service. The LRT will be part of a multi-modal network of transportation options throughout the city. The project is set to start major construction in 2019 with the trains up and running by 2024.

FOR MORE INFORMATION, VISIT WWW.HAMILTON.CA/LRT

INCREASING TRANSIT SERVICE TO EMPLOYMENT AREAS AND BUSINESS PARKS

Currently, public transit service to connect people to our business parks and high-employment areas is minimal and requires significant investment. The recommended BLAST network is critical to increase transit services to those areas.

EXISTING AND FUTURE GOODS/PEOPLE MOVEMENT STRATEGY

The City is undertaking a review of the city-wide Transportation Master Plan to guide the future of transportation programs and investment to accommodate growth for 2031 and beyond. The review will provide many opportunities for citizens to get engaged and provide feedback.

EXPANDED REGIONAL GO SERVICE

With a highly diversified economy, Hamilton businesses require a wide variety of skill levels, expertise and experience from their workforces. Increased connectivity into the regional public transportation network enhances the attractiveness of Hamilton as it extends the range in which employers can reasonably expect to draw their workforce from. Increasing the frequency of operation and the number of transportation hubs receiving GO service would add to the competitiveness of Hamilton in attracting businesses by satisfying a key condition of many site selection inquiries.

MAJOR ACTIONS

TIMELINE

Implement the council-approved LRT project	ongoing
Provide regular, reliable, and frequent transit access to all business parks	short term
Complete the BLAST network to link workers to employment areas across all parts of the city	long term



OPEN FOR BUSINESS

Identify and pursue opportunities for improvements or modifications to city processes and regulations.

For the past several years, the City of Hamilton has been focused on reducing the burdens of the development approval process. The development approval process has become increasingly difficult and complex to navigate, with a legislative framework that continues to ask more of applicants. Processes that are consistently applied, and in the most time efficient manner possible, will enable the establishment and expansion of businesses and positively increase City revenues.

MAJOR OPPORTUNITIES

PROCESS IMPROVEMENTS

Reviews of current development approval processes create opportunities to eliminate unnecessary steps and streamline the overall process. This can be done by:

- **Case studies of past development applications to identify and implement opportunities for process improvements:** A Continuous Improvement Team has been established to review past applications and implement improvements;
- **Concurrent application reviews:** Concurrent reviews reduce processing time with approvals being granted in a shorter timeframe;
- **Improved development policy and regulations:** This will eliminate the necessity for additional approvals being evaluated and implemented;
- **Undertake Lean reviews of development processes:** A Lean review allows front-line staff to examine, in detail, current processes and identify duplicate, wasteful and redundant steps and implement improvements; and
- **Pilot projects allow staff to “test” the viability of improvements:** For example, the City has initiated a pilot program to permit businesses to establish for a temporary period without the need for full inspections.

CLEAR GUIDELINES AND EXPECTATIONS

Throughout the development process considerable time and effort can be expended between the applicant and City staff on understanding current requirements and amending applications as comments are received and applications are amended. The greater the understanding that an applicant has of City requirements from the outset, the better the opportunity for a complete application. The following actions aim to create a greater understanding of City requirements:

- The creation of development guidelines to clearly establish City requirements for development applications;
- Improved tracking of comments on applications to clarify new comments and where previous comments were not addressed in various submissions;
- Information brochures to document process flows and application requirements;
- Pre-screening of applications to determine completeness and set priorities; and
- Tighter timelines for staff reviews, allowing applicants a quicker understanding of requirements and needed modifications.

STAFF DEVELOPMENT AND CUSTOMER SERVICE

Hamilton is experiencing increased development applications resulting in pressures on staff resources, workload and morale. In the future, unprecedented opportunities for growth exist. The quality of our human resources is essential to ensure that service delivery is maintained and enhanced.

To this end, the following actions are being implemented:

- Additional staff resources have been provided to assist development approval reviews, with a focus on rural and urban development and emphasis on small business;
- Ongoing consultations are occurring with the development industry, consultants and other stakeholders to develop a better understanding of their needs and issues;
- Staff development is occurring with the introduction of leadership training opportunities;
- Council focus has been created with the establishment of an Open for Business Sub-Committee to guide and monitor the Open for Business Program; and
- Monitoring applications and establishing Key Performance indicators help set reasonable timelines and create certainty with the process.

TECHNOLOGY IMPROVEMENTS

Tools to better track applications through the approval process and replace manual processes will help to assist staff and improve timelines:

- The expansion of Amanda, the City’s electronic tracking system for our Planning approvals will electronically track applications, log comments and help develop KPI’s. In the future, this system will permit the submission of digital applications.
- Digital workstations for staff will allow for electronic application review and permit better tracking of comments and concerns.

MAJOR ACTIONS

TIMELINE

Complete lean review of the approvals process	short term
Complete a comprehensive review of the City’s Business Licensing By-law	short term
Implement process for the prioritization of non-residential applications and permits	short term
Develop and implement a Comprehensive Customer Service Program	short term



KEY INDUSTRY SECTORS

Concentrate efforts on those sectors that are best positioned for growth.

The City of Hamilton is recognized as having a highly diversified economy, where a wide variety of businesses of varying sizes and scopes exist across a large number of important sectors. While the City of Hamilton provides services to all businesses, the concentration on a small number of sectors enables the City to leverage finite resources to engage in sector-specific initiatives. This focus, including the assignment of a staff lead for each sector, enables the City to compete for the attraction and retention of businesses and build knowledge and expertise in sectors that can provide value to associated local businesses.



Advanced Manufacturing



Goods Movement



Agriculture / Food Processing



ICT / Digital Media



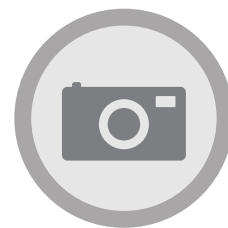
Creative / Cultural Industries



Life Sciences



Finance / Insurance / Real Estate



Tourism





ADVANCED MANUFACTURING

Advanced Manufacturing is best viewed as a cluster of economic activities encompassing much more than manufacturing-focused enterprises alone. It includes all facets of research, development, production, sales, distribution, logistics, customer service, marketing and support extending from the development of physical products to the delivery of services.

The Advanced Manufacturing sector has historically been one of the largest and most visible sectors in Hamilton. The City recently commissioned “The Current and Future State of Hamilton’s Advanced Manufacturing Sector” by Deloitte in March 2014, which identified opportunities for the growth in employment above the 53,000 manufacturing jobs currently in the City of Hamilton.

Shifting global trends in the Advanced Manufacturing sector present major opportunities for the City of Hamilton. Manufacturers are shifting away from labour intensive methods to highly automated and technologically-advanced processes involving internet-ready machinery, sensors and computers to add value to traditional manufacturing services. Hamilton can utilize its world renowned, innovative research intuitions, highly skilled workforce and shovel-ready, industrial land to pursue new manufacturing investments in these areas. Other emerging manufacturing trends, including 3D printing (also known as additive manufacturing), robotics, nanotechnology, augmented reality, Industry 4.0 and alternative energy solutions also present major opportunities for Hamilton to showcase its well-established manufacturing sector’s capabilities and pursue further investment.

MAJOR ACTIONS

TIMELINE

Implement the State of Manufacturing in Hamilton (Advanced Manufacturing) Strategy	ongoing
Develop a regional manufacturing asset map, identifying key service providers and supply chain linkages	ongoing
Complete an Internet of Things Cluster Feasibility Study	short term

AGRICULTURE / FOOD PROCESSING



Hamilton is located at the heart of the Province's robust agri-business and food processing industry. Primary Agriculture remains an important and vital component of the local economy, as well as providing locally-sourced raw materials and ingredients for the food and beverage processing industry. The Greater Toronto-Hamilton Area (GTHA) is among the three largest food clusters in North America and the economic outlook for the Canadian food manufacturing industry over the next few years is positive, including steady growth in real GDP, revenue, and employment.

The following enablers can be leveraged to allow Hamilton to capitalize on the growth forecast for the industry: workforce, access to fresh clean water, climate change, food trends (leading towards increased convenience, increased health and environmental attributes, and increased demand for global flavours), Canadian Dollar and Canada's reputation for food safety.

While Hamilton enjoys a strong agricultural economic base, further development of on-farm value-added and farm-direct sales creating demand for local food is encouraged. Given Hamilton's location within the GTHA and the sector attributes listed above, there is an increasing opportunity to further food and beverage processing capacity through business retention, investment attraction and export promotion (in particular in the Grain/Milling/Bakery, Meat, Sugar/Confectionary, Fruit and Vegetable and Beverage sectors). Moreover, Hamilton's industrial heritage and legacy in manufacturing provides the possibility to pursue downstream food manufacturing investment opportunities in food equipment and packaging production. To help round out the entire agri-food value chain in Hamilton, continued growth of agri-food logistics assets including the Port and Cargo facilities at the Hamilton International Airport are strongly urged.

MAJOR ACTIONS

TIMELINE

Implement the Food and Farming Action Plan 2021 to support the agricultural sector	ongoing
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	long term
Establish a food terminal or hub for food producers to distribute their products	long term



CREATIVE CULTURAL INDUSTRIES

Creative Cultural Industries includes a wide variety of businesses in areas such as music, film, fashion, writing and publishing, visual and applied arts and graphic design, and live performance and festivals. This sector fosters high-profile creativity and innovation; attracts and supports other key sectors through its impact on quality of life; requires a large number and wide variety of knowledge sets and skills; and enhances Hamilton's image as a vibrant city. Currently, the City supports the Arts through various granting programs, and these programs will continue.

Over the last five years, the City has focused its efforts in this sector on music and film. In 2013, the City approved a Music Strategy and engaged 12 music industry volunteers to champion and implement the 30 actions within the strategy. Over the last three years, Hamilton has seen a significant increase in filming and in 2015, filming generated \$8,449,440 in direct spending within the City. In 2017 a sector profile for the Creative Cultural Industries will be developed to determine the current number of jobs and businesses, opportunities and potential growth areas and trends for this sector.

Currently, Hamilton is well-positioned to attract a large film studio, which would include pre and post-production facilities, as well as greatly support the expansion, retention and attraction of the larger sector and complementary businesses and jobs in areas such as fashion, writing, visual arts, graphic design, etc.

MAJOR ACTIONS

TIMELINE

Implement the Music Strategy and launch the City of Music marketing efforts	ongoing
Implement the Cultural Plan	ongoing
Create and implement a Creative Cultural Industries sector strategy	short term
Review zoning and other barriers to the establishment of Creative Cultural Industries	short term
Create a City of Hamilton Animation Strategy targeting the improvement of public space animation	long term
Establish incubative makers' spaces for specialty manufacturing in the creative/cultural industries	long term

FINANCE / INSURANCE / REAL ESTATE



The Finance, Insurance and Real Estate (“FIRE”) sector is an influential and fast growing one that contributes well-paying employment opportunities to communities and stable tenants to commercial landlords.

The success and stability of this sector in Canada has attracted international attention and acclaim, positioning the sector for further expansion. Hamilton, due to its close proximity to major North American markets (Toronto in particular), a highly skilled and educated workforce, and affordability, is well positioned to benefit from the anticipated continued growth.

By targeting growth in the FIRE sector, we will leverage existing City of Hamilton incentive programs, in particular the Office Tenancy Assistance Program (OTAP) to attract new business to the city, reduce vacancy rates in the commercial office towers, create knowledge-based jobs, and increase the vibrancy of commercial areas.

MAJOR ACTIONS

TIMELINE

Create and implement a FIRE sector strategy	short term
Implement program to target large corporate back office operations	short term
Realign staffing assignments to increase coverage of the sector	short term



GOODS MOVEMENT

Goods Movement is the foundation for the supply chain to all sectors and assists the growth, expansion and economic advancement of all industries.

Hamilton is one of the prime North American gateways for goods movement, logistics and distribution. Through its strategic partnerships with the Port of Hamilton and the 24 hour John C. Munro Hamilton International Airport, as well as strong links to international trucking and rail lines, and access to suppliers and 400 series highways/QEW, Hamilton is at the centre of it all.

Standing alone in Southern Ontario, Hamilton boasts all four major modes of transportation (road, rail, air and port) to accommodate a multitude of goods movement businesses. This immediate access to a variety of transportation options results in lower costs, operational efficiencies, and the avoidance of congested routes that add time and money. In addition, the John C. Munro Hamilton International Airport, a leader in Canadian multi-modal airport cargo, enjoys close proximity to vertically integrated air transportation- an attractive investment feature for many cargo related companies.

With a renewed focus on air cargo/transportation, the City of Hamilton now has a prime opportunity to develop and promote the Airport Employment Growth District (AEGD) as a North American Gateway hub for logistics, distribution and Goods Movement, and to develop a Hamilton alliance with partners to jointly market opportunities for development and increase the awareness of Hamilton's infrastructure strengths.

MAJOR ACTIONS

TIMELINE

Promote the Airport Employment Growth District as a North American Gateway hub for logistics, distribution and Goods Movement	ongoing
Complete a re-zoning of the Port lands to accommodate appropriate uses and multi-modal activity	ongoing
Update the Goods Movement Sector Strategy	short term
Obtain official designation for lands around the Hamilton International Airport as a Foreign Trade Zone Point	short term

ICT / DIGITAL MEDIA



The Information and Communications Technology (ICT) and Digital Media sector is strong in Hamilton with many existing small and medium enterprises located throughout our City, as well as developing businesses in the numerous technology-focused business incubators and post-secondary programs in Hamilton.

With a focus on digital technology and advanced information technology programs, the area's post-secondary institutions are graduating a highly skilled labour force that contributes towards the growing reputation of Southwestern Ontario as a world-class area for technological innovation and growth.

Hamilton has a strong start-up culture and supportive ecosystem contributing to our growing ICT & Digital Media sector. We've increased our capacity of business incubators, campus lead accelerators and other colocation models. There is a growing focus on the Southern Ontario area from the international business community as a high potential area for investment in technology companies.

MAJOR ACTIONS

TIMELINE

Develop and implement an ICT & Digital Media Sector Strategy	short term
Create and implement a Digital Strategy for the City of Hamilton that identifies strategies to improve the ICT infrastructure (broadband internet) in the city	short term
Complete a comprehensive asset mapping exercise of all ICT sector companies and infrastructure	short term
Establish a Sports Analytics Cluster to pursue a nationally recognized area of expertise	short term



LIFE SCIENCES

The City of Hamilton is the home of an intellectual and physical environment for a thriving life sciences cluster that connects researchers, businesses, healthcare providers and education. Hamilton is globally recognized for its biotechnology strengths in the health sector including drug discovery and validation, gene therapy and clinical trials. Research in these areas is producing lifesaving drugs and vaccines, medical devices, and solutions to current health issues that are making a major impact on a wide variety of health issues globally. With a focus on the commercialization of research and development, Hamilton is poised for growth in this knowledge-based cluster.

The new McMaster University - Fraunhofer Project Centre for Biomedical Engineering and Advanced Manufacturing will develop novel technologies for cell therapy and point-of-care diagnostics. The Mohawk mHealth & eHealth Development and Innovation Centre (MEDIC) provides testing, teaming, tooling and training services for organizations and companies. Further, the HHS/IBM Collaborative Innovation Centre will be a physical and virtual collaboration space that will give area healthcare providers, researchers, innovators and entrepreneurs advanced technology tools and expertise to improve healthcare outcomes and put Hamilton on the map as a hub for healthcare innovation.

MAJOR ACTIONS

TIMELINE

Establish the Bi-National Research, Innovation & Education Corridor	ongoing
Create and implement a Life Science Industry Sector Strategy	short term
Establish the IBM/HHS Collaboration Space	short term

TOURISM



Tourism efforts and subsequent visitation have direct economic impact and significantly improve the image of a city, not just as a place to visit, but also as a place to invest, start a business, invest, go to school, etc.¹ Tourism promotes a city's distinctive cultural and natural assets to visitors and enhances the quality of life and pride of residents. Hamilton attracts over 4.5 million person visits annually and these visitors spend an estimated \$359.5 Million per year. Approximately 2,300 residents are employed in the hospitality sector.

In 2015, the City approved the 2015–2020 Tourism Strategy that outlined three strategic priorities of (1) Leadership (2) Marketing and Communications and (3) Destination Development. The Strategy also identified Hamilton's strengths and primary demand generators (where the City sees its largest potential for economic impacts) as meetings and conventions, sport tourism and arts, culture and entertainment. The Tourism Strategy establishes a strategic approach to the growth and development of tourism – one that is cohesive and partnership-based, designed to enhance the image and competitiveness of Hamilton as a visitor destination, grow visitation, meet visitor expectations, and generate economic and social benefits for the city.

Opportunities for growth in this sector include strengthening Hamilton's narrative and focused branding efforts; attracting new visitors; increasing visitor spend and length of stay; expanding the culinary offerings (such as NOSH); development and promotion of engaging and authentic experiences; and leveraging the strengths of the region.

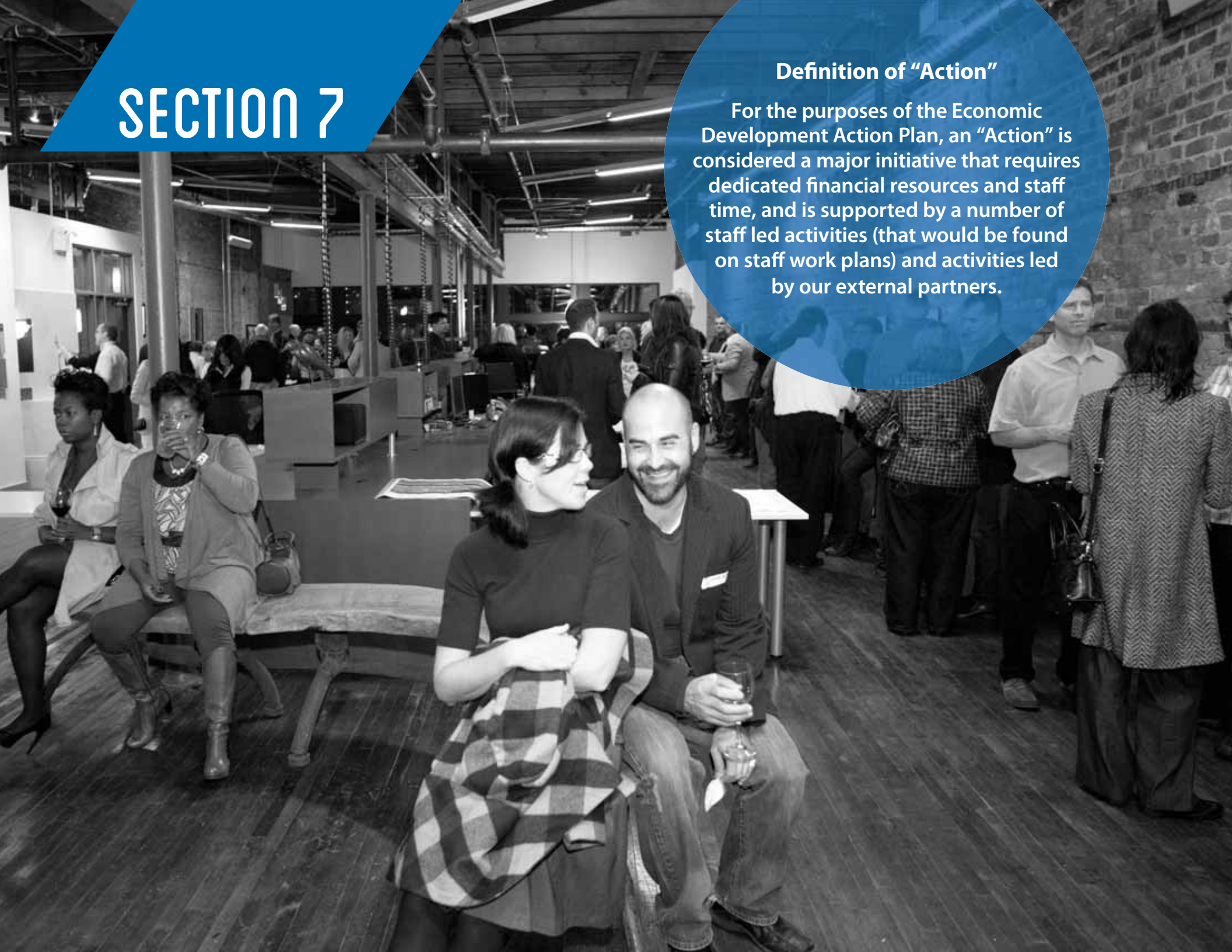
MAJOR ACTIONS

TIMELINE

Implement the 2015-2020 Tourism Strategy	ongoing
Enhance and animate the Visitor Centre to include opportunities to support Creative Industries and Culture & Diversity	ongoing
Redevelopment of the Tourism website	short term
Develop an industry-based tourism advisory group	short term

¹ George Zimmerman, *A Perfect Combination: Destination Marketing and Economic Development Creating a Singular Place Brand*

SECTION 7



Definition of “Action”

For the purposes of the Economic Development Action Plan, an “Action” is considered a major initiative that requires dedicated financial resources and staff time, and is supported by a number of staff led activities (that would be found on staff work plans) and activities led by our external partners.

DEFINITION OF “ACTION”

For the purposes of the Economic Development Action Plan, an “Action” is considered a major initiative that requires dedicated financial resources and staff time, and is supported by a number of staff led activities (that would be found on staff work plans) and activities led by our external partners.

The Actions identified in the 2016-2020 Economic Development Action Plan fit into four categories:

- Creation and Implementation of Strategic Documents
- Capacity Building
- Continuous Improvement
- Transformational Projects

This section contains the complete list of all the Actions that have been associated with each Area of Focus in the Economic Development Action Plan, and provides information on each Action’s linkages to one or more of the six stated Goals, and highlights how the performance of each Action will be measured.



GROW NON-RESIDENTIAL
TAX ASSESSMENT
AND INCREASE THE
NUMBER OF
LIVING-WAGE JOBS



THE MOST
DIVERSIFIED
ECONOMY
IN CANADA



THE BEST
WORKFORCE
IN ONTARIO



THRIVING
ENTREPRENEURSHIP
AND INNOVATION



VIBRANT
COMMERCIAL AND
CULTURAL DISTRICTS
AND PLACES



STRATEGIC
INFRASTRUCTURE
INVESTMENT
FOR ECONOMIC
GROWTH

CREATION AND IMPLEMENTATION OF STRATEGIC DOCUMENTS

KEY SECTOR / AREA OF FOCUS	ACTION	ASSOCIATED EC DEV ACTION PLAN GOALS	MEASURES OF SUCCESS	ACTIVITY TIMEFRAME
Area of Focus International Connectivity	Implement the City of Hamilton's 2015 FDI Strategy	     	Implementation of actions set forth in the FDI strategy	ongoing
Area of Focus International Connectivity	Implement the Invest Hamilton/ Niagara Partnership Work Plan	     	Implementation of actions set forth in the Hamilton/ Niagara work plan	ongoing
Key Sector Advanced Manufacturing	Implement the State of Manufacturing in Hamilton (Advanced Manufacturing) Strategy	     	# of identified sub-actions identified in the Advanced Manufacturing Strategy that are completed	ongoing
Key Sector Agriculture and Food	Implement the Food and Farming Action Plan 2021 to support the agricultural sector	     	# of sub-action items identified in the Food and Farming Action Plan that are completed	ongoing
Key Sector Creative Cultural Industries	Implement the Music Strategy and launch the City of Music marketing efforts	     	# of sub-action Items identified in the Music Strategy that are completed	ongoing
Key Sector Creative Cultural Industries	Implement the Cultural Plan	     	# of sub-action Items identified in the Cultural Plan that are completed	ongoing
Key Sector Tourism	Implement the 2015-2020 Tourism Strategy	     	# of sub-action items identified in the Tourism Strategy that are completed	ongoing
Area of Focus Workforce Development	Implement the recommendations provided by the Mayor's Blue Ribbon Task Force for Workforce Development	     	# of recommendations successfully implemented	short term

CREATION AND IMPLEMENTATION OF STRATEGIC DOCUMENTS

KEY SECTOR / AREA OF FOCUS	ACTION	ASSOCIATED EC DEV ACTION PLAN GOALS	MEASURES OF SUCCESS	ACTIVITY TIMEFRAME
<i>Area of Focus</i> International Connectivity	Create an updated Global Hamilton Strategy (formerly known as the Immigration Attraction Strategy)	     	Completion of the Global Hamilton Strategy	short term
<i>Area of Focus</i> Promoting and Selling Hamilton	Update and implement the Economic Development Marketing Strategy	     	Completion of new marketing study	short term
<i>Area of Focus</i> Commercial Area Revitalization	Create strategy to maximize future economic uplift and actions resulting from the LRT project	     	Completion of the LRT Economic Uplift Strategy	short term
<i>Key Sector</i> Creative Cultural Industries	Create and implement a Creative Cultural Industries sector strategy	     	# of sub-action items identified in the Creative Cultural sector strategy that are completed	short term
<i>Key Sector</i> FIRE	Create and implement a FIRE sector strategy	     	Completion of Strategy # of sub-action items identified in the FIRE Sector Strategy that are completed	short term
<i>Key Sector</i> Goods Movement	Update the Goods Movement Sector Strategy	     	Completion of the exercise to update the Goods Movement Sector Strategy	short term
<i>Key Sector</i> Information and Communication Technology	Develop and implement an ICT & Digital Media Sector Strategy	     	Completion of the ICT & Digital Media Sector Strategy # of sub-action items identified in the ICT & Digital Media Sector Strategy that are completed	short term

CREATION AND IMPLEMENTATION OF STRATEGIC DOCUMENTS

KEY SECTOR / AREA OF FOCUS	ACTION	ASSOCIATED EC DEV ACTION PLAN GOALS	MEASURES OF SUCCESS	ACTIVITY TIMEFRAME
Key Sector Information and Communication Technology	Create and implement a Digital Strategy for the City of Hamilton that identifies strategies to improve the ICT infrastructure (broadband internet) in the city	     	Completion of the Digital Strategy Implementation of recommendations	short term
Key Sector Life Sciences	Create and implement a Life Science Industry Sector Strategy	     	Completion of the Life Sciences Sector Strategy # of sub-action items identified in the Life Sciences Sector Strategy that are completed	short term
Area of Focus Leveraging City Real Estate Interests	Implement the Bayfront Strategy	     	# of sub-action items identified in the updated Bayfront Strategy that are completed	long term
Key Sector Creative Cultural Industries	Create a City of Hamilton Animation Strategy targeting the improvement of public space animation	     	Completion of Strategy	long term

CAPACITY BUILDING

KEY SECTOR / AREA OF FOCUS	ACTION	ASSOCIATED EC DEV ACTION PLAN GOALS	MEASURES OF SUCCESS	ACTIVITY TIMEFRAME
<i>Area of Focus</i> Small Business Development	Pursue extension in scope and funding for programs delivered by the SBEC	     	Amount of new funding received # of new programs implemented	ongoing
<i>Area of Focus</i> Small Business Development	Leverage Regional Innovation Centre and the ONE Network to enhance the reach, scope and impact on the Hamilton community	     	# of new successful start-ups # of client interactions	ongoing
<i>Area of Focus</i> Commercial Area Revitalization	Update Commercial Market Assessments (CMA) for specific Business Improvement Areas (BIAs)	     	# of completed CMAs	ongoing
<i>Key Sector</i> Advanced Manufacturing	Develop a regional manufacturing asset map, identifying key service providers and supply chain linkages	     	Completion of the asset mapping project	ongoing
<i>Key Sector</i> Goods Movement	Promote the Airport Employment Growth District as a North American Gateway hub for logistics, distribution and Goods Movement	     	# of promotional events/ activities # of people reached # of companies attracted to AEGD	ongoing
<i>Key Sector</i> Life Sciences	Establish the Bi-National Research, Innovation & Education Corridor	     	# of members in cluster # of businesses engaged # of companies recruited	ongoing
<i>Key Sector</i> Tourism	Enhance and animate the Visitor Centre to include opportunities to support Creative Industries and Culture & Diversity	     	Enhancements completed	ongoing

CAPACITY BUILDING

KEY SECTOR / AREA OF FOCUS	ACTION	ASSOCIATED EC DEV ACTION PLAN GOALS	MEASURES OF SUCCESS	ACTIVITY TIMEFRAME
Area of Focus Workforce Development	Pursue potential funding and partnership opportunities related to the Premier's Highly Skilled Workforce Expert Panel report	     	# of funding opportunities attained Amount of funding obtained	short term
Area of Focus Workforce Development	Create and implementation of a comprehensive Business Succession program	     	Completion of the feasibility study	short term
Area of Focus International Connectivity	Create an international business "Soft-Landing" space in Hamilton	     	Completion of the business case	short term
Area of Focus Small Business Development	Undertake review of the future viability of the Hamilton Technology Centre	     	Completed review and implementation of proposed recommendations	short term
Area of Focus Promoting and Selling Hamilton	Refresh the Invest in Hamilton website to be a better promotional tool for Hamilton to enable the attraction of new companies	     	Launch of redeveloped website	short term
Area of Focus Commercial Area Revitalization	Design a targeted multi-year marketing campaign related to Hamilton's commercial office opportunities	     	Creation and initiation of campaign	short term
Area of Focus Transportation	Provide regular, reliable, and frequent transit access to all business parks	     	# of buses to Business Parks frequency of service ridership job vacancies	short term

CAPACITY BUILDING

KEY SECTOR / AREA OF FOCUS	ACTION	ASSOCIATED EC DEV ACTION PLAN GOALS	MEASURES OF SUCCESS	ACTIVITY TIMEFRAME
Key Sector Advanced Manufacturing	Complete an Internet of Things Cluster Feasibility Study	     	Completion of feasibility study	short term
Key Sector FIRE	Implement program to target large corporate back office operations	     	# of inquiries # of back offices landed	short term
Key Sector Information and Communication Technology	Complete a comprehensive asset mapping exercise of all ICT sector companies and infrastructure	     	Completion of the asset mapping project	short term
Key Sector Information and Communication Technology	Establish a Sports Analytics Cluster to pursue a nationally recognized area of expertise	     	Establishment of Cluster with mandate, governance structure and funding source	short term
Key Sector Life Sciences	Establish the IBM/HHS Collaboration Space	     	Establishment of the IBM/HHS Collaboration Space	short term
Key Sector Tourism	Redevelopment of the Tourism website	     	Launch of redeveloped website	short term
Key Sector Tourism	Develop an industry based tourism advisory group	     	Establishment of advisory group with mandate and governance structure	short term
Area of Focus Workforce Development	Design and deliver an Annual Work Intentions Survey to current post-secondary students and workers commuting in and around Hamilton	     	# of surveys completed Completion of Annual Survey Report	short term

CAPACITY BUILDING

KEY SECTOR / AREA OF FOCUS	ACTION	ASSOCIATED EC DEV ACTION PLAN GOALS	MEASURES OF SUCCESS	ACTIVITY TIMEFRAME
<i>Area of Focus</i> Small Business Development	Conduct analysis of the viability of operating the SBEC across multiple sites in the city	     	Complete analysis	long term
<i>Key Sector</i> Agriculture and Food	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	     	Completion of the feasibility study	long term
<i>Key Sector</i> Agriculture and Food	Establish a food terminal or hub for food producers to distribute their products	     	Completion of the feasibility study	long term
<i>Key Sector</i> Creative Cultural Industries	Establish incubative makers' spaces for specialty manufacturing in the creative/cultural industries	     	Establishment of spaces # of businesses or artists using the spaces	long term

CONTINUOUS IMPROVEMENT

KEY SECTOR / AREA OF FOCUS	ACTION	ASSOCIATED EC DEV ACTION PLAN GOALS	MEASURES OF SUCCESS	ACTIVITY TIMEFRAME
<i>Key Sector</i> Goods Movement	Complete a re-zoning of the Port lands to accommodate appropriate uses and multi-modal activity	     	# of acres of land rezoned	ongoing
<i>Area of Focus</i> Promoting and Selling Hamilton	Create and implement an incentive program for Business Parks and Industrial Areas to increase the investment attractiveness for targeted investments	     	Creation of the incentive program	short term

CONTINUOUS IMPROVEMENT

KEY SECTOR / AREA OF FOCUS	ACTION	ASSOCIATED EC DEV ACTION PLAN GOALS	MEASURES OF SUCCESS	ACTIVITY TIMEFRAME
Area of Focus Commercial Area Revitalization	Review and update commercial zoning to provide greater flexibility for business attraction and growth	     	New zoning implemented	short term
Area of Focus Open for Business	Complete lean review of the approvals process	     	Completion of lean review of the subdivision application process	short term
Area of Focus Open for Business	Complete a comprehensive review of the City's Business Licensing By-law	     	# of new by-laws that has reduced categories for business types # of categories (decrease)	short term
Area of Focus Open for Business	Implement process for the prioritization of non-residential applications and permits	     	Business case completed Recommendations implemented	short term
Area of Focus Open for Business	Develop and implement a Comprehensive Customer Service Program	     	Development of the Customer Service Program Implementation of program recommendations	short term
Key Sector Creative Cultural Industries	Review zoning and other barriers to the establishment of Creative Cultural Industries	     	Completion of review Implementation of recommendations	short term
Key Sector FIRE	Realign staffing assignments to increase coverage of the sector	     	Completion of realignment	short term
Key Sector Goods Movement	Obtain official designation for lands around the Hamilton International Airport as a Foreign Trade Zone Point	     	Obtainment of Designation	short term

TRANSFORMATIONAL PROJECTS

KEY SECTOR / AREA OF FOCUS	ACTION	ASSOCIATED EC DEV ACTION PLAN GOALS	MEASURES OF SUCCESS	ACTIVITY TIMEFRAME
Area of Focus Leveraging City Real Estate Interests	Acquire lands in industrial parks for business attraction	     	Area of industrial land available Shovel-ready development land created	ongoing
Area of Focus Leveraging City Real Estate Interests	Strategically sell surplus City properties	     	Return on investment Assessment Growth	ongoing
Area of Focus Leveraging City Real Estate Interests	Implement the West Harbour Redevelopment plans	     	Achievement of West Harbour re-development project milestones # of units built	ongoing
Area of Focus Transportation	Implement the council approved LRT project	     	Meeting defined project milestones	ongoing
Area of Focus Leveraging City Real Estate Interests	Collaborate with stakeholders on a comprehensive review of the potential opportunities associated with Stelco lands	     	Increased tax assessment associated with economic development related to identified opportunities	long term
Area of Focus Transportation	Complete the BLAST network to link workers to employment areas across all parts of the city	     	# of routes added Capacity added	long term



SECTION 8

The 2016-2020 Economic Development Action Plan and its identified Goals, Areas of Focus, Stretch Targets and Actions align with the City of Hamilton's 2016-2025 Strategic Plan and will advance the identified priorities.

CITY OF HAMILTON
STRATEGIC PLAN PRIORITIES
 2016-2025



ECONOMIC DEVELOPMENT
ACTION PLAN 2016-2020

OUR GOALS



AREAS OF FOCUS



KEY INDUSTRY SECTORS



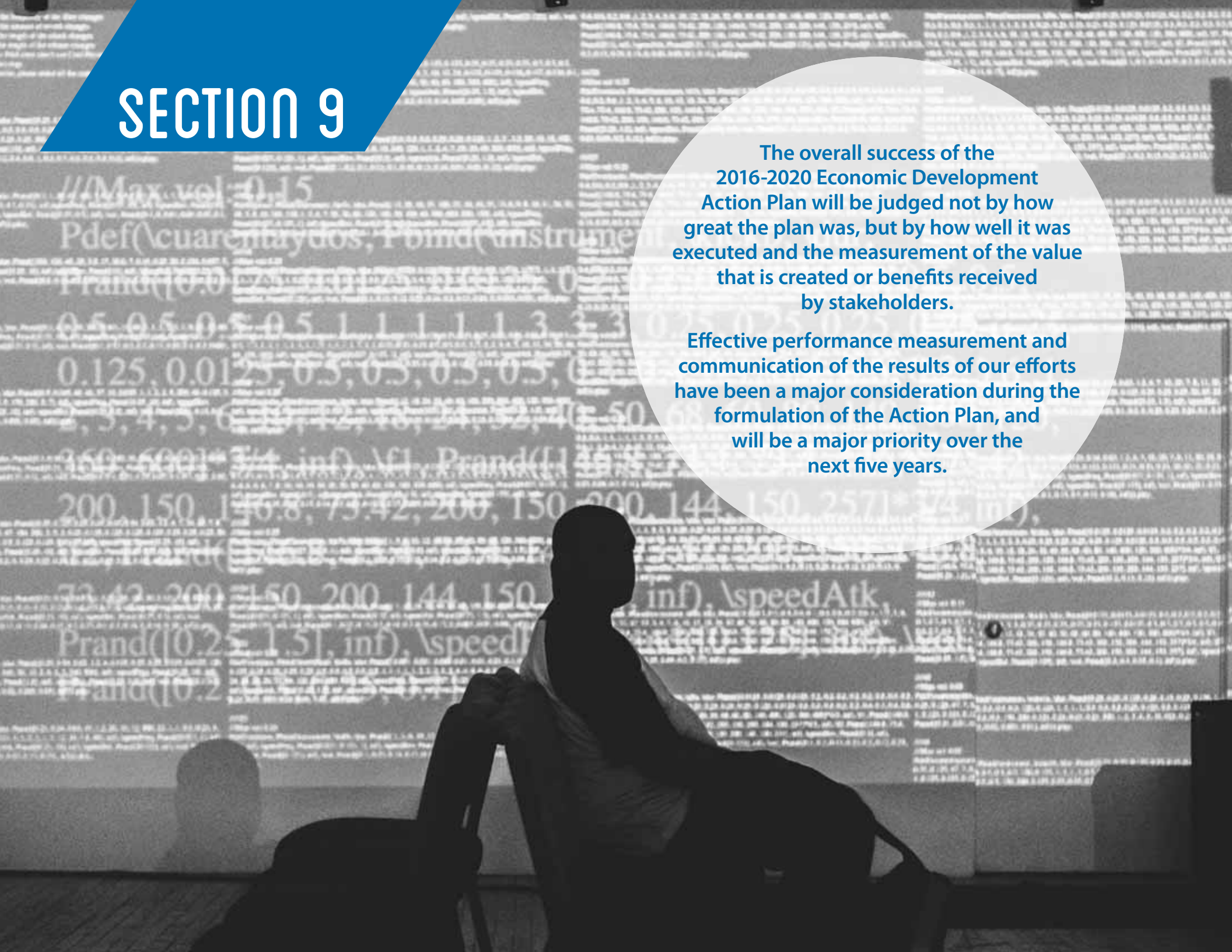
ACTIONS & STRETCH TARGETS

ACTIVITIES

SECTION 9

The overall success of the 2016-2020 Economic Development Action Plan will be judged not by how great the plan was, but by how well it was executed and the measurement of the value that is created or benefits received by stakeholders.

Effective performance measurement and communication of the results of our efforts have been a major consideration during the formulation of the Action Plan, and will be a major priority over the next five years.



MEASURING PERFORMANCE

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 61 actions identified in the Economic Development Action Plan.

In early Q2 of each year, the Economic Development Division will present a report to council that details the progress that has been made on the identified actions and stretch targets.

COMMUNICATING RESULTS

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.







ECONOMIC DEVELOPMENT
ACTION 2016 -
PLAN 2020



Hamilton