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Hamilton | 2022

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Message from the Mayor

Hamilton, like communities throughout the world, has been challenged by the pandemic, and yet there are strong signs that Hamilton is emerging stronger than ever before.

Employment in Hamilton actually grew by about 10 per cent over the past year. No doubt part of the reason is that Hamilton issued more than \$2 billion worth of building permit so far in 2021, an historic high and astounding given the pandemic.

Hamilton's John C. Munro Hamilton International Airport has emerged as the busiest overnight express airport in Canada. Indeed, the first COVID-19 vaccines to land in Canada did so at our airport.

Add to the mix our port, the busiest by tonnage on all the Great Lakes, our 400 series highways, rail links and proximity to both Toronto and the U.S. border, Hamilton is truly a multi-modal city.

Hamilton is also now receiving all-day, hourly GO train service which links us by rail to the entire Greater Toronto Area. Also, the federal and provincial governments have committed to fully fund a 14-kilometre Light Rail Transit (LRT) system which promises to rejuvenate our downtown like never before while creating thousands of jobs.

Steel-making is still, of course, important to Hamilton, and indeed, our two steel makers make more by tonnage than ever before, but with fewer workers due to advances in technology.

That encouraged Hamilton over the years to diversify into other sectors. Indeed, the Conference Board of Canada has named Hamilton as the most diversified economy in Canada.

We are also one of the most innovative, driven in part by research at McMaster University, Mohawk College, and McMaster Innovation Park (MIP). Hamilton was also designated as a Top7 Intelligent Community several times competing against hundreds of other municipalities world-wide.

This environment is no doubt part of the reason that Hamilton has also recently welcomed large companies such as Amazon, L3Harris and Bridgestone to the community.

Our restaurant and cultural scene are vibrant and our natural environment, ranging from the waterfront to the escarpment to rural vistas, with an extensive network of cycling trails and bicycle paths, are attracting young talent who come here to work but also to enjoy Hamilton's lifestyle.

Read on to learn more about the advantages of making your future in Hamilton.

Mayor Fred Eisenberger

What a difference a year can make...



In October 2021, Hamilton reported 36,500 more employed residents compared to the same time last year.

Learn more at investhamilton.ca

Data reflect the Hamilton CMA



ABOUT THE COVER



It has been a spectacular year for the City of Hamilton. The City achieved over \$2 billion in new building permits, now have all day hourly GO service and have received commitments to create a Light Rail Transit System for downtown.

Perspective™

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Hamilton Permit Value Tops \$2 Billion

Hamilton's business parks are attracting global headquarters, expansions of made-in-Hamilton success stories and industrial development companies capitalizing on the city's value proposition.

Developers such as Panattoni, Broccolini, First Gulf, Fengate, Rice Group, and Vicano have purchased in excess of 750 acres of industrial land in Hamilton since 2019, all with plans for large-scale speculation development.

"Demand in such that we've never seen before and we believe it is going to continue unabated," said Norm Schleeahn, director of Hamilton Economic Development.

"The largest developers have discovered Hamilton and are investing here for the future."

The near-term pipeline of industrial developments, including projects under construction and those that have submitted formal development applications, is in excess of 3.7 million square feet, of which 2.1 million square feet would be built on speculation.

Beyond 2025, when servicing and infrastructure will support it, there are upwards of an additional 8 million square feet of industrial development being contemplated on a speculation basis. This figure does not include the estimated 1.8 million square feet of development earmarked for McMaster Innovation Park.

Record-breaking

For the first time in 2021, the city is breaking through the \$2-billion mark in building permit value and industrial development is a large portion of that.

From January to October 2021, Hamilton's industrial development grew 98.2 per cent over the 2020 value. Since 2016, Hamilton has increased its industrial building permit value by a staggering 868 per cent.

"The demand is huge and unprecedented," said Ray Kessler, chief corporate real estate officer for the City of Hamilton. "Our vacancy rate is almost non-existent. Properties, buildings and land, disappear as soon as they go to market."



Work continues on Corbec Steel's \$40 million investment in Hamilton, which will see the Quebec-based company build its first plant in Ontario

Moving quickly

The municipality's shovel-ready land inventory is about 90 acres, but the City is moving quickly to complete environmental and servicing plans to unlock more, he says. It is also making strategic acquisitions to

accelerate servicing of industrial parcels.

"We have earned a reputation as being willing to work with the development community to get lands to market as quickly as possible. Companies that arrive at our door want to get moving immediately. Deals happen because we move quickly."

The City is also working to acquire and assemble smaller parcels to sell at fair market prices – generally about \$750,000 a serviced acre – to generate job creation and assessment growth over the shorter term, says Kessler.

Private landowners are also speeding up roads and servicing and the assembling of parcels to get product to market, says Kessler.

Hamilton has land to suit e-commerce supply chains, says Kessler, and also has what no other municipality can offer: access to Canada's largest overnight cargo airport at the John C. Munro Hamilton International Airport and the busiest port on the Canadian side of the Great Lakes.

"You can move product into Hamilton, through Hamilton and out of Hamilton, whether to the GTA or into the U.S., very efficiently."



DHL recently opened an expanded and upgraded hub with a \$100 million investment in the Airport Employment Growth District

Development highlights

In the 1,360-acre Airport Employment Growth District, a 255,000-square-foot building built on speculation by Panattoni Development Company in 2019, once a rarity in Hamilton, is now fully occupied. The company has also completed another 855,000sf facility which is now home to Amazon who is expected to employ about 1,500 people at full operation.

Right next door is DHL, which recently opened an expanded and upgraded hub, making an estimated \$100 million investment.

Demand is also strong in the city's 915-acre Red Hill Business Park at the junction of the Lincoln M. Alexander Parkway and the Red Hill Valley Parkway. Recent additions include Corbec, a steel galvanizing plant that invested \$30 million in a 100,000-square-foot expansion, and Continental Tires, which broke ground on a 300,000-square-foot warehouse.

Sierra Supply Chain Solutions has added a \$75-million, 150,000-square-foot state-of-the-art cold storage facility to its Red



Hill operation and steel fabricator Walters Group has built a 80,000-square-foot production plant.

Existing large users in the park include Canada Bread, Maple Leaf Foods, Grupo Bimbo, Navistar and Fibracast.

In the Ancaster Business Park, Bridgestone has built a 450,000-square-foot North American distribution hub and in Stoney Creek, Amazon has established a \$30-million Last Mile facility and

long-time Hamilton business Venetian Meats and Salami has invested \$10 million in a new production and retail location.

At the multimodal Bayfront Industrial Area, the Hamilton Container Terminal is a \$70-million investment in port and terminal infrastructure at the Hamilton Oshawa Port Authority to institute a short sea service to Montreal.

The privately owned iConnect Business Park in Waterdown, is

already home to the Canadian headquarters of medical device giant Stryker and to Burlington Automation, which produces robotic plasma cutting systems.

Summarizes Schleeahn "It's been really gratifying to see the efforts to create shovel-ready industrial land across the entire City were so well received in the market place. We are looking forward to more growth."

Message from Norm Schleeahn – Director, Economic Development, City of Hamilton

Despite the global pandemic, investment activity remained very strong in Hamilton. So much so that Hamilton, at the end of November, exceeded \$2Billion in building permit values. Exceptionally impressive on its own, but during the worst pandemic in generations, this economic indicator is nothing short of remarkable. Driving much of these numbers are exponential gains in commercial/industrial permits– a bellwether of the state of the economy for many municipalities. Making great gains in these two areas over the

past year signals strong investor confidence.

From a strategic perspective, Hamilton City Council recently approved the 2021-2025 Economic Development Action Plan (EDAP)– which serves as a blueprint for the future of Hamilton's economy. The EDAP identifies six priorities and 77 actions to help Hamilton's economy recover and move forward over the next five years. I encourage you to see how your investment can fit into the plan and learn more by visiting: investinhamilton.ca/edap.

2021 was also the year that Hamilton City Council passed the new Downtown Hamilton

Community Improvement Plan (CIP). This CIP identifies great areas of growth in the downtown core– chiefly involving the infill of our remaining office and retail spaces. Although many of the quality Class A and brick and beam office spaces are occupied, there are still some great opportunities. That is why this CIP focuses on post pandemic economic recovery assistance to main street small businesses, new financial incentives for the start-up community and a myriad of environmental sustainability initiatives. In all, it is a plan that emphasises the balance of work and play in the downtown core.



This edition of Perspective Hamilton will hopefully provide a clearer picture of Hamilton's successes over the past year, the ways we are working to tackle the effects of the pandemic and the path forward over the next several years. It involves a number of ambitious plans for this Ambitious City and if you would like to speak further about investing in Hamilton, we're ready.

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Khaled Hassanein

Dean of the DeGroote School of Business



How has your upbringing and experiences shaped your thoughts on producing future leaders?

I was born in Cairo, Egypt, and received early schooling in India and Egypt. I completed my schooling and undergraduate studies at Kuwait University and my Master's, PhD, and MBA degrees at universities in Canada. Along the way, I've worked and taught in many places around the world. One thing I've come to realize is that the more diverse voices, perspectives, and lived experiences you incorporate into any endeavour – the better it can be.

Our most creative and enduring solutions come from collaborations across disciplines and sectors. This interdisciplinary advantage is what we at DeGroote are aiming to provide for our students.

We want them to be resilient leaders who can seek advantages in untraditional ways and leverage them for transformative impact. To succeed, we know the next generation needs these skills.

Your background is in research and McMaster's DeGroote School of Business is known for its research leadership. What is some of the leading research coming out of DeGroote at this time?

I feel very fortunate to work with some of the leading business scholars

today. Right now, DeGroote researchers Elkafi Hassini and Manish Verma are looking at how next day delivery of products and climate change are impacting the global supply chain and many aspects of life for you and I. Catherine Connelly is seeking to understand and improve conditions for marginalized Canadian workers like temporary foreign workers, those living with disabilities, gig workers, and others. Erin Reid's research is focused on how gender inequality, diversity, and identity are affected by the design of today's jobs and workplaces. Jiaping Qiu is studying the chilling effects of patent trolls and how corporate bankruptcies impact employees. And in my own research on the impact of technology on business, I'm studying how we can prevent data analytics recommendations from resulting in discriminatory managerial decisions. These are just a few of the many, many research projects underway at DeGroote today.

There is a workforce crisis in this country. How is DeGroote working with the private sector to train the future workforce?

When I started my role in July, I had the great benefit of taking up the work Dr. Len Waverman – DeGroote's previous dean – as well as Dr. Sue McCracken and others had done before me in launching the Rethink Business Education initiative. This project is putting the focus of our undergraduate commerce program squarely on those skills we know will be essential for our students' future success. Creative problem-solving, collaboration, entrepreneurship, critical thinking, and a global perspective

– effective business leaders need these skills, and we are reshaping much of our curriculum to deliver experiences both inside and outside of the classroom that will ensure our graduates thrive in the years ahead. Some of the best innovations on this project have come with the support of our private sector partners like BMO and KPMG, ensuring our plans are aligned with employers' needs and leveraging their industry expertise.

Of course, private sector partnerships have always been a strength of DeGroote's. Whether we're collaborating on programming, scholarships, or special projects, our industry partnerships are an important advantage we offer students and the community. In fact, our alumni now work in a broad spectrum of private industries and regularly engage with us to speak in our classes, work with our students on experiential projects, and support student learning.

What are your thoughts on the future of the City of Hamilton?

I call Hamilton home. I live here and love this city.

Hamilton has a rich and diverse history. It's built on a foundation of hard work and sustained achievement. This city's rapid growth in recent years is reflective of its ambitious community.

I believe we have some of the most talented people driving growth in industries like healthcare, education, advanced manufacturing, hospitality, and tech. The future of this city will be built on their innovations and their entrepreneurialism.

I see this every day in DeGroote's classrooms; here in Hamilton, we have

a spark of curiosity and a willingness to work very hard that runs right through our community.

How has COVID affected your programming? Have you developed new programming and lifestyle elements for the student? Have you adapted to help create the best student experience? What have you learned from student feedback?

We've learned a lot from the past 19 months.

As a business school, DeGroote had been delivering primarily in-class learning for more than 60 years. In just five days, we went entirely remote and have since then moved into a hybrid model.

We now have a new Teaching & Learning Services team helping our faculty members incorporate meaningful digital learning experiences into their courses where we know students will benefit most from them.

Our student services are for the most part now offered both virtually and in-person, but students have consistently told us they miss the on-campus experience. Nothing beats the in-person engagement – in the classroom, in libraries, across the campus. To that end we've brought back as many in-person services and activities as possible, with still more to come as we get closer to January when we expect almost everything will be back to pre-pandemic levels.

This is important to us. Their experiences in the classroom, with each other, and on our campuses remain our focus. Our students come first.

The Waterfront Evolution – Hamilton is Making Waves

The first phase of public amenities in Hamilton's ambitious West Harbour redevelopment will soon open.

The City has invested almost \$100 million to pave the way for a future mixed-use development and increased public access to Pier 8.

"It is a transformation of the area and a commitment from the City into public spaces at our beautiful waterfront," said Chris Phillips, manager of the municipal land development office.

"People are drawn to water and we think Hamiltonians and visitors alike will love spending time there."

Upgrades include a new shore wall and flood protection and soil erosion measures from Pier 6 to the end of Pier 8, the installation of underground infrastructure, and fish habitat restoration.

Much more visible to the public is the focal point of the public realm: a new promenade park called Copps Pier at Pier 8.

Nods to its industrial past are everywhere in the \$6.5-million park, including an overhead gantry crane that will form the framework of a pavilion and walls meant to look like the hulls of cargo ships.

A 30-metre wide walkway runs right up to the water's edge and there is a playground, games area, seating areas, a wetland garden, a large sandy beach and a lookout point that extends over the water.



Commercial and residential sales will begin next year offering amazing waterfront opportunities

Eventually, there will be nine blocks making up 1,500 residential units and 140,000 square feet of commercial space. Sales are expected to begin next year.

The overall vision for the project is led by renowned Hamilton-born architect Bruce Kuwabara of KPMB Architects. He is part of Waterfront Shore Partners, a consortium of

developers, architects and designers awarded the project after a competitive bid process.

In addition to the transformation of Pier 8, a cantilevered kilometre-long boardwalk wraps around a new marina, shops and restaurants at Piers 6 and 7, and new gateway feature entrances will welcome people to the West Harbour.

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Carbon Capturing Technology: Making Better Steel in Hamilton

Hamilton steelmaker ArcelorMittal Dofasco is making a \$1.8-billion investment into new steelmaking methods that will cut annual greenhouse gas emissions by approximately 60 per cent – 3 million tonnes – within the next seven years.

The plant will transition from blast furnace-basic oxygen furnace steelmaking to direct reduced iron (DRI) – electric arc furnace (EAF) production. While cutting emissions and eliminating the need to transport coke and coal, the shift will also eliminate flaring from coke making and ironmaking operations.

The federal government is investing \$400 million into the project.

Across its global operations, ArcelorMittal is committed to a 25 per cent reduction in carbon dioxide emissions by 2030.

“ArcelorMittal’s ambition is to lead the steel industry in decarbonization. The planned investment in Hamilton puts us

well on the path to reaching our target to be net zero by 2050,” said Tony Valeri, vice president, corporate affairs at ArcelorMittal Dofasco.

“The investment plan sends a strong signal that Hamilton is a centre of steelmaking excellence and a key part of Canada’s economy.”

Valeri says further research is underway into other clean technologies and materials like hydrogen, biocarbon, and carbon capture utilization and storage. The new direct reduced iron module will be hydrogen ready.

The City of Hamilton’s recently unveiled five-year economic development action plan, in conjunction with its manufacturing strategy, includes supports for companies undertaking decarbonization initiatives, says Jennifer Patterson, manager of business investment and sector development.

“There is a role for Hamilton Economic Development to support

companies in this journey. We recognize the future economy is linked to sustainability and a focus on the environment is evident throughout our action plan.”

Another ambitious decarbonization project underway is the Hamilton Container Terminal, a \$70-million port

and terminal investment at the Hamilton Oshawa Port Authority to institute a short-sea service between Hamilton and Montreal.

In 10 years, it’s projected the service will move 580,000 ocean containers and reduce carbon emissions by 500,000 metric tonnes.



From far left: Ron Bedard, AMD’s President and CEO, Minister of Procurement Filomena Tassi, Minister of Innovation, Science and Industry François-Philippe Champagne, Tony Valeri, Vice President Corporate Affairs, Deputy Prime Minister and Minister of Finance Chrystia Freeland, and Minister of Minister of Families, Children and Social Development Karina Gould

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McMaster Innovation Park (MIP) is Canada’s premier research and innovation park supporting startups, business, research and offering collaborative space to transform ideas from vision to commercial reality.

Now leasing, 44 Frid Street is an adaptive reuse facility. This completely renovated, state of the art, customizable laboratory is designed for flexible, scalable graduation and incubation space. The initial building was constructed in 1970 and was formerly the Hamilton Spectator building.



mcmasterinnovationpark.ca



LAB SPECIFICATIONS

Telecom – Fibre Optic ready. WiFi 6 in all common areas. Rough-in ready for tenant systems
Electrical – 120/208V
HVAC – MERV 8 and MERV 14 air filters, 8–10 air exchanges per hour
Dedicated Tenant Systems – Freezer Farm (–80, –20 and cryo freezers) – Ice Flaker Alcoves (on each floor) – Chemical and waste rooms – Recessed emergency showers and eye wash stations
 Ceiling mounted utility panels – (1 per 4 benches)
 – Centralized gases – (CO2, vacuum & compressed air)

Additional Comments

Office air circulation as per ASHRAE 62.1 110 l/s per person at 6 air exchanges per hour – PH Neutralization Reverse osmosis central water softening with recirculation

Lab Structure

Size: 258,982 Sq. Ft.
Structure: Concrete columns with cast in place concrete slab
Facade: Brick and masonry
Ceiling Height: 1st Floor: 16’ (portions as high as 18’) 2nd Floor: 14’ 3rd Floor: 14’
Floor Loads: 1st Floor: 150 Per Sq. Ft. (as high as 1,000 Per Sq. Ft.)
 2nd Floor: 150 Per Sq. Ft. 3rd Floor: 150 Per Sq. Ft.
 3 passenger, 1 dedicated freight
Elevators: Yes
Sprinklers: Linear LED
Lighting: Fibre Optic ready with rough ins for tenant systems.
Telecom: WiFi 6 in all common areas.
Generator: 600V, 1250 KVA natural gas
Loading: 2 Truck Level docks with interior and exterior doors and levelers
Comments: Net Zero Carbon ready, EV parking stalls
 Amenity and Collaboration Spaces: » Small, medium and large meeting rooms
 » Phone booths » Auditorium » Lactation Room » Spiritual/wellness room
 » Break spaces » Café » Atrium

Scott Rasmussen

Vice President of Leasing & Business Development

sasmussen@mcmasterinnovationpark.ca



Collaboration Accelerates Biomanufacturing Capabilities at MIP

McMaster Innovation Park (MIP) is in the midst of a \$1.75-billion buildout that will grow its footprint by 2.8 million square feet and create an innovation continuum from fundamental research labs, to start-up spaces, to early-stage production facilities and full-scale biomanufacturing.

Located near McMaster University in Hamilton's west end, MIP is leveraging the work of one of Canada's top research universities and bringing local innovation to a global audience.

Hamilton has a strong ecosystem in life sciences and technology, which is magnified and accelerated through both the physical presence of MIP and its role in catalyzing relationships and collaborations, says Ty Shattuck, CEO of MIP.

"We know the power of collisions when it comes to innovation. When organizations with different skills and expertise and outlooks come together through collision, that creates successful collaborations. One of our roles is to facilitate collisions."

A future in biomanufacturing

A priority at MIP is the establishment of production-scale biomanufacturing capabilities, such as the partnership with CCRM (Centre for Commercialization of Regenerative Medicine), will see the creation of a biomanufacturing campus at MIP to tackle chronic diseases such as cancer, heart disease, and diabetes.

Through the partnership, CCRM is expanding from its facilities in the MaRS Centre in Toronto by building an initial 100,000-square-foot facility at MIP to produce cells and viral vectors for clinical trials and commercial-scale manufacturing.

The mRNA COVID-19 vaccines demonstrate the need for domestic biomanufacturing, says Shattuck. They contain Canadian intellectual property but were manufactured elsewhere, sacrificing both self-sufficiency and job creation.

Also coming to MIP is McMaster's Global Nexus for Pandemics and Biological Threats, which brings together international researchers from multiple disciplines to improve detection, management and treatments.



Ty J. Shattuck

Acting locally, looking globally

Marrying a new product or technology with a novel business model requires a global outlook, says Shattuck.

"The odds that a perfect partner, collaborator or investor will be in Hamilton are infinitesimally small. We have to take the building blocks of research, innovation, market development and capital and assemble them into a whole. Producing globally relevant innovations out of the university or our hospitals requires pieces from all over, whether that's Vancouver or Singapore, Boston or Dubai."

Next year, MIP will join Toronto's MaRS Discovery District and Waterloo's David Johnston Research + Technology Park in hosting the Association of

University Research Parks (AURP) International Conference. It will showcase southern Ontario and Canada as leaders in innovation.

"Today, entrepreneurs, leading global companies and investors increasingly see the Toronto-Waterloo-Hamilton region as a global-calibre life sciences corridor," said Shattuck.

MIP has also established strong connections to communities of Canadians abroad, including Canadian Entrepreneurs in New England, with an eye to developing partnerships to help local ventures grow.

"Ex-pats are very passionate and proud Canadians who want to help fellow Canadians to succeed. Many had to leave Canada to pursue their careers or commercial ambitions and they want to contribute to an environment for success back home."

Continuum of capital

MIP is the driving force behind the 2021 launch of the North American Life Sciences Capital Market Advisory Council. Its goal is to see more Canadian companies backed by Canadian investors.

"Capital investment is the lifeblood of companies, but the reality is that accessibility is fragmented and siloed," said Shattuck.

"Our research shows that Canadian ventures find pre-seed and seed funding at home and about half of their Series A investment. After that, they have to go abroad."

That means job creation, along with returns and exit value – which can then be re-invested into next-generation start-ups – are realized elsewhere.

"The advisory council will take a national approach to creating a holistic capital market that will ensure Canadian companies get the funding they need to ensure success."

Real estate developments, arena revitalization & LRT will transform downtown

Hamilton's FirstOntario Centre arena will soon see an investment "north of \$100 million," in conjunction with a downtown entertainment precinct plan that will see new residential towers and commercial developments.

The Hamilton Urban Precinct Entertainment Group, which has been awarded operation of the arena, the Hamilton Convention Centre and FirstOntario Concert Hall under a guaranteed 30-year lease with the City of Hamilton, is proposing a total investment of well over half a billion dollars.

The consortium is made up of well-known local players Carmen's Group, LiUNA, Meridian Credit Union and Paletta International.

In October, venue developer Oak View Group announced that its first foray into Canada would be through a deal with HUPEG. OVG's CEO Tim Leiweke, a

former president of Maple Leaf Sports and Entertainment in Toronto, has indicated his company believes Hamilton is a strong market that could see an arena booked 150 nights a year.

Oak View Group's arrival brings a "wealth of industry knowledge and relationships" on both the sports and entertainment sides, says Mercanti.

"They are arguably the biggest developer of arenas in the world at present," having recently opened new venues for the Seattle Kraken and the New York Islanders. OVG's co-founder is music executive Irving Azoff and the company recently merged with global venue operator Spectra, which currently manages Hamilton's arena.

"Having Oak View Group on board elevates the arena project to a level we didn't initially contemplate. They are equally excited and bullish about Hamilton and the potential in this market."

World-class venue

Mercanti says the arena's upgrades will redevelop currently unutilized space and inject the user experience amenities expected in a world-class arena.

The scope of the upgrades at the arena are just being finalized, says Mercanti, but the group has already committed to a new building exterior, a transformation of the lower bowl, an expanded concourse level, new hospitality suites, a video board, and a new curtaining system for the upper bowl balcony.

Those renovations were expected to add up to \$50 million, but Mercanti says OVG's involvement will grow the investment somewhere "north of \$100 million."

The 36-year-old FirstOntario Centre can hold about 19,000 spectators and is home to hockey's Hamilton Bulldogs,

lacrosse's Toronto Rock and basketball's Hamilton Honey Badgers.

HUPEG proposes a redevelopment of the arena at street level to add restaurants, retail and a microbrewery that would be open even when the venue is closed.

The convention centre and concert hall will see modernization and upgrades worth at least \$12.5 million. That will allow Hamilton to attract more conventions, conferences and events of all sizes, says Mercanti.

"Our facilities will draw not just on the Greater Hamilton market for concerts and events, but from Niagara, Brantford, Kitchener-Waterloo-Cambridge, Burlington and Oakville. There is a strong catchment area and Hamilton is positioned brilliantly."

Building on momentum

Over the last five years, the city has seen 30 to 40 per cent growth in hotel capacity and more units are in planning stages, says Ryan McHugh, manager of tourism and events. That is also key to hosting large events and supporting HUPEG's project.

"The market investment in hotels speaks to the strength of Hamilton and what is on the horizon," he said.

Interest in the precinct project from investors, hospitality providers and commercial developers is strong, says Mercanti. It builds on the momentum of the city's downtown, says Mercanti, fuelled by investments in light-rail transit and all-day GO from Toronto to the West Harbour station, along with ongoing residential developments.

"There are a lot of cranes in the sky in Hamilton and that's wonderful to see. Residential and commercial developments to bring that live, work, play element are critical to our plans."

"It's been a very positive experience working with the City of Hamilton. The team on our file are first-class professionals who worked around the clock to get this deal done."



The LRT will stretch 14 kilometres and contains 17 stops, from McMaster University, through downtown, to Eastgate Square.

Transforming a downtown

In the city's core, more than 3,200 residential units are under construction or nearing completion of site plan and another 10,000 are in earlier planning phases, says Judy Lam, manager of commercial districts and small business for the City of Hamilton. They are a mix of condos and rental units, along with single-family homes.

In addition, McMaster University is adding a number of new and under-development student residences.

"There is a huge influx of people coming to the core to live and work and that will be transformative. It will completely change what the downtown feels and looks like," said Lam.

"Housing diversity is important because all sorts of people want to live in the downtown and take advantage of all that it offers."

Adding residents to the core supports existing and new retail, services and restaurants, but it also fuels company expansions and arrivals, she says.

"We have been seeing satellite offices pop up because company employees are already in Hamilton. Businesses follow their talent."



Investment north of \$100 million coming to First Ontario Centre

Taking centre stage

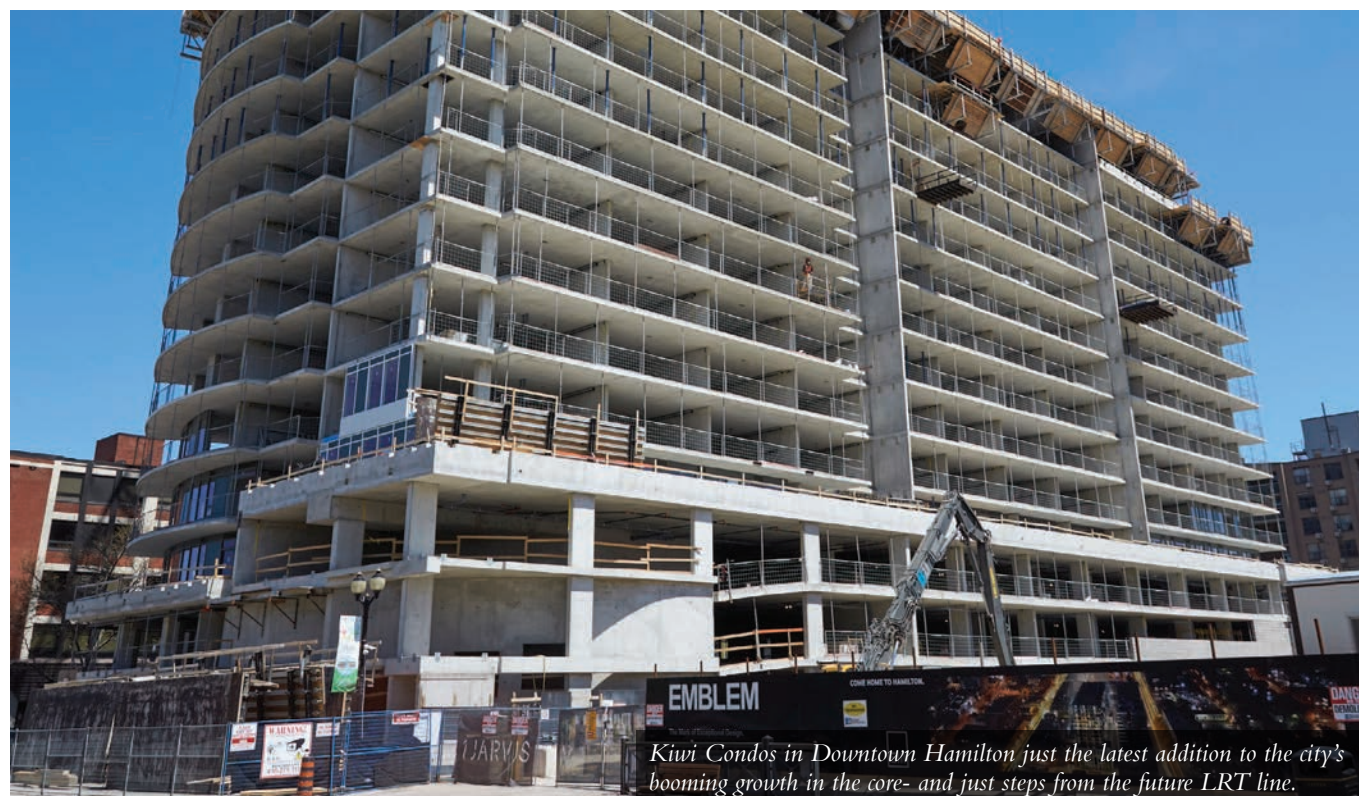
Hamilton will host a number of high-profile events over the next five years, including the Grey Cup in 2021 and 2023, the NHL Heritage Classic and the World Synchronized Skating Championships in 2022, the Canadian Country Music Awards in 2023, and the RBC Canadian Open in 2024.

Event organizers already know Hamilton is a wonderful host city, says McHugh.

"We are building on our track record of successful events. We've already proven we can knock JUNOS, CCMA's and Canadian Opens out of the park."

The investment in an entertainment precinct and the attraction of large events will only cement Hamilton's place as a city of arts, culture, sports and tourism, said McHugh.

"I really think the stars are aligning in Hamilton right now in our shopping and dining districts, our entertainment amenities, transit investment and development at the waterfront. There are so many reasons for people to come Hamilton. We will make a great impression on a lot of people."



Kiwi Condos in Downtown Hamilton just the latest addition to the city's booming growth in the core- and just steps from the future LRT line.



HAMILTON

Looking to open or expand your film business
(studio, pre or post-production company): consider Hamilton.

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Spotlight Shines on Film Business in Hamilton

Hamilton is one of the busiest film jurisdictions in Ontario and has one of the highest concentrations of film workers and businesses in Canada. Collaborative, ambitious, diverse, gritty, and beautiful; Hamilton has a wide range of quality film locations and amenities attracting crews and workforce – making it a great fit for pre and post-production film businesses.

Location Location Location

- Centrally located within a one hour reach from major markets of Toronto and US border.
- Productions are eligible for an additional regional bonus (10% bonus on all eligible Ontario labour expenditures).
- A medium-sized city (population: 771,000) that's easy to get around.



Growth & Opportunity

- 3rd largest cluster of film businesses in Canada with 900+ film companies located in Hamilton.
- Labour force of 9,000+ Film workers; 26,160 Digital Media and Information Computer Technology (ICT) workers; and 21,000 Visual & Applied Arts & Makers live in Hamilton.

Big Picture

- Named one of Canada's best locations to invest in 2020 and 2021 via Site Selection Magazine.
- Office rents in Hamilton gross on average \$23.80 versus \$55 in downtown Toronto (CBRE, 2020 Tech Talent Report).
- Development charges are 50% lower than other GTA municipalities.

Please take the time to connect with Debbie Spence, Business Development Consultant with the City of Hamilton's Economic Development Office. She can be reached by email: Debbie.Spence@hamilton.ca or by phone: 905-546-2424 ext. 3049. For more information about filming in Hamilton Canada please visit www.investinhamilton.ca/industries/creative-industries

HAMILTON'S FILM INDUSTRY BY THE NUMBERS

3rd
Largest Film
Business Cluster
in Canada

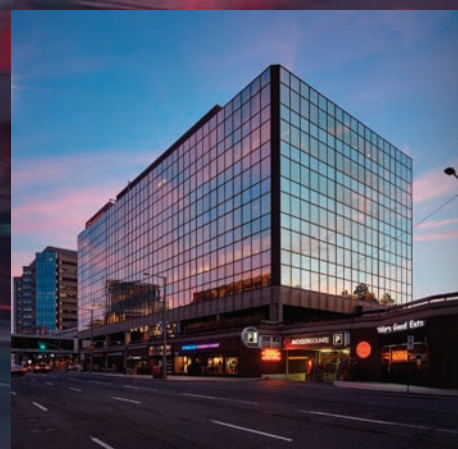
3rd
Largest in
Employment
Growth in Canada

9,140
Film
Workforce

901
Businesses
in Film

TOP
Sector
Growth –
Creative Industries

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Hamilton Food Scene: Heating Up

Hamilton offers the chance to take a risk on a food venture in a city that loves novel cuisine.

“I think Hamilton is the most diverse mid-market culinary scene in Canada, hands down,” said Jason Cassis, co-founder and CEO of Equal Parts Hospitality. The company has six restaurants and venues in its portfolio and continues to grow.

“There are tons of great neighbourhoods where you can open inexpensively and make a go of it.”

The city is home to an expanding list of dining districts within the lower city, on the Mountain and within Hamilton’s neighbourhoods in Dundas, Ancaster, Stoney Creek and Waterdown.

Though the pandemic has been difficult on the restaurant industry, inquiries about available spaces have remained strong, says Judy Lam, manager, commercial districts and small business.

“Many are coming from the GTA where they can’t make ends meet. But more than that, Hamilton has fostered a reputation as a city that is adventurous and diverse when it comes to food. We recognize and support good food here.”

The city’s downtown features boutique, independent, one-of-a-kind and global cuisine. That is being fuelled by restaurants relocating from elsewhere, but also by entrepreneurs who have moved to Hamilton for its affordability and quality of life, says Lam.

“When they live here, they see that it makes financial sense to pursue a dream of opening a restaurant. You can take a chance in Hamilton.”

Salar Madadi is one of those success stories.

When he and his wife moved to Hamilton from a condo in Toronto more than 10 years ago, he worked in IT. But a smoker he built in his new backyard became more than a hobby when he found himself winning BBQ competitions. That led to a meat-focused food cart, then a truck.

From there he founded a poke (a Hawaiian marinated fish salad) venture, first serving out of the Hamilton Farmers’ Market and then out of a location on the Hamilton Mountain.

Now, he’s fully focused on a new eatery, a tiki pizzeria called Maipai on Barton Street East.

“There are districts where the rents are much higher, but that makes it harder to take a risk and do innovative things.”

Maipai, which serves Detroit-style pizza, stayed busy throughout the pandemic with takeout and now booking a table is a challenge.

One of Madadi’s recipes recently won at the Canadian Pizza Summit and he will compete in the International Pizza Challenge in Las Vegas next year.

Madadi says there is a lot of support in Hamilton for innovative food ventures.

“There are a lot of cool ideas happening at pop-ups, through the Kitchen Collective and at farmers’ markets. People are pushing the boundaries and doing lots of interesting things.”

Another success story is MysweeTooth in Westdale, the first Asian fusion bakery in Hamilton. Founder Jia Tian took part in the City’s Starter Company Plus program and was awarded city grants to buy equipment and for façade improvements.

The business has grown throughout the pandemic from two employees to eight and will soon open Momoco Donuts in downtown Hamilton.



Photo by Joyce Leung



One of the hottest restaurant scenes in Canada, Hamilton has benefitted from innovative culinary talent transforming cool, funky, affordable spaces across the community.

Putting Hamilton at Centre Stage

Key partnerships help bring Hamilton's downtown redevelopment to life

In June 2021, Hamilton City Council approved a master agreement for a multi-million dollar renovation to the City's downtown entertainment facilities. Brought forth by a private sector consortium called the Hamilton Urban Precinct Entertainment Group (the "Precinct Group"), this plan envisions investments in thoughtfully designed arts, entertainment, sports, residential, commercial and mixed-use properties in Hamilton's downtown core.

The Precinct Group's plan includes a minimum \$50 million renovation of the FirstOntario Centre arena; a minimum \$12.5

million in capital upgrades to the Hamilton Convention Centre and FirstOntario Concert Hall; and an estimated \$350 million in auxiliary mixed-use projects that will voluntarily integrate affordable housing units.

As the Precinct Group's legal services provider, Gowling WLG played an integral role in bringing the consortium, the project proposal, and the master agreement to life. Pamela Green, head of Gowling WLG's Commercial Real Estate and Lending groups in Hamilton, worked with the consortium to put forward a plan that was both visionary and achievable, and that aligned with the City's goals and values.

"We worked closely with this consortium to develop the project in a way that will help to address some of the big challenges faced

by municipalities everywhere," Green explains. "From increasing affordable housing and employment opportunities to helping Hamilton attract new business, this investment promises to catalyze the revitalization of Hamilton's downtown core across multiple fronts."

In an exciting development, the Precinct Group has also teamed up with Oak View Group (OVG) on arena renovations, forming a partnership that is expected to come with a significant additional infusion of funding. Known as a trailblazer in the sports and live entertainment industry, this project will mark OVG's entrance into the Canadian market. Jasper Kujavsky, a director of the Precinct Group and the director of the arena renovation project, says he is "delighted to partner with this

global and visionary company in the transformation of Hamilton's iconic Coliseum."

"We're thrilled to be driving the revitalization and modernization of Hamilton's entertainment assets, creating a first-class guest experience in the urban centre of the Greater Hamilton area," said PJ Mercanti, president of the Precinct Group. "The support of the entire Gowling WLG team was indispensable in bringing this project to fruition, and we look forward to continuing this partnership as we help Hamilton reach its full potential."

"The redevelopment project is going to have a long-lasting positive impact for both businesses and residents alike," said Green. "It will really showcase why Hamilton is truly a great place to live, work and play."

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A Commercialization powerhouse at McMaster University

The McMaster Industry Liaison Office (MILO) works directly with researchers to protect intellectual property, develop business models, and get ventures off the ground.

Working with researchers at McMaster University and its affiliated institutions, Hamilton Health Sciences and St. Joseph's Healthcare, MILO's at the core of Hamilton's innovation ecosystem: helping to move discoveries from lab to market and, by so doing, building and diversifying Hamilton's economy.

"I think the best way to describe what we do is that we fill in any gaps that researchers and entrepreneurs find along their path to make the journey to market smoother and faster," said Gay Yuyitung, executive director at MILO.

"They do the heavy lifting, but we try to make it less heavy."

Whatever a venture needs, the goal is always to improve lives by taking the impact of research beyond the walls of the university, says Yuyitung.

Sometimes that means providing space at McMaster Innovation Park for rapidly growing ventures, helping to find a partner in industry, or working with researchers to hone their pitch to investors.

The MILO team is made up of highly skilled, well-connected experts with backgrounds in research and business, says Yuyitung. "It's that combined talent that helps our spin-off businesses to grow and succeed."

The size and culture of McMaster is ideally suited to commercializing research, she says.

"The university isn't so big that it can't be flexible and creative but we have a strong structure and critical mass of resources to make things happen."

Commercialization powerhouse

McMaster, one of only four Canadian universities to consistently rank among the world's top 100, is a long-time powerhouse when it comes to commercialization of research, including through licensing and royalties, patents issued and start-ups created.

MILO evaluates 80 to 90 new invention disclosures annually and works with faculty and student inventors to explore licensing and start-up opportunities.

Historically, McMaster has the highest number of new licences executed per year in Canada, with 435 currently active. The university has filed 100 patents and amassed \$17 million in royalties and licensing fees between 2019

and 2021, creating nine new research-based start-ups in the last year alone.

In the last year, McMaster's research community has attracted more than \$216 million in funding from industry and government partners, supported more than 250 partnerships and executed more than 800 agreements.

In September, the university launched the McMaster Seed Fund, an early-stage investment vehicle that will offer up to \$500,000 to innovative start-up companies commercializing McMaster research that have the potential for significant economic or societal impact in the Hamilton region and beyond.

"The goal is that the funding will be the bridge to other investments," says Yuyitung.

Success stories

There is a long and growing list of McMaster success stories. They include high-profile ground-breaking companies attracting tens of millions in venture capital investment, such as Fusion Pharmaceuticals, Triumvira Immunologics, and Adapsyn Bioscience, start-ups that are now making acquisitions, such as Altus Assessments, and start-ups that have been acquired, such as Empirica Therapeutics (Century Therapeutics Canada).

"These large-scale success stories are inspirational. Others see this and they know it's possible for them, too," said Yuyitung. "It's creating a critical mass of talent and leadership in Hamilton."



Neurosurgeon Shelia Singh, co-founder of Empirica, says the acquisition by Century Therapeutics means great promise for advancing treatments for glioblastoma (GBM) patients

Emerging successes include:

Enedym, coming out of the work of engineering professor Ali Emadi, Canada Research Chair in Transportation Electrification and Smart Mobility, the company recently received \$15 million in second-round investments to develop electric motors for use in automotive, consumer goods and the energy sector. With support of McMaster and the ecosystem, Enedym has built a strong patent portfolio, attracted local and foreign investors, and is seeing a growing demand from local and multinational customers.

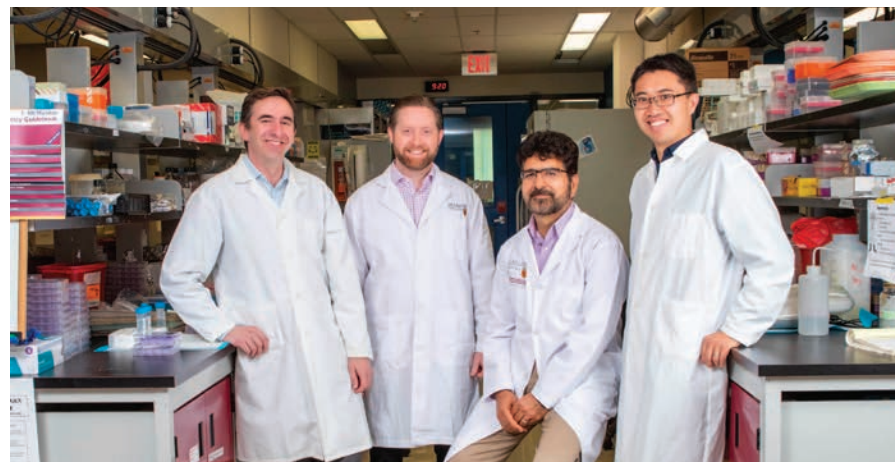
“One of the exciting things about Enedym is that thanks to Ali Emadi’s work, Hamilton is attracting talent from across Canada and around the world and retaining those people who, in the past, have gone to the United States,” said Yuyitung. “That is critical for such a growing industry.”

VoxNeuro, a neuroscience and health tech company, co-founded by McMaster linguistics professor John Connolly, has developed technologies to objectively measure real-time cognitive functions to support care for those with dementia, brain disorders and injuries.

Working with MILO, VoxNeuro secured its intellectual property, developed relevant connections with champions in the healthcare industry, landed funding and executed licensing deals. Its software platform recently secured Health Canada and FDA approvals and the company is assembling plans to roll out to about 100 clinics across North America by the end of 2022.

Allarta Life Sciences, born out of the research of chemistry professor Harald Stover, it provides polymer-encapsulated cell-based therapies for diabetes and other endocrine disorders. The company holds a number of patents in the U.S. and Canada and secured \$2 million in seed funding for pre-clinical trials. Allarta is preparing to close a Series A by the end of 2021.

Elarex, is developing technology that allows vaccines to be stored for weeks at temperatures up to 40C. Coming out of the work of chemical engineer Carlos Filipe, the innovation allows vaccines to reach remote and impoverished parts of the world. Former MILO entrepreneur-in-residence Robert DeWitte is now CEO of Elarex, which has landed close to \$1 million in seed funding and research grants.



From left: Carlos Filipe, Matthew Miller, Ali Ashkar and Vincent Leung – the research team who, in 2019, developed a vaccine-delivery platform that does not require refrigeration



With Health Canada and FDA approvals, VoxNeuro has recently launched their cognitive assessment system across North America.



Engineer Ali Emadi founded Enedym to commercialize technologies born out of his research in transportation electrification, with the goal of supplying the world’s need for lower cost and more sustainable electric motors.

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Mohawk exports City School model to three other community colleges

With a goal of better matching local workforces to the needs of employers, Mohawk College is leading a partnership with the Future Skills Centre (FSC) to deliver training programs to equity-seeking groups across Canada.

Through the partnership, Mohawk is now exporting its City School by Mohawk training model for a Material Handling program to three other community colleges—Vancouver Community College, Red River College in Winnipeg and Nova Scotia Community College in Halifax.

“There are emerging needs within the goods movement area and those can be met by groups of unemployed and underemployed people in the local

market,” said Natalie Shearer, Manager of Future Skills Partnerships at Mohawk.

“This partnership will mean a larger collective impact through shared values and goals and leveraging resources and reach. We believe this model of free, community-based education will bring positive economic benefits.”

Shearer expects the initiative to expand, with new program offerings and as the partnerships with these colleges grow.

A third cohort has now begun the program in Hamilton, which focuses on both technical and 21st-century employment skills, including problem-solving, teamwork and communication. Six weeks of training is followed by a two-week paid placement.



Funded by the federal government, the Future Skills Centre is a pan-Canadian initiative, connecting ideas and innovations generated across Canada so that employees and employers can succeed in the labour market, and to ensure that local, regional and national economies thrive.

“This program fills a gap in the skills ecosystem by connecting postsecondary education with workforce development to prepare people for the careers of the future,” said Pedro Barata, FSC Executive Director.

“Employers in the supply chain and material handling sector are facing labour

shortages, while workers need different, more technical skills to meet the demands of this evolving sector. We’re pleased to support a learning model that has expanded across the country and that may apply to other sectors and regions.”

FSC has granted Mohawk funding to support the training of 135 students in the Greater Hamilton Region, with an additional 108 students to be trained by the three partner institutions across Canada.

To learn more about Mohawk College’s City School – visit www.mohawkcollege.ca/cityschool



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Hamilton Builds Even Stronger Relationships with Small Business

Though it's been a most challenging two years, small businesses in Hamilton have been able to access a variety of programs and supports designed to ease the hardship.

"We put a priority on doing all we could to help businesses weather the storm to keep our business corridors vibrant," said Judy Lam, manager, commercial districts and small business.

Digital Main Street, offered through the Hamilton Business Centre, the Hamilton Chamber of Commerce, and the Ontario Business Improvement Association, offers grants, training resources and specialized supports to businesses undertaking a digital transformation.

\$1 Million has been paid out to Hamilton companies under the Digital Main Street program in just the last 2.5 years alone.

"Every business today is a media company of sorts, whether through websites, digital marketing, or social media posts," said Keith Russell, Digital Main

Street program coordinator. "But that takes technical knowledge, time and effort."

Russell says there have been remarkable success stories, including businesses shifting from pen and paper inventory to digital platforms and incorporating e-commerce sales for the first time.

"For some people, there has been a total revolution of their business."

When the pandemic began, the City partnered with digital media company Hamilton Rising to develop Hometown Hub. It is a one-stop-shop directory platform that provides local businesses with free digital listings and profile pages. It recently won gold in the 2021 International Economic Development Council's Excellence in Economic Development Awards.

"We wanted it to connect businesses to potential customers, whether they wanted to order a cheeseburger or do their Christmas shopping," said Sam Holdridge, founder of Hometown Hub.

"There are so many amazing businesses in Hamilton and great things are happening. As we emerge from the pandemic, there has been a paradigm shift and digital is even more important than it was before."

The City of Hamilton is also introducing a two-year Commercial Vacancy Assistance Program matching grant program within BIAs and designated commercial corridors for tenants launching businesses in ground-floor or basement commercial units.

Kerry Jarvi, executive director of the Downtown Hamilton BIA, says the hard work of local businesses was supported by efforts by City staff to quickly approve outdoor dining areas and other applications.

"We've actually seen quite a number of businesses open during COVID, including Jamaican, Nigerian and African restaurants on one stretch. There is an appetite and expectation for getting back to normal."



The Drycleaning Spot was a successful recipient of a grant through Digital Main Street



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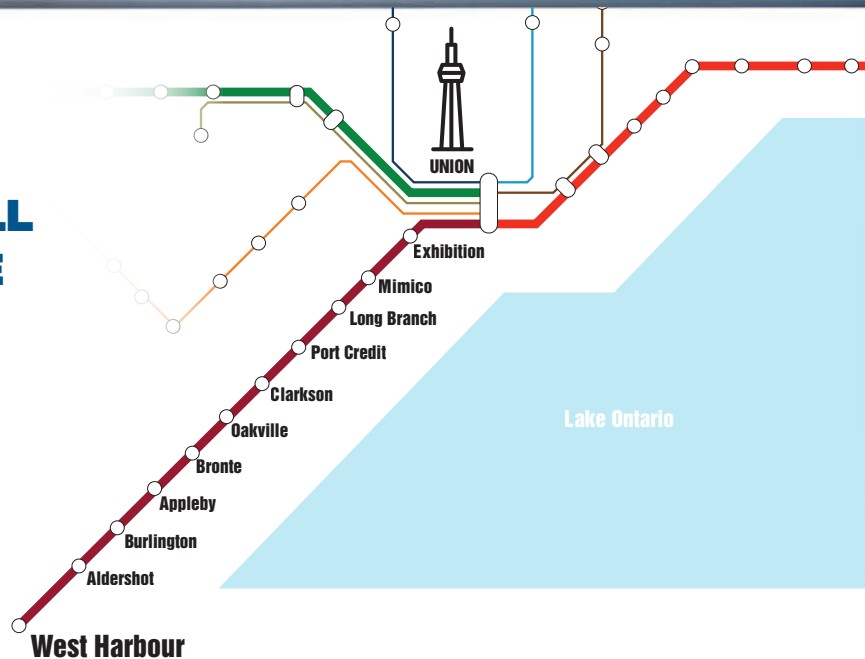
◀ Nurses Kerry-Ann Hudson and Melanie Cook in the Juravinski Hospital and Cancer Centre operating room.



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