Hamilton’s Vision
To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

The Logo
The ascending sky blue pathway portrays Hamilton’s evolving economy as a point to point journey toward sustainable prosperity for all. The silhouetted figure represents Hamilton’s community-wide effort to engage individual citizens as agents of economic change.

Photos
Front Cover
Mayor Fred Eisenberger; Ruth Liebersbach, Hamilton Chamber; Matt Thompson, McMaster University; Neil Everson, City of Hamilton; Tyler MacLeod, Hamilton Chamber; Dr. Peter George, McMaster University; Ron Foxcroft, Fluke Transportation Group; Laura Babcock, Hamilton Business Ambassador Program; Mark Chamberlain, Jobs Prosperity Collaborative

Back Cover
Rob MacIsaac, Mohawk College; Len Falco, Hamilton Chamber; Rebecca Ryan, Next Generation Consulting; Juergen Schachler, ArcelorMittal Dofasco; James Milway, Martin Prosperity Institute; Chris Murray, City of Hamilton; Jayson Myers, Canadian Manufacturers and Exporters; Glen Hodgson, Conference Board of Canada; Dr. Benjamin R. Barber, CivWorld at Demos

* top to bottom, left to right
Hamilton Economic Summit
May 6, 2009 | Crowne Plaza Hotel | Hamilton

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Host Organization

The Hamilton Chamber of Commerce is the oldest, largest and most broadly based business organization within the Greater Hamilton Region. It comprises approximately 2,100 individual members who represent more than 1,200 Hamilton businesses of all sizes and sectors that collectively employ more than 75,000 people.
ACKNOWLEDGEMENTS

Honorary Co-Chairs
Dr. Peter George, President, McMaster University
Ron Foxcroft, President and CEO, Fluke Transportation Group and Fox 40 International

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Downtown Hamilton Business Improvement Area
Hamilton-Wentworth District School Board
Jobs Prosperity Collaborative
Redeemer University College
Settlement and Integration Services Organization

Bronze
CB Richard Ellis
DTZ Barnicke
Fluke Transportation Group
Hamilton-Wentworth Catholic District School Board
Hillfield Strathallan College
Scotia Bank

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EXECUTIVE SUMMARY

On May 6, 2009, one hundred and fifty-five community leaders from all sectors of our local economy gathered at the Crowne Plaza Hotel in Downtown Hamilton for the second annual Hamilton Economic Summit. Together, they actively engaged in helping to shape the future of our local economy.

This annual event is among a growing number of community-based initiatives that seek to involve various constituencies in the exciting and rewarding experience of building a better Hamilton.

In the case of the Hamilton Economic Summit, the emphasis is on assembling a diverse mix of senior leaders from the local public, private and non-profit sectors to share their perspectives on Hamilton’s economy and enlist in the work of job creation.

Their ideas, suggestions and commitments form the bones of this unique and timely report. In turn, this report is now offered to the community at large — to decision-makers looking for evidence to guide economic policies, programs and services; to practitioners eager to anticipate future trends; and, to citizens hungry for information needed to understand our complex and changing world.

The Hamilton Economic Summit is a community initiative facilitated by the Hamilton Chamber of Commerce and sponsored by myriad public and private sector organizations.

The primary role of the Hamilton Economic Summit is to help Hamilton become one of Canada’s top ten midsize cities measured by our ability to attract and retain talent and investment. Hamilton currently ranks 15 of 27 Census Metropolitan Areas measured by the Conference Board of Canada in its City Magnets report.

HES 09 Structure
This year’s Hamilton Economic Summit included four interdependent components:

Knowledge
Thought leaders representing the Conference Board of Canada, Martin Prosperity Institute, Canadian Manufacturers and Exporters, and Next Generation Consulting provided new knowledge in areas of importance to Hamilton at this time, including communities in the creative age, the future of steel making and advanced manufacturing, and attracting next generation talent.

Information
Local municipal and community leaders shared practical information on their plans and strategies for advancing local economic development and redevelopment.

Conversation
Delegates had an opportunity to gather in groups to generate suggestions to help strengthen local planning documents and contribute to their implementation.

Commitment
Delegates were invited to commit to economic action (personal and/or organizational) and to help shape next steps.
What HES 09 Delivered
This year’s second annual Hamilton Economic Summit contributed to advancing Hamilton’s long-term economic prospects in a number of important ways, including:

Continuity: The energy that in 2008 galvanized Hamilton’s community leadership in support of economic action carried over into this year’s summit and helped sustain confidence and create momentum going forward.

Reaffirmation: Community leaders at HES 09 reaffirmed their commitment to work together — with Mayor Eisenberger, City Council and other partners — to help achieve Hamilton’s vision for the community and a long-term goal for the local economy (see role statement on previous page).

Follow-Up: HES 09 provided an opportunity for key economic actors — including the City of Hamilton, the Jobs Prosperity Collaborative and the Hamilton Chamber of Commerce — to follow-up with community leaders on commitments made at the inaugural 2008 Hamilton Economic Summit:

- The City reported on current and projected results arising from its investments in economic development and provided an overview of its draft revised economic development strategy
- The JPC reported on its progress in developing and implementing a new community-based framework for action on jobs — a framework based on recommendations cited in a Hamilton-specific investment-readiness study presented at HES 08
- The Hamilton Chamber reported on its commitment to host the annual economic summit and leverage its membership and committee structure to act on targeted recommendations arising from the yearly summit

Input: HES 09 provided a unique opportunity for community leaders to help strengthen two significant documents germane to the future of Hamilton’s economy:

a) A revised municipal Economic Development Strategy created by the City of Hamilton’s Planning and Economic Development Department under the direction of City Council; and,

b) A first of its kind Framework for Action on Jobs created by the Jobs Prosperity Collaborative based on civic engagement.

Feedback: Community leaders gathered in discussion groups and generated hundreds of ideas to help further strengthen the plans presented by the City and JPC — valuable feedback that will translate into better plans and better results (this feedback is featured on Pages 15-25).

Insight: This report is a snapshot that captures the thoughts, feelings and actions of 155 community leaders who have a key role to play in defining and realizing Hamilton’s future economy — this information is vital to spotting trends, identifying gaps and understanding the mindset of our community leadership at this critical juncture.
Validation: HES 09 generated three encouraging messages that appear to validate the effectiveness of Hamilton’s new approach to economic development based on collaborative leadership and community engagement:

- Our community’s economic goals are directionally sound and attainable
- Our community-based implementation strategies are solid (yet require greater focus & specificity)
- Our collective investment in economic development is starting to pay off

Alignment: Equally significant, HES 09 provided evidence of a close alignment between the City and the Jobs Prosperity Collaborative on priorities and desired outcomes — this will help ensure that the two efforts are mutually reinforcing.

Challenges: HES 09 also highlighted a number of complex challenges that require ongoing collaborative solutions, including:

- Capitalizing on Hamilton’s well documented assets and advantages
- Improving Hamilton’s image
- Attracting and retaining talent and investment
- Accelerating the pace of implementing economic change
- Getting the job done
- Measuring and reporting on impacts

Action: Perhaps most important, community leaders who attended HES 09 committed themselves and/or their organizations to ongoing economic action expressed in a variety of ways, including:

- Becoming a Hamilton Business Ambassador
- Expanding business operations in Hamilton
- Establishing business operations in Hamilton
- Hiring and promoting immigrants
- Investing in research and development
- Mentoring young people
- Engaging in the Jobs Prosperity Collaborative
- Talking proud about Hamilton
- Purchasing tickets to local arts and culture events
- Creating conditions attractive to the next generation
- Embracing green tech industries
- … and much, much more

The commitment to action also inspired: — see Appendices A to C for details

- The Hamilton Chamber of Commerce to spearhead a number of projects aimed at generating private sector job growth, encouraging entrepreneurship, and attracting and retaining next generation talent.
• **The City of Hamilton** to pursue more aggressive marketing strategies as well as efforts focused on the critical area of business development.

• **The Jobs Prosperity Collaborative** to roll out an innovative community engagement strategy and to drive its Framework for Action on Jobs through leveraging relationships across its networks.

**Complementary Event:** HES 09 also sponsored a complementary event on May 7, 2009 titled *Siemens City of Change*, an economic engagement initiative targeting local young people and held at McMaster Innovation Park. For more information, visit hamiltonchamber.on.ca and click on City of Change.

**Video Series:** A set of five video vignettes was produced especially for HES 09 that present stories of Hamilton’s evolving economy through five lens: Arts and Heritage, Environmental Restoration, Learning and Innovation, Steel and Advanced Manufacturing, and Integrated Intermodal Transportation.

**Attention:** HES 09 helped raise Hamilton’s provincial and national profile through coverage by the CBC, TVO and the Globe & Mail *Report on Business* magazine.

**What’s Next?**
The third annual Hamilton Economic Summit will take place at the Hamilton Convention Centre on May 17, 2010.

This summit will have a strong focus on the business development aspect of local economic development and concentrate on wealth generating opportunities arising in Hamilton’s evolving, knowledge-based economy.

In the interim, the HES Secretariat will continue to provide ongoing stewardship for the ideas and actions inspired by the Hamilton Economic Summit, including management of a next generation project that builds on discoveries from the Siemens City of Change event.

**For information, call 905-572-0363.**
HES 08 HAMILTON LEADERS: MOVING FORWARD TOGETHER

Purpose: Create a vision and set a goal

Objectives
- Learn proven practices from other communities
- Establish a community vision for economic development/redevelopment in Hamilton
- Set a long-term community goal for sustainable economic development/redevelopment in Hamilton

Key Outcomes
- Agreement on need for a multi-sector approach to economic development/redevelopment
- Agreement on need to recognize and support the City’s role in local economic development
- Agreement on goal to become one of Canada’s top ten cities measured by talent and investment
- Agreement on need to produce a comprehensive planning framework through the JPC based on a Hamilton Investment-Readiness Report published by the Ontario Chamber of Commerce and Ontario Government
- Agreement that the Hamilton Chamber will facilitate an annual economic summit and provide ongoing stewardship of delegates’ suggestions
- Agreement to move forward together

HES 09 COURAGE TO DO: IMPLEMENTING A VISION OF SHARED PROSPERITY

Purpose: Present and strengthen plans

Objectives
- Learn about global factors affecting Hamilton’s economy
- Learn about Hamilton’s performance measured by the Conference Board and Martin Prosperity Institute
- Contribute to two complementary plans germane to local economic development: City’s revised Economic Development Strategy and JPC’s Framework for Action on Jobs
- Celebrate efforts and achievements

Key Outcomes
- Five video vignettes showcasing Hamilton’s economic progress in multiple areas of growth
- 300 + recommendations to help strengthen local planning and implementation documents
- Agreement by City | JPC | Chamber to act on targeted delegate suggestions and report back at HES 2010
- Outputs from a complementary economic summit focused on local students and youth

HES 10 THEME TBD

Purpose: Learn and assess ongoing progress

Objectives
- Present outcomes that have resulted from strategy implementation — especially responses to HES 09 delegate suggestions
- Assess progress against other Canadian centres

Key Outcomes TBD
PURPOSE OF HES 09
Looking Back … Moving Forward

The main purpose of this year’s Hamilton Economic Summit was to provide local community leaders with an opportunity to contribute to key planning documents that will help shape economic development and redevelopment in our city for years to come.

This purpose links back to the inaugural summit held in 2008 and to delegates’ call for a more comprehensive approach to local economic planning that reflects the complexity of 21st century Hamilton and the need to engage in collaborative solutions that involve myriad stakeholders.

Looking back, delegates at HES 08 encouraged further work on two complementary documents:

i. A revised municipal Economic Development Strategy created by the City of Hamilton Planning and Economic Development Department under the direction of City Council; and,

ii. A first of its kind community Framework for Actions on Jobs created by the Jobs Prosperity Collaborative and based on broad civic engagement.

With respect to the municipal strategy — the official document used to guide planning and economic development in Hamilton — HES 08 delegates offered constructive recommendations in a number of priority areas, including investment readiness, job creation, economic diversification and non-commercial tax assessment.

With respect to creating a community framework for job creation, HES 08 delegates championed the need for a systems approach to jobs and prosperity that would require enhanced interaction among multiple stakeholders and a new partnership structure to help facilitate change.

Most important, HES 08 delegates cited the need to dovetail municipal and community efforts into tangible results needed to advance Hamilton’s goal to become one of Canada’s top ten urban centres as measured by attractiveness to talent and investment. Moreover, delegates called for a steep increase in our economic growth that must occur rapidly and lead to significant and substantial results.

Put simply, delegates at the inaugural HES 08 galvanized around an aggressive economic goal for Hamilton and agreed that step one was to create a comprehensive plan to get there.

Document Development

In the months following HES 08, the City and JPC developed their planning documents using suggestions generated at the inaugural economic summit and other sources. This period coincided with the City’s extensive community consultation process in support of its revised municipal economic development strategy and the JPC’s community engagement efforts.

Also during this time, the Hamilton Chamber of Commerce contributed by realigning its committee structure to better respond to challenges and opportunities identified at the inaugural economic summit.

These positive activities, and multiple related efforts in the community, helped set the stage for this year’s second annual Hamilton Economic Summit.
STRUCTURE OF HES 09

This year’s summit included three interrelated components: guest speakers, local presenters and small group discussions. Taken together, these components provided a rich learning experience balanced with opportunities for delegates to help shape and participate in the future of economic development in Hamilton.

For a summary of the remarks delivered by speakers and presenters at HES 09, turn to the section of this document beginning on Page 26.

Guest Speakers

James Milway, Executive Director, Martin Prosperity Institute
Hamilton Through the Lens of Talent, Technology and Tolerance

Core Message: To compete effectively in the so-called creative age, Hamilton is encouraged to focus on four priorities: harness the creativity of all Hamiltonians; broaden its talent base; establish new social safety nets; and, build on its geographic advantage.

Glen Hodgson, Chief Economist, Conference Board of Canada
Benchmarking Hamilton’s Attractiveness

Core Message: Hamilton scores middle of the pack relative to other Canadian centres in terms of attractiveness to talent and investment — yet it has multiple inherent advantages to increase its standing over time.

Jayson Myers, President, Canadian Manufacturers and Exporters
Manufacturing 2020: Opportunities for Hamilton

Core Message: Hamilton has the right combination of infrastructure in place to compete as a centre of advanced manufacturing defined by specialization, customization and a focus on exceeding customer demands.

Rebecca Ryan, Founder, Next Generation Consulting
Becoming a Next Generation Community

Core Message: Hamilton, similar to cities worldwide, needs to become a magnet for highly educated and mobile talent that communities need to excel in today’s technology-based, knowledge economy.

Local Presenters

His Worship Mayor Fred Eisenberger
Core Message: Alignment is everything, and together we are going to make a difference.

Laura Babcock, Committee Chair, Hamilton Business Ambassador Program
Core Message: Word of mouth marketing is a key part of promoting Hamilton to the world.

Chris Murray, Manager, City of Hamilton
Core Message: Hamilton’s economic future will be defined by our relationships and ability to get things done.
Neil Everson, Director, Economic Development and Real Estate, City of Hamilton

*Core Message:* Innovative partnerships are essential to deliver a new approach to economic development in Hamilton.

Mark Chamberlain, Chair, Jobs Prosperity Collaborative

*Core Message:* We need to encourage broad community engagement on the jobs and prosperity agenda.

**Small Group Discussions**

An important objective of the Hamilton Economic Summit is to provide an opportunity for delegates to engage in facilitated discussions focused on helping to identify new and emerging challenges and co-create collaborative solutions. As mentioned, the discussions at this year’s summit centred on helping to strengthen strategic plans germane to the future of Hamilton’s economy.
Delegates at the 2009 Hamilton Economic Summit were invited to comment on a draft version of a new Economic Development Strategy for Hamilton prepared by the City’s Planning and Economic Development Department under the direction of City Council. This document represents the first major rewrite of the City’s economic development strategy since 2005 and presents a long-term view of our city’s future through the lens of people, planet and profit — the hallmark of a triple bottom line approach to sustainable development and redevelopment. Delegates received an overview of the strategy in a pre-read package and benefited from an onsite presentation. This presentation was provided by Neil Everson, Director, Economic Development and Real Estate, City of Hamilton. A synopsis of Mr. Everson’s presentation is provided below. The final strategy, based on extensive community consultation, is expected to launch in early 2010. For more information, visit investinhamilton.ca.

Fast Facts

- Predicated on a foundation of five primary objectives established by City Council: create more jobs, increase non-residential assessment, diversify our economy, embrace innovation, transform our economy — and cognizant of the need for broad community engagement to get the job done.

- Positioned to help fuse the best elements of Hamilton’s manufacturing-based economy to new and emerging opportunities that leverage our city’s strengths in knowledge-based fields such as biosciences and beyond.

- Structured to be comprehensive in its approach to advancing six interdependent components deemed necessary to advance Hamilton’s economy in the context of a rapidly changing and highly competitive world:

  **Business Development:** Focuses on business retention and expansion, business attraction, and cluster development targeting six industry sectors: advanced manufacturing, agribusiness, biosciences, cultural industries, environmental technologies, and goods movement.

  **Community Redevelopment:** Focuses on downtown renewal, waterfront redevelopment, brownfield redevelopment, neighbourhood redevelopment and business improvement areas.

  **Labour Force Development:** Focuses on building our labour force through an immigration strategy, an industry-led skills alliance, apprenticeships and education for an innovative ecosystem, as well as a graduate retention program.

  **Infrastructure for Innovation:** Focuses on achieving the innovation objective through small business development, shovel ready lands, a new official plan and zoning bylaws, and support for technology commercialization and university research.
**Quality of Life:** Focuses on attracting people to the city, maintaining and improving quality of life, and developing Hamilton as a liveable city with superior culture, environment and healthcare amenities.

**Marketing and Outreach:** Focuses on a strong community partnership to coordinate the delivery of an aggressive internal and external marketing program, foreign investment strategy and a new market development program.

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**Courage to Do**

“We need to trust that our employees will respond positively to change.”

Juergen Schachler, CEO, ArcelorMittal Dofasco
JPC’s Draft Framework for Action on Jobs

Delegates at the 2009 Hamilton Economic Summit were invited to comment on a draft version of a community-based Framework for Action on Jobs. The framework was created in response to a need identified by community leaders who attended HES 08 for a planning and implementation tool to help align people and organizations in support of Hamilton’s vision and goals. This is a first of its kind framework for Hamilton and represents a tangible step forward in leveraging the interdependencies among a host of variables that collectively help shape a comprehensive approach to local economic development. Delegates received an overview of the strategy in a pre-read package and benefited from an onsite presentation. Mark Chamberlain, Chair, Jobs Prosperity Collaborative, provided this presentation. A synopsis of Mr. Chamberlain’s presentation is provided below. For more information, visit jpchamilton.ca.

Organizational Structure

Fast Facts

- JPC is a multi-sector group of approximately 65 members committed to promoting Hamilton’s prosperity through job creation and retention.

- Provides a vehicle for local organizations dealing with jobs issues to align with one another.

- Emphases are to promote a strategic job creation focus; encourage broad community engagement in the jobs agenda; leverage change and action; and, ensure learning, communication and accountability.
JPC’s Seven Priorities

The JPC is simultaneously advancing strategic actions in seven interconnected priority areas related to increasing jobs and prosperity in our community. These priority areas — which arose from recommendations cited in an investment-readiness report prepared for the Hamilton community by ICF International and presented at the 2008 Hamilton Economic Summit — are guided by volunteer working groups and supported by the JPC’s management team under Director Tim Dobbie.

It is important to point out the close alignment between the priorities of the City of Hamilton (noted earlier) and the priorities of the Jobs Prosperity Collaborative. Indeed, this intentional alignment extends to other key organizations and networks involved in local economic development and redevelopment, including the Hamilton Chamber of Commerce.

1. **Innovation and Learning**
   - Build a supportive innovation chain for linking discovery, development and deployment
   - Position Hamilton to be a centre of innovation
   - Develop human capital within our city

2. **Hamilton’s Image**
   - Identify key strengths and assets
   - Develop a brand
   - Engage City officials, private sector companies and community groups
   - Engage citizens in promoting Hamilton

3. **Quality of Life**
   - Highlight existing and future community attributes in the areas of arts and culture, heritage and preservation, ecology, health and wellness, etc.
   - Maximize social networks to move forward in all areas

4. **Immigration**
   - Attract and retain new Canadians with skills and knowledge well matched to our local employment needs
   - Develop understanding that the future of Hamilton’s immigrants is in fact the future of Hamilton

5. **Commercial Land and Infrastructure**
   - Promote Hamilton’s strategic location in the provincial transportation network (intermodal focus — air, rail, road, water)
   - Ensure the provision of infrastructure in a timely manner to support development in these commercial areas

6. **Planning Processes**
   - Create a predictable and supportive planning process that ensures sustainable commercial development
   - Provide more help to prospective new businesses or expanding businesses to navigate the various development agencies
   - Help Hamilton provide the development community with one-stop-shopping for development approvals, featuring predictable timetables and emphasizing collaboration
   - Minimize uncertainty and build investor confidence in the City of Hamilton

7. **Economic Portfolio**
   - Influence the shape of Hamilton’s economic strategy
   - Take part in community meetings dealing with the economic strategy
   - Through the Advisory Committee on Economic Development, provide guidance to the City of Hamilton on matters related to economic development
DISCUSSION GROUP OUTPUTS
Central Themes and Related Suggestions

HES 09 delegates were organized into 13 discussion groups. The groups convened twice: first to discuss the City’s draft Economic Development Strategy, and second to discuss the JPC’s draft Framework for Action on Jobs. During the writing of this report, a decision was made to merge the outputs into a single set of central themes and related suggestions. This approach seemed best given the similarity of outputs arising from the two discussion topics and a desire to help promote joint planning and implementation going forward.

The content below is organized under broad headings that emerged from a post event thematic analysis. This summary is limited to six points under each heading — except for the expanded content under the heading titled “Implementation.” The points have been selected based on a frequency count of similar suggestions offered by delegates (higher frequency = greater importance) and on significance to the overriding goal of advancing Hamilton’s economic performance in comparison with other leading Canadian urban centres.

Leadership

*Works Well*
- Continue to pursue the principles of collaborative leadership, community engagement and customer service
- Continue to build community-wide trust and teamwork
- Continue to access the best thinkers and practitioners in the world to help inform Hamilton’s economic renewal

*Needs Additional Attention*
- Local leaders need to communicate a more compelling and tangible picture of Hamilton’s desired future — get much crisper and more sophisticated
- Lead by creating understanding — help Hamiltonians make sense of our changing local economy and embrace our city’s future
- Gain consensus on three to five economic priorities that relate to Hamilton as a whole and score some significant wins

Partnership

*Works Well*
- Continue to understand and strengthen the interdependencies among people and organizations involved in advancing Hamilton’s economy — an holistic approach
- Continue to promote economic development as a shared responsibility
- Continue to pool knowledge and resources, and leverage assets
**Needs Additional Attention**

- Focus on one to three high profile projects that could be used as a test case for the effectiveness of the collaborative model of economic development — use this project(s) as a way to strengthen cooperation and accomplish tangible results
- The private sector needs to be more engaged in implementing local economic development
- Hamilton’s diverse communities need to be more engaged in local economic development — Hamilton’s future workforce will be increasingly comprised of newcomers to Canada

**Partnership Structure**

**Works Well**

- Continue to support the Jobs Prosperity Collaborative as an emerging partnership structure
- Continue efforts by the JPC to communicate its role, organizational structure and accountabilities
- Continue the important work of community alignment

**Needs Additional Attention**

- Invite community leaders and organizations to participate in a more formal partnership structure based on the JPC model
- Demonstrate how Hamilton fits into our regional economy and is tied into broader provincial strategies for key economic drivers such as innovation, biosciences, transportation, manufacturing, environmental stewardships, etc.
- Leverage Hamilton’s interdependencies in areas such as trade with the U.S. and other global markets, etc.

**Investment**

**Works Well**

- Continue to invest in Hamilton’s Economic Development Department — it’s paying off
- Continue to invest in areas of people development that research shows have the most significant long-term impact on economic development — e.g., early years learning and care, postsecondary education, enrolment in science and technology programs, etc.
- Continue to invest in infrastructure that makes Hamilton a more complete and liveable city — e.g., public libraries, neighbourhood renewal, arts and cultural amenities

**Needs Additional Attention**

- Ensure that Hamilton is squeezing every dollar from every available funding source — use a coordinated approach to access new investments
- Pool monies across organizations and municipal borders to fund large projects — e.g., light rail transit, intercity transportation, etc.
- Help demonstrate how key organizations/networks are aligning their budgets and human resources in support of Hamilton’s economic development strategy

**Courage to Do**

“We need to recognize private investors who make a commitment to develop properties — especially our brownfield sites.”

*Neil Everson, Director, Economic Development and Real Estate*
Achievement

Works Well
- Continue to strengthen community-wide collaboration needed to achieve large transformational wins for Hamilton — e.g., light rail transit, waterfront development, West Hamilton Innovation District, etc.
- Continue to support the efforts of people and organizations working at the neighbourhood level to stimulate economic renewal through incremental change
- Continue to encourage risk taking and a can do, entrepreneurial attitude

Needs Additional Attention
- Initiatives to advance jobs and prosperity in Hamilton are moving too slowly — explore why?
- People are concerned that we are not producing significant impacts in critical areas such as creating jobs, attracting new investments and completing big projects
- Too much time is spent on talking about issues and not enough on implementing actions — don’t let strategy development get in the way of getting things done

Measurement

Works Well
- Continue to track Hamilton’s performance against peer communities using the Conference Board of Canada’s City Magnets rankings and other scales
- Continue to host an annual economic summit that provides an opportunity to measure our community’s progress
- Continue efforts to measure concrete outcomes as opposed to intermediate inputs/outputs

Needs Additional Attention
- Need to gather information to help answer a number of key questions: How are we progressing? How are we learning and improving processes? How are we avoiding planning and development mistakes made in the past?
- Track a short set of easy to understand metrics that can be used to communicate changes to Hamilton’s evolving economy
- Continue to add new performance indicators to the City’s annual economic development review that measure areas such as community learning, innovation and the commercialization of ideas

Business Development

Works Well
- Continue to focus on the six proposed industry clusters for local economic development — advanced manufacturing, agribusiness, biosciences, cultural industries, goods movement, green-clean tech
- Continue to help retain and grow existing businesses while actively attracting new firms to Hamilton
- Continue to support and strengthen Hamilton’s small business sector (SMEs)
**Needs Additional Attention**

- Strengthen investor confidence in Hamilton as an open and friendly place to do business — build positive relationships with the business community
- Focus on ways to create additional wealth from research enterprises associated with our local education and health sciences sectors
- Strike early — use superior market intelligence to identify firms/organizations that are in the early stages of considering a move and/or expansion

**Next Generation**

**Works Well**

- Continue to leverage Hamilton’s extensive education sector as a source for new talent
- Continue to involve students and youth in events such as the Hamilton Economic Summit
- Continue to invest in arts & culture and new media, and other next generation magnets

**Needs Additional Attention**

- Address the critical need for Hamilton to attract and retain highly educated and mobile next generation talent required to drive economic growth
- Focus on creating forward-looking policies, programs and services that contribute to a community-wide environment conducive to the next generation
- Build more physical spaces to promote connections among young professionals and incubate new ideas

**Policy**

**Works Well**

- Continue to build frameworks that align federal, provincial and municipal policies (and resources) in key areas of importance to local economic development — e.g., brownfield redevelopment protocols and incentives, etc.
- Continue to develop and implement policies that limit suburban sprawl and promote urban intensification
- Continue to provide incentives to revitalize downtown properties

**Needs Additional Attention**

- Take a leadership role in policy development and implementation that supports green building technologies and promotes renewal and redevelopment
- Explore the question: “From a public policy standpoint, how youth- and student-friendly is Hamilton?”
- City needs the courage to enforce its policies and bylaws — e.g., we need to get tough on property standards to ensure that derelict buildings are restored and occupied (revisit policies that have the unintended consequence of rewarding property owners and speculators who sit on abandoned and underutilized buildings)

**Courage to Do**

“We all need to get involved in changing people’s perceptions of Hamilton — local government can’t do it alone.”

Brian Maragno, Operations Manager, Siemens Fossil Power Generation, Hamilton
Communication

Works Well
- Continue external outreach to promote Hamilton as a leading example of economic development and redevelopment in the context of a mature industrial community
- Continue to focus on promoting Hamilton’s image in an effort to change people’s stereotypical view of our community
- Continue to promote our city’s successes in attracting and retaining business — this will help build momentum

Needs Additional Attention
- Get loud and clear — tell our stories in a proactive way (don’t let others define us)
- Make our economic development goals, strategies and accomplishments the focal point of communication (as opposed to less tangible visions and aspirations)
- Use education and awareness to unlock a prevailing “old economy” mindset in Hamilton — overcome a perceived resistance to change

Marketing

Works Well
- Continue to leverage a North American wide interest in Hamilton as a potential NHL site
- Continue to market the interdependencies among the complementary elements needed to build a strong economy — talent, tolerance and technology
- Continue to invest in innovative forms of place marketing — e.g., word of mouth, cultural events, cross promotions, etc.

Needs Additional Attention
- Market Hamilton as a strategic component of the Greater Golden Horseshoe Mega Region — promote the concept of regional integration (learn from the regional Pan Am Games bid, Metrolinx, etc.)
- Use more sophisticated approaches to tell our stories
- Need high tech ways to quickly gather community input on issues/decision-making — e.g., electronic surveys, interactive polling, televised town hall meetings, etc.

Process and Planning

Works Well
- Continue to communicate the content and benefits of Hamilton’s new Official Plan (OP)
- Continue efforts by the City to assemble large parcels of shovel-ready land
- Continue to learn from other cities’ planning processes and implementation models

Needs Additional Attention
- City should encourage, facilitate and in some cases undertake land assembly to create larger, more commercially viable parcels of land
- Need to address the perception that Hamilton’s municipal processes to attract and retain businesses are cumbersome
- Diagram how a broader community engagement process will flow out of the work of the Jobs Prosperity Collaborative
Implementation

A key objective of this year’s Hamilton Economic Summit was to help advance the implementation of programs and services critical to increasing jobs and prosperity in our community. This objective stems from an eagerness among community leaders to accelerate the pace of change and to demonstrate more success at “getting the job done.” Given this emphasis, it is not surprising that the greatest number of delegate comments and concerns come under the heading of implementation. Below is a sampling of the most frequently cited points.

Works Well

- Continue positive efforts to implement streamlined and predictable business development processes to be applied across Hamilton
- Continue to invite key partners to play a role in implementing economic action plans developed by the City and JPC — distribute the workload across existing organizations and networks
- Continue to invite individuals to engage in personal actions to advance jobs and prosperity
- Continue to work the plan — avoid distractions, stay the course and meet deadlines
- Continue efforts to empower frontline City staff to help implement Council-approved plans

Needs Additional Attention

- We need to move to action — enough talk, planning and consultation, Hamilton and its residents need more economic wins
- Encourage City Council to agree on key priorities and move forward with added urgency
- Work to reduce/remove persistent barriers to significant transformational projects, including the next phase of waterfront redevelopment, Glanbrook Industrial Park, etc.
- Address concern that the City and JPC are “taking on too much” — get focused
- Articulate clear goals and related timelines and milestones, and monitor progress
- Create a ‘master roadmap’ for rolling out the implementation of key economic development and redevelopment projects
- Use a project management approach to communicate how large scale initiatives are proceeding — provide opportunities for citizens to go online and track key initiatives
- Use more high tech visuals/simulations to show what revitalized areas of the city *could* look like — potential investors respond well to visual representations
- Invite more local organizations to participate in implementing the City’s and JPC’s plans — help clarify partners’ roles and expectations
- Provide resources to the JPC’s volunteer working groups to help ensure that agreed to priority actions get implemented
- Report on the status of specific projects on an ongoing basis — particularly when a project is delayed and/or reaches a milestone (people and investors “want to know what is happening and why”)

HAMILTON’S ECONOMIC OBJECTIVES

Growing the Economy is among the top priorities within the City of Hamilton’s current City Council-approved strategic plan. To help achieve this goal, City Council has agreed on five interrelated objectives that form a foundation that will be consistently applied to the formulation and implementation of Hamilton’s economic strategy.

On the following pages, delegates’ suggestions have been grouped under these five objectives with a view to providing tangible input to help advance desired economic growth over time.

When reviewing this section, it is important to know that many of these valuable suggestions are currently being implemented or are in development — evidence of a growing consensus on priority actions necessary to move our city’s economic objectives forward.

OBJECTIVE 1: Create More Jobs

Delegate Suggestions

- **Focus Forward:** Concentrate on employment opportunities in seed, emerging and growth sectors of the local economy — green tech, for example
- **Facilitate Change:** Help established firms in mature industries build for the future
- **Encourage Entrepreneurs:** Develop systems and services to support local entrepreneurs at each stage of development — critical to generating dynamism and building critical mass
- **Enhance Mobility:** Improve intercity public transportation to link Hamilton to employment markets and talent pools throughout the Greater Golden Horseshoe — develop a positive, symbiotic relationship with the Greater Toronto Area
- **Build Networks:** Strengthen social and professional networks that support interactions among people and organizations — formal and informal networks are essential to the exchange of ideas and creation of employment opportunities
- **Increase Exports:** Help local companies grow by expanding into new markets — capitalize on our geographic advantages
- **Renewal Jobs:** Encourage people and organizations to engage in work tied to renewal and redevelopment in Hamilton
- **Next Generation Talent:** Make Hamilton a magnet for highly educated and mobile young people ready, willing and able to prosper in the technology-based, knowledge economy
- **Get Specific:** Create specific goals and plans for each cluster within Hamilton’s economic development strategy
- **Champion Culture:** Invest in growing and supporting Hamilton’s arts and culture sector as a catalyst for innovation and job creation
OBJECTIVE 2: Increase Non-Residential Assessment — industrial and commercial

Delegate Suggestions

- **Increase Understanding:** Help all Hamiltonians understand the positive link between increased non-residential assessment and local quality of life/standard of living
- **Increase Employment Lands:** Maintain a focus on servicing and developing employment lands — *brownfields and greenfields* | *industrial and commercial*
- **Provide Employment Space:** Increase mixed-use development that includes spaces for employment — limit residential sprawl and intensify urban areas
- **Grow Existing Business Base:** Retain and expand existing businesses — support owners and managers eager to develop their businesses
- **Attract New Assets:** Develop and redevelop amenities needed to attract new firms and next generation talent
- **Support Employers:** Help firms access supports and services in areas of need, including workforce development, links to the education sector, etc.
- **Streamline Processes:** Continue to build a business-friendly environment with an emphasis on easy and predictable processes
- **Prepare for LRT:** Anticipate the creation of new employment areas along the proposed light rail transportation routes
- **Engage the Private Sector:** Private sector employers need to be more actively engaged in economic development issues and solutions

Courage to Do

“We need to stay focused on the global perspective of Hamilton’s economy.”

Bruce Wood, CEO, Hamilton Port Authority
OBJECTIVE 3: Diversify Our Economy

Delegate Suggestions

- **Embrace Change**: Recognize that local economies evolve naturally over time and that Hamilton’s long-term growth prospects lie in the areas of knowledge- and service-based industries.

- **Paint a Picture**: Create and communicate a very tangible picture of what Hamilton’s future economy could look like — this would help people imagine a bridge to the community of tomorrow.

- **Provide Solutions**: Ask how Hamilton’s economy can be directed toward addressing key global challenges such as climate change, transportation, alternative energy, human health.

- **Creative Economy**: Focus attention on expanding a so-called *creative economy* in Hamilton — sample areas include professional services, digital media, new product design, etc.

- **Cluster Development**: Strengthen new businesses that contribute to the formation and growth of highly integrated clusters in Hamilton’s economic portfolio, including biosciences, steel and advanced manufacturing — build strong networks of related businesses.

- **Land and Space**: Continue to develop land areas and spaces conducive to businesses in new and emerging sectors.

- **Go Green**: Become an early adopter in the emerging field of green industries — bio-energy, steel cladding, etc.

- **Balanced Growth**: Achieve a balance between economic *diversification* and areas of *specialization* that build on spatial advantages (e.g., intermodal transportation), human capital advantages (e.g., technology workers), and institutional advantages (e.g., education and health).

- **Immigration**: Support newcomers to Hamilton in establishing businesses that will help diversify our economy.

**Courage to Do**

“We need to imagine a new Hamilton transformed through sustainable thinking and green action.”

Lynda Lukasik, Executive Director, Environment Hamilton
OBJECTIVE 4: Embrace Innovation

Delegate Suggestions

- **See Beyond**: Dedicate people to scout out new and emerging business opportunities for Hamilton
- **Seek Change**: Have the courage to think and do things differently
- **Deepen Our Knowledge**: Access the best thinkers and innovators in the world to help us on our economic journey
- **District Approach**: Continue to implement the West Hamilton Innovation District plan anchored by McMaster Innovation Park
- **Emphasize Science**: Communicate the critical importance of science and technology to Hamilton’s new and emerging economy
- **Focus on Competitiveness**: Encourage and support more collaboration among local businesses and colleges/universities to help boost productivity and competitiveness
- **Connect People and Ideas**: Provide more space to incubate knowledge-based businesses and support the commercialization of innovative products and services
- **Recognition**: Document and promote the growing economic importance of Hamilton’s research enterprise — help Hamiltonians appreciate the contributions of local innovators
- **Promote Smart Urban Design**: Use incentives and rewards to promote innovative thinking and practice in urban design — incorporate more green technologies
- **Enter New Markets**: Help establish new markets for traditional products made in Hamilton — fabricating steel used to reclad older buildings
- **Designer Products**: Add value to locally grown and created products for export to world markets — new designer beverages and foods, indigenous music, highly specialized steel, etc.
- **Enhance Capacity**: Attract additional research centres and institutes to help further Hamilton’s reputation for innovation
- **Monetize Ideas**: Find ways to commercialize locally-developed research

**Courage to Do**

“We need to get things done — Hamilton’s leadership needs to step up to ensure we are moving forward with the recommendations generated at this year’s economic summit.”

Richard Koroscil, CEO, Hamilton International Airport
OBJECTIVE 5: Transform Our Economy

Delegate Suggestions

- **Be Bold**: Use current economic conditions and stimulus funding to implement large transformational projects — provide bold leadership to ‘accelerate progress’ and ‘get the job done’

- **Back Large Projects**: Focus on significant initiatives that will provide a catalyst for transformational change — McMaster Innovation Park, Waterfront Development, Royal Connaught Hotel, Pan Am Games bid are examples — accelerate progress and promote early wins

- **Think Young**: Involve and support recent graduates and young professionals/entrepreneurs — the cohort most likely to lead transformational change

- **Stay Focused**: Ensure that Hamilton’s community leadership defines a clear economic destination and plan — send a consistent signal regarding our intended future

- **Increase Educational Attainment**: Hamilton’s economy will change in step with the quality of our labour market — increase the percentage of residents with a postsecondary education

- **Instil Confidence**: Market Hamilton as a community that has changed rather than is changing — investors need to be confident in our ability to change

- **Pursue Growth**: Help Hamiltonians and local firms de-link from sectors and businesses in decline in order to pursue new and emerging opportunities

- **Leverage Partnerships**: Utilize the partnership structure of the Jobs Prosperity Collaborative to align people and organizations in support of transformational change

- **Grow Together**: Help Hamilton’s economy transform as a strategic component of the Greater Golden Horseshoe — we can’t evolve in isolation

- **Build Critical Mass**: Focus on one or two specialized industry clusters with a sufficient number of firms and employees needed to transform the make-up of our economy — transportation and logistics, advanced manufacturing, green tech, etc.

- **Help Firms Change**: Transform our economy by helping existing firms transform themselves — based on the premise that 80% of our future growth will come firms that currently operate in Hamilton

- **Enlarge Budgets**: Pool monies across organizations and municipal borders to fund large projects — light rail transit, intercity transportation (collaborate to compete)

- **Have Courage**: Continue to create a supportive environment that enables tough decision to be made

**Courage to Do**

“We need to see opportunity in the global ownership of local firms.”

*Don Baxter, Executive Director, Mohawk College Enterprises*
HES 09 SPEAKER HIGHLIGHTS

Honorary Co-Chairs

Ron Foxcroft, President and CEO, Fluke Transportation Group
Speaking at the Opening of the Summit

On the Current Recession
“What a difference a year makes — last year not a cloud on the economic horizon, today we’re living in difficult times unseen for the past fifty years.”

On Progress
“Since last year’s summit we have had successes and allow me to mention a few. Number one, we took more action to enhance Hamilton’s image — example, The Days of Impact led by our local United Way. Number two, we’re getting behind our economic development team and the initiatives they’re supporting — example, the Pan Am Games bid. Number three, we now have more emphasis on teamwork and innovation — example, McMaster Innovation Park, better bylaws and building codes, and improved customer service.”

On Commitment
“We are here today to make good things happen a step at a time. It’s game seven and we’re going into overtime. Today we continue building our plans that we started at last year’s summit and we need your input. Are the plans perfect? No. Are they on time? Yes. Now we’re asking you to look at the plans and improve them with your ideas. But remember from last year, an idea is one percent of the solution. Implementation is 99 percent.”

Dr. Peter George, President, McMaster University
Speaking at the Close of the Summit

On Confidence
“I’m an optimist, and for me the glass is always half full — and my glass has gone up today.”

On Valuing our Assets
“If there’s one outstanding and overriding theme that comes out of today, it’s a recognition of our abundant resources. We tend so often to focus on the shortcomings in our resource base. Yet if we turn it around and look at the glass half full, we see we have a rich resource base here in our region.”

On Making a Commitment
“Today also demonstrates a broad and deep commitment by community leaders to do the work. And here I’m mindful of the phrase used by Laura Babcock in her presentation on the Business Ambassador Program: ‘We are all part of the Hamilton sales force.’ This is something we are more mindful of as a result of today.”
On a Liveable Hamilton
“Today I was keen on hearing about workers in the creative economy and the demand for liveable cities. I think Hamilton has a new sense of focus with the writings of people and like Professor Richard Florida and Rebecca Ryan.”

On Rebecca Ryan’s Luncheon Message on the Next Generation
“It is very interesting to think about the decision makers of the future and their different paradigms of learning and experience. We see it everyday in the students who come to the university — they’re computer literate in ways that many of our faculty aren’t. How do you adjust the teaching and learning paradigms and the pedagogy of the university to take advantage of the assets the students bring in terms of their individual learning style that is most often computer mediated? It’s a huge pedagogical challenge and I think Rebecca was steering us toward this and other major issues.”

On the Future of Manufacturing
“Today we heard that manufacturing is still a big part of our future. I believe that. At the university, we have major investments in manufacturing and materials. McMaster is the leading university in the country in these areas. The arrival of the Canmet Materials Technology Laboratory at McMaster Innovation Park will reinforce this position … advanced manufacturing needs to put the emphasis on advanced, because it’s not the same old. I think the challenge for manufacturers is to show themselves as industries of the future, not the past. This happens through the adaptation of new technologies, and the development of new and different, and perhaps unexpected, product lines.”

On the Power of Good News Stories
“We’ll build our credibility for what we’re doing in this city by talking about the good news. There’s nothing like the affirmation of good news stories week after week rather than every four or six months.”

On Hamilton’s Growing Alignment
“We have realized, I think, a very meaningful and robust alignment between the Jobs Prosperity Collaborative and the City on priorities and desired outcomes. Also we have come to value the importance of building on our asset base.”
His Worship Fred Eisenberger, Mayor, City of Hamilton

On Looking Forward
“The world is changing and we can’t let our love of Hamilton blind us to what is happening.”

On Hamilton’s Economic Recovery
“I’m very confident that the necessary measures are in place to ensure that we’re in a much stronger position coming out of this economic downturn … the growth prospects for Hamilton look very good largely because of the capacity-building we have done over the years.” — said in reference to the Conference Board of Canada’s forecast that Hamilton’s GDP is anticipated to grow by approximately 2.5% in 2010.

On Hamilton’s Emerging Economy
“What kind of city do we want to be? We want to develop today’s advanced manufacturing and marry it to our growing expertise in health and education to generate the jobs of tomorrow. We want to take this enormous capacity for research in the environment and health sciences and combine it with the very best in manufacturing to create green technologies and products the world is looking for … the potential for high paying jobs throughout this process is incredible.”

On a Green Hamilton
“With Ontario’s new Green Act, and with the support of the province, we are well-positioned to capitalize on green energy and manufacturing.”

On Quality of Place
“The best places to live attract the best people and benefit from the jobs they create … The Toronto Star, Wish Magazine, TVO and Toronto Life have all featured recent stories about how creative minds are being drawn to Hamilton, about our revitalized downtown, and about Hamilton being one of the hotspots in Canada to buy real estate.”

On Pulling Together
“Alignment is everything, and together we are going to make a difference.”

On Long Term Commitment
“I’m confident that we’re on the right road, yet the path to prosperity is long. We need to have sustained collective will to keep moving forward for many years to come.”
Chris Murray, Manager, City of Hamilton

On Trust
“What is the public sector’s bottom line? Trust. We’re in it for trust. We must ensure that the services we provide to the community are needed, are done well and are valued by the people we serve — that’s the citizens and business interests in this community.”

“When we say something, we commit to it — that’s critical.”

On Resilience
“My challenge at the end of the day is to build a resilient City workforce. If there are problems and opportunities presenting to us from the community, the administration should be built in such a way to adapt and respond to these opportunities without a lot of rigidity.”

On Priorities *
“My job is to make sure that what is the wish of City Council is delivered and that my frontline is served well.”

“When we go forward with implementing the City’s strategic plan, it’s important for me to have a connection with you, the business community, you the citizens of this community. I need to understand what you think about the job we’re doing and how satisfied you are — without it, I don’t know how to adjust the ship.”

On Relationships
“If you were to ask what my mindset is, it’s bottom-up — the frontline worker needs to be in a position to do a great job for this community; and, it’s outward-in — the city must understand what people need and make sure we’re delivering it.”

On Getting the Job Done
“Hamilton’s success will not be built on the back of a brochure or website. It will be built on the back of exactly what you and I say and do for Hamilton. It will be about our relationships and our ability to get things done.”

* The priorities for the City of Hamilton coming out of its Strategic Plan are:
  - Growing the Economy
  - Financial Sustainability
  - Effective Intergovernmental Relations
  - Social Development
  - Environmental Stewardship
  - Skilled, Innovative and Respectful Organization
  - Healthy Community
Neil Everson, Director, Economic Development and Real Estate

On the Summit’s Role
“I want to make this very clear — today’s economic summit is a big part of the stakeholder consultation process to strengthen our draft revised economic development strategy. Your feedback and input today is extremely important to developing the final product.”

On Hamilton’s Economic Objectives
“Transformation, diversification, innovation, jobs and assessment — these are the foundations that will be consistently applied to the formulation and implementation of the economic development strategy — they are all fundamental objectives for the success of the strategy.”

On Interdependency *
“The attributes of the best cities to live and launch a business are labour force, education, housing and business environment — everything we’re working on in our economic development strategy.”

On Business Development
“Business development in my opinion is the most important component of the City’s economic development strategy simply because it drives the direction of the rest of the strategy. Our focus is going to be on small- and medium-size companies in the clusters we have identified.” Note: The proposed clusters, based on Hamilton’s inherent strengths, are: Advanced Manufacturing, Agri-Business, Bioscience, Cultural Industries, Goods Movement, and Green Technologies.

On a Green Cluster
“When we did our research, we discovered that there are 75 local companies directly or indirectly involved in green industries. We are not pursuing green business because it is in vogue — Hamilton obviously has a critical mass for creating a green cluster.”

On Methodology
“Singles, not home runs, will be our objective. But be assured, we’ll be swinging for the fences when the opportunity arises.”

On Marketing and Outreach
“The development and delivery of this component will be a three-way partnership among the Hamilton Chamber of Commerce, the Jobs Prosperity Collaborative and the City of Hamilton. What’s most important here is that the community as a whole are all delivering the same message.”

On Next Generation Talent
“Everything you read in the economic development literature tells us that the 21st century is all about people, particularly skilled and well educated people. In our research — and through our online surveys and open houses — youth retention came out on top.”

* The interdependent components of Hamilton’s proposed economic development strategy are:

- Business Development
- Community Redevelopment
- Labour Force Development
- Quality of Life
- Infrastructure for Innovation
- Marketing and Outreach
Mark Chamberlain, Chair, Jobs Prosperity Collaborative

On Describing the JPC
“The Jobs Prosperity Collaborative in itself is not an organization — it’s an organization of organizations. It’s a collaborative leadership model that we all play a role in … it’s not a separate entity, we are the JPC.”

On the JPC’s Origins
“The kinds of problems we face today are complex and need to be addressed in a manner that mirrors that complexity. The way we figured this has to happen is through conversation among multiple sectors and coming up with solutions.”

On JPC’s History
“The name JPC has been around for a year and half, but the organization is more than five years old, having started as the Hamilton Civic Coalition … We were talking about focusing on jobs from day one, but it took us three years to congeal and come together and say, ‘yes, jobs are the right thing to focus on.’ And not just jobs, but the right kind of jobs that are respectful of the environment, living wages and social ideals.”

On JPC Today
“The JPC today is looking at job creation and retention, skills alignment, education and other employment issues critical to economic prosperity.”

On Economic Prosperity
“I think that all we’ve heard today, which again is within our ideals, is that economic prosperity is not just about dollars — it’s to live first, work second in the words of our luncheon speaker.”
Note: The speaker was Rebecca Ryan, Founder, Next Generation Consulting.

On Alignment
“The best way to begin is to align ourselves collectively with the City as a major partner — so the vision of the city, which we fully endorse, is our vision … one of the roles we have is to put this vision into actions and investments we can actually do.”

On Leveraging Change and Action
“This is a really big piece of what we are as an organization. It’s not up to us as the JPC itself to say, ‘we’re going to make all this change.’ It’s how we empower others and unleash all of the energy within our community to make change.”

On the Summit’s Evolving Conversation
“Last year the first half hour of every discussion was on all the things that were bad. This year, I find we spent almost no time on that. All we’re talking about are all the things that are good. That’s really encouraging. That’s leveraging change and action.”
On Community Engagement
“We have to encourage a broad community engagement on the jobs agenda … everyone has a role in jobs, even those who are unemployed have a role to play — to be educated, to be retrained, to look for support.”

On the JPC’s Seven Priorities
“The seven priorities we said we need to focus on — and these came out of last year’s summit with follow through by the JPC working in collaboration with the community — are:”

- Innovation and Learning
- Hamilton’s Image
- Quality of Life
- Immigration
- Commercial Land and Infrastructure
- Supportive Planning Process
- Economic Portfolio

On Collective Accountability
“Viewed in the collaborative leadership model, we’re saying we’re all responsible, that we all have a role to play, and that there’s a collective accountability.”

On the Summit’s Role
“This is an event that galvanized the community last year and will galvanize this organization and the community this year. It is an event within a long-term process; an event does not drive economic develop, it’s a process.”

On Influence
“As the JPC, it’s not a hierarchical thing — we don’t have the right to say for someone to do something. All we can do is persuade them that it is the right thing to do, and as an overall group understand collectively the right things to do, agree on the right things to do, and then support each other to make things happen.”

On a Key Next Step
“The issue for us is developing the work plan and coming up with the strategies around the seven priorities of the JPC framework and making sure that they are linked to the various organizations in the community.”

On the Advisory Committee on Economic Development to the City of Hamilton Council
“I take my hat off to council who took the risk to open up its doors and allow a non-elected group to come in and provide advice. It sends a signal, I think, that it’s every group within the city, including local government, that is participating in this collaborative way that will solve these complex problems.”
James Milway, Executive Director, Martin Prosperity Institute

On the Creative Age
“In 2008, the Ontario Government asked Roger Martin, Dean of the Rotman School of Business and Richard Florida, Director of the Martin Prosperity Institute, to:

• Undertake a study of the changing composition of Ontario’s economy and workforce
• Examine historical changes and projected future trends affecting Ontario
• Provide recommendations to the province on how to ensure Ontario’s economy and people remain globally competitive and prosperous.”

“I think this work is very consistent with today’s Hamilton Economic Summit and with what you’ve been doing for the past several years with economic development.”

On the Composition of Jobs
“If you go back to the early 1900s, there’s been a changing composition of jobs in the economy. Today, there are two categories of jobs: those that are creativity-oriented jobs and those that are routine-oriented jobs. In creativity-oriented jobs, the incumbent is expected to analyze information and think for a living. These jobs include artist, designer, lawyer, teacher, and so forth. In routine-oriented jobs, the incumbent is expected to follow a routine and minimal scope for decision-making. Routine-oriented jobs fall into three categories: physical (traditional labourer), service (waiter), and resource (logger).”

On Growth and Decline
“Jobs that have been growing since the early 20th century are creativity-oriented jobs and routine-oriented service jobs.”

“Jobs that have been declining steadily since the early 20th century are routine-oriented physical jobs and routine-oriented resource jobs.”

“All the information you’ve been hearing about disappearing manufacturing jobs is not news — it has been a trend since the early 1950s. And routine-oriented resource jobs hardly exist anymore in Ontario. If we were here a century ago, we would have been have been wringing our hands about the disappearance of these jobs. In many senses, history repeats itself.”

On the Future of Jobs
“When you look at the future of jobs, using trends and projections from experts in Ontario, Canada and the U.S., no one is expecting the return of routine-oriented physical and resource jobs. But there’s promise in routine-oriented service jobs and creativity-oriented jobs. We think the greatest promise is in creativity-oriented jobs because they are typically more desirable, pay better and are more immune to unemployment.”

On Varying Job Stability
“If you look out over the past 25 years, the unemployment rate among those jobs that are creativity-oriented has never gotten as high as four percent. Jobs that are routine-oriented have never gotten as low as four percent. It’s as if they were in two different labour markets.”
On Avoiding Social Inequity
“In a nutshell, this is the challenge and the promise. More people working in creativity-oriented jobs is great. The challenge is routine-oriented service jobs are growing just as fast — but these jobs typically don’t pay as well and are susceptible to unemployment. The question is: How can we get the benefits of creativity-oriented jobs without experiencing the inequity this trend portends?”

On the Growth of Service Economies
“To remove any lingering doubt, we are not a manufacturing economy, we are not a goods producing economy — we haven’t been since the crossover in 1956. We’re a service economy. That’s true for Hamilton, Toronto, Ontario and Canada as a whole. It’s true for any advanced economy. Advanced economies are service economies. As economies become more prosperous and competitive, they tend to move away from manufacturing jobs as a percentage of total jobs and move into service jobs. The challenge is: How do we make this pattern work for Ontario and Hamilton?”

On the Creativity Challenge
“The wage differential between creativity-oriented jobs and routine-oriented jobs is quite astounding. The more high paying, creativity-oriented jobs the better. This leads to two challenges: Helping Hamilton to attract more creativity-oriented jobs and building more creativity into routine-oriented jobs. We need to avoid developing two solitudes — one stream with creativity opportunities and one without. We need more service jobs like the kind Izzy Sharp has created at Four Seasons Hotels. Here, every employee up and down the hierarchy is responsible for customer service, including decision-making authority to do things that make people happy. This is a critical part of the hotel’s business strategy.”

On Blurring the Line
“I challenge you to think how we enrich routine-oriented service jobs. Are there firms in Hamilton that have figured this out? Are there things we can do to put Hamilton at the leading edge in terms of having those service-oriented jobs that are truly creative? Can we blur the distinction between creativity-oriented jobs and service-oriented jobs?”

On the 3Ts of Economic Development
“Richard Florida has developed the 3Ts of economic development: Tolerance, Talent and Technology. Research has shown that cities, regions and jurisdictions that do well on all of these measures are more likely to win economically. Tolerance speaks to how open a community is to differences in people and behaviours. Talent is about educational attainment. Technology refers to the incidence of technical occupations.”

On Hamilton’s Tolerance Ranking
“Against its peer cities with a population of approximately 500,000 people, Hamilton is no slouch. It ranks very high on the Mosaic Index (percentage of population that is foreign-born) and the Bohemian Index (significance of professional, artistically creative occupations). Yet, like Ontario, Hamilton isn’t fully capitalizing on the diversity that comes with tolerance.”

On Hamilton’s Talent Ranking
“Hamilton is close to the bottom among its peers on the percentage of residents over 25 years of age with a bachelor’s degree or more. Hamilton (19.3%) is below Ontario (22%). Educational attainment is a key driver of economic development, so Hamilton is encouraged to find ways to keep students in school and raise postsecondary graduation rates.”
On Hamilton’s Technology Ranking
“The Milken Institute developed the North American Tech Pole Index to help measure how many people in a place such as Hamilton are working in technically-oriented occupations like computer hardware and software design, architectural engineering, pharmaceutical sciences, medical equipment, and so on. It’s measured by the percentage of jobs in the technical fields and the number of people working in technical occupations. Against ten peers, Hamilton has a high incidence of technical occupations (input) but does not produce many patents (output). Similar to Canada and Ontario, Hamilton has to encourage more research and development at the firm level.”

On What Our 3Ts Mean
“In a nutshell, Ontario and Hamilton have a significant tolerance and diversity advantage, but we need to go to the next level and work hard on talent and technology.”

Agenda for Ontario’s Creative Age
The Martin Prosperity Institute has recommended to the government and people of Ontario that our distinctive advantage can be created through action on four interdependent fronts:

Harness the Creative Potential of Ontarians
- Increased creativity in all jobs
- Be the world’s first jurisdiction where creativity-oriented occupations account for half of all jobs
- Market Ontario as a creative province
- Make diversity a cornerstone of economic prosperity

Broaden Our Talent Base
- Make Ontario the talent province
- Strengthen our leadership and managerial capacity

Establish New Social Safety Nets
- Make early childhood development a high priority
- Invest in skills development for recent immigrants
- Consider wage insurance for longer tenure workers

Build Province-Wide Geographic Advantage
- Make the mega-region as strong as it can be
- Invest in connectivity — high-speed rail among southern Ontario communities that includes a vital Hamilton-Toronto line (could make this an 18-minute journey from city centre to city centre)

On Applying this Agenda in Hamilton
“I urge you to consider how these four fronts — which we think can be applied to communities across Ontario — can help form your economic development strategy in Hamilton.”

On Courage
“Ontario and Hamilton have lots of good things going for us to compete effectively in the creative age. But we’re not realizing our full potential. Initiatives like the Hamilton Economic Summit are a big part of the solution, and I encourage you to go further and to have courage.”
Glen Hodgson, Chief Economist, Conference Board of Canada

On the Global Economy

“We’re now in the first, synchronized global recession since the first world war. Usually what happens when the U.S. goes in the tank, somehow we get more growth from Japan, Europe or emerging markets. That’s not happening this time because we found a way to spread the mess of sub prime around the world through syndicated loans and other financial instruments in the financial markets.”

“The good news is, governments have jumped in with both feet on every front with deep interventions, including monetary stimulus and financial stimulus. Interventions all around the world have been extraordinary.”

“Look for public sector spending to roar ahead in the course of the year … but the real fear I have is a creeping form of protectionism going on right now.”

On Canada’s Economy

“In Canada, we were hit with a double whammy — we had a fall off in exports to the U.S. beginning at the end of 2008 and the collapse of commodity prices which has a direct impact on our living standards and real income.”

“We too, like the Americans, have provided a lot of fiscal stimulus — we have cut interest rates to the bare bottom and provided fiscal stimulus packages federally and provincially to try and get our economy going again. We expect this will push our economy into growth by the end of the year.”

“We have seen unemployment jump from 6 to 8 percent and it will probably soar to almost 10 percent when we’re done — and it won’t peak until the middle of next year.”

“We do think a reckoning is in store for Canada and that the economy will grow at approximately 2.5 percent next year — not stellar, but not as tepid as the U.S. The full force of a recovery won’t happen until 2011.”

“Consumer confidence has been recovering since early 2009, which is a clear sign to me that we have already hit the floor and are on the way up.”

On Ontario’s Economy

“Ontario is the epicentre of Canada’s economic slowdown because we are so closely integrated into the U.S. economy. Ninety percent of Ontario exports go the U.S., so there’s no surprise when you have a deep recession in the United States it spills first thing into Ontario.”

“Ontario is facing a very different future — it will no longer be the principal source of wealth creation in Canada. The economic gravity is clearly shifting to the west. Ontarians are now net leavers in terms of moving to Western Canada — Ontario has to change its ways. The Ontario budget has signalled a desire to bring about a much more competitive marketplace. All the right things are being done in view of the shock therapy that Ontario is going through across the board. The Conference Board of Canada has been calling for the elimination of capital taxes, lower corporate taxes, and harmonization of the GST to help make Ontario more competitive.”
On Hamilton’s Economy
“Hamilton is on the forefront of Ontario’s economic woes. You are the pivot point between the U.S. economy and Canada’s national economy. So it’s no surprise that Hamilton is feeling the impact of the recession right now. The two pressure points for manufacturing have been ongoing global restructuring and our high dollar in 2007 and early 2008. This clearly has had a competitive impact on manufacturing in Hamilton. We think this will turn in 2010 as long as we don’t see the dollar shoot up to par.”

On Summing Things Up
“This is a tough year, but there is light at the end of the tunnel. We were clobbered by the double whammy of declining exports and low commodity prices, but the interventions are working and we’ll get over it. The big challenge now is for us to figure out what our strategy is going to be moving forward.”

“I am pleased to hear how much progress you’ve made in taking the ideas from last year’s summit and forming a strategy. Keep going because it’s only going to get tougher to compete in a world where cities really do matter as places of competition, innovation and wealth creation.”
THE CONFERENCE BOARD’S NEW APPROACH TO MEASURING THE ATTRACTIVENESS OF CANADIAN CITIES

Glen Hodgson: Last year we did our first-ever report card for Canadian Census Metropolitan Areas (CMAs). There are 27 of these. We went out and built a scorecard based on the capacity of CMAs to attract people. Rather than thinking about investments, we actually adopted Richard Florida’s hypothesis that cities have to make themselves attractive to people, and we put our indicators together based on that hypothesis.

We came up with seven categories: economy, environment, education, health, housing, society and innovation. We have indicators in each of these categories and we add them together to come up with an aggregate score for each CMA.

Calgary was first on the list and Thunder Bay was last. Hamilton ranked 15 of 27 Canadian CMAs and had a “B” grade — so that’s middle of the pack. At last year’s summit, this prompted your heroic desire to move up the ladder — I was really pleased to hear about this event outcome.

This year, instead of doing the CMAs, the Conference Board will go one step further. Because what you really care about are cities themselves, we will now rank 50 Canadian cities. That work has started and should be done by this fall.

Here’s a sneak preview of four indicators — worst to best — that give you a sense of where Hamilton stacks up in the new rankings of 50 Canadian cities.

Percentage Employed in Natural and Applied Occupations — “D”
Hamilton gets a “D” and is at the bottom end, well behind centres like Ottawa, Richmond Hill and Waterloo. Clearly the message about investing in education is very critical for Hamilton.

Population with an Advanced Degree — “C”
This looks at people who go on to grad school and it signals the importance of investing in human capital as it drives innovation, productivity and performance. Hamilton ranks as a “C” with Toronto earning the highest grade. Oshawa is lagging the field — perhaps because historically it’s been too easy to go from high school into the auto plants and earn a good living.

Proportion of Population Below the Low Income Cut Off — “B”
This is really striking for me because I would have thought that the cities that have gone through a lot of turmoil and structural change would have a greater share of people below the low income cut off. But the highest share is in our big cities — Toronto, Vancouver, Montreal. These are the cities that have the lowest score. Hamilton earns a “B” score. This tells me you don’t have the kind of underlying social problems that big cities have.

People Arrested for Drug Crime — “A”
Hamilton scores an “A” which suggests that you are a relatively clean city when it comes to the influence of drugs. And look who’s getting the “Ds” — cities on Canada’s west coast.

We will complete all of the other indicators and have our report card out this fall that gives an aggregate score to each of the 50 cities in the survey, including Hamilton.
Jayson Myers, President, Canadian Manufacturers and Exporters

On Defining Modern Manufacturing
“What do we mean by the business of manufacturing today? We’ve evolved from a model people called ‘manufacturing under the roof.’ Today that’s not really the business of manufacturing — it extends beyond companies that produce things. What we’re taking about today is a global industry whose business is to provide solutions and value to customers through a product. The money in manufacturing comes from production and from the technical, logistics, financial services that all go into providing customers with solutions.”

On Global Connectedness
“The business of manufacturing today is a global business — it’s ‘manufacturing under the sky,’ not the roof. It’s an integrated business and it remains a very important business for this economy, this city, and for Ontario and Canada as a whole.”

On the Impact of Manufacturing
“Let’s not forget, manufacturing is the largest single business sector in Hamilton and the largest single business sector in this country. And let’s not forget that despite experiencing significant challenges, and clearly significant challenges in this community, manufacturing remains a business sector that employs two million Canadians from coast to coast, and approximately one million here in Ontario. It’s a sector that directly contributes 15 percent of all economic activity, pays 30 percent of all taxes — it’s a very important sector in itself.”

On Interdependencies
“Companies that manufacture things are the customers of companies in primary resources, agricultural resources, oil and gas, coal and iron ore, and so forth. And it’s also the customer base for engineering services, technical services, business services, trucking and communications, financial services, education and innovation services provided by our schools and research organizations that keep any regional economy healthy.”

On Manufacturing as an Anchor
“When we talk about the service economy, the innovation economy and the creative class, I would ask: ‘Who do you think employs these people at the end of the day?’ ‘Who do you think takes their products to market?’ Eighty-five percent of all the new products commercialized in this country are taken to market by manufacturing companies. This underlies the importance of manufacturing as an anchor sector for any community and any economy. It’s critical that we sustain not only this anchor but that we also support an integrated economy here in Hamilton where we have an innovative workforce and infrastructure, where we have a services sector that can support a competitive and very advanced manufacturing sector. I would tell you that manufacturing is the anchor — the value creating business of any economy, of any community. And that’s the business of manufacturing … to create value.”

On the Evolution of Manufacturing
“In the last decade, manufacturing in this region has changed fundamentally. We’ve seen the challenges and impact in terms of closures and employment losses. But we’ve also seen the growth in this community of world class, advanced, high tech manufacturing facilities. We are now talking about a very different type of manufacturing unlike the commodity business that once characterized traditional manufacturing here in Hamilton and in fact across the country.”
“The fact is we are in a global marketplace and we’re competing for product, markets, investment, people and technology with some of the best companies in the world. That’s the marketplace we must compete in, and survive and grow in, and leverage for new business opportunities.”

On the Investment Challenge
“Manufacturing companies need to make significant capital investments to remain productive and competitive. That’s been hard to do over the past ten years — we’ve seen the cost of materials and energy go up. Manufacturing across Canada and around the world is right now facing some of its most severe challenges since the 1930s. What’s happened is a significant downturn in customer demand for manufactured goods worldwide — orders have fallen by about 30 percent. What this tells me is that the onus on change — and the importance of a more specialized type of manufacturing — is more critical than ever before.”

On the Future of Canadian Manufacturing
“I think it’s very clear that Canadian manufacturing cannot exist if we’re simply competing with everybody else — we can’t compete on the basis of low cost, nor should we. We shouldn’t be employing a low wage workforce. We should be employing some of the highest paid workers in the world and recognizing their contributions to productivity and innovation. Nor can we compete on high volumes. I think this is one of the critical changes affecting this region — manufacturing moving from a commodity type business to a much more specialized, customized and high tech business. That’s where the future will be, and when customers come back into the market, they will likely be looking for different things; for higher levels of specialization and customization. This has been the advantage of Canadian manufacturing — companies responding quickly to customer demands and providing what’s called the ‘competitive batch of one’ successfully.”

Four Pillars of Manufacturing Infrastructure
Mr. Myers talked about what he regards as the four pillars of a successful manufacturing infrastructure in Canada and at the community level.

- **People:** Especially people who can solve problems and contribute in a team-based workplace.

- **Innovation Infrastructure:** It isn’t just about research … it’s about addressing how to take existing knowledge and successfully transfer it to companies that are trying to solve problems for customers and society at large.

- **Community Infrastructure:** Providing the hard and soft infrastructure needed to attract and retain people and businesses in a particular place.

- **Investment:** This is something needed to support the other three pillars. The question is: How do we make sure that Hamilton is known as a centre of investment attraction and retention? This, from a business point of view, is one of today’s most critical issues.
*On the Need for Products*

“The natural resources of the 21st century are skills and knowledge. The challenge is how do we create something of value out of these resources. That’s the business of manufacturing. At the end of the day, the real value of manufacturing will be created by the knowledge, skills and innovation inherent in the product and in delivering the product. **But you need the product.**”

*On Lessons from Today’s Global Recession*

“If there’s one lesson we can take from today’s economic downturn, it’s that you cannot create wealth in an economy simply by spinning other people’s debt around, and around, and around. At the end of the day, you have to create something of real value that customers want to buy. That’s the mark of a successful company.”

*On the Future of Manufacturing in Hamilton*

“I think the future of manufacturing in Hamilton is very strong. The infrastructure is here based out of McMaster University, McMaster Innovation Park, Mohawk College, various centres of excellence, and all the manufacturing companies, the suppliers, the skilled workforce … it’s all here in this region.”

“There aren’t many places in the world where you have this unique combination of advanced manufacturing infrastructure. The Hamilton region compares very favourably to areas like Nagoya in Japan, the I-95 and I-75 corridors in the United States, and the Milan and Lombardi areas of Northern Italy. And the Hamilton region is also a very important place for large families of creative and innovative jobs associated with advanced manufacturing.”

“It’s not going to be business as usual. Manufacturing is going to continue to become more specialized, more customized and more responsive to customer demand.”

“I think Hamilton can be very proud of its manufacturing base. I think it can be very proud of where manufacturing is going. At the end of the day, this is what will sustain an economy that is not only competitive and prosperous, but perhaps most important, a community where highly skilled people want to live.”
Laura Babcock, Chair, Hamilton Business Ambassador Program (HBA)

On the HBA Model
“Looking at the people in this auditorium, I think we share two things in common: All of us are committed to the prosperity of this community and, as successful leaders, all of us are effective sales people. So it’s not too much of a leap to say, ‘if we’ve got great sales people who are passionate about Hamilton, let’s equip them with a marketing tool to help them promote our city.’ This is the essence of the Hamilton Business Ambassador Program and the award-winning flash drive technology.”

On Using the Technology
“Picture yourself at a business meeting out of town. As the conversation wraps up and you’re about to catch your next flight, you say: ‘There are opportunities for your prosperity in my city. Here’s a HBA flash drive. Pop it into your laptop when you have a moment and experience all that Hamilton has to offer.’ It’s that simple.”

On Tracking Investment Leads
“The flash drive technology allows us to track usage. When one of our business ambassadors went to China recently and handed out the flash drive to business contacts, we were able to see a spike in visits to the investinhamilton website from prospects in China.”

On the Business Perspective
“Think about the HBA program from a business perspective and you’ll see the complete picture: We’ve got a talented sales force, we have an excellent product, and we have an award winning marketing tool. So there’s no reason why we can’t be extremely successful.”

On the Courage to Do
“There are cities with far less than we have that are doing far more to market themselves — so no more excuses, let’s do it. Sign up for the Hamilton Business Ambassador Program today with the Hamilton Economic Development Department.”
Appendices
Open Letter
To Delegates of the 2009 Hamilton Economic Summit
From the Hamilton Chamber of Commerce

Thank you for participating in the second annual Hamilton Economic Summit on May 6, 2009.

This annual summit provides a unique opportunity for community leaders to play an active role in helping to shape the future of our local economy — including a chance for each delegate to declare a personal commitment to aiding economic change.

Below is a brief summary of the key post summit priority actions that the Hamilton Chamber of Commerce as an organization has agreed to lead. These are actions that align with the mission of the Chamber and support complementary efforts spearheaded by other groups and organizations to create jobs and prosperity in our community.

The Hamilton Chamber of Commerce agrees to report on the status of each of these actions at the third annual Hamilton Economic Summit scheduled for Monday May 17, 2010.

Post Summit 09 Priority Actions for the Hamilton Chamber of Commerce

1. **Entrepreneurship**: To help advance a spirit of entrepreneurship in Hamilton, the Chamber will:

   Work with Dean Paul Bates and Dr. Benson Honig, Chair in Entrepreneurial Leadership at the DeGroote School of Business at McMaster University, and other subject matter experts, to develop a comprehensive community framework needed to seed a renewed spirit of entrepreneurship in our community — an important step to test the veracity of the statement: “Hamilton: City of Entrepreneurs” (now being piloted by the Hamilton Chamber in recognition of the growing importance of small- and medium-size enterprises in our local economy).

2. **Private Sector Jobs**: To help advance local job creation in the private sector, the Chamber will:

   a) Form three separate taskforce teams each charged with a significant transformational project that has a high potential for business development (new and emerging) and pertains to an economic sector of local strategic importance:

      i. **Advanced Manufacturing**: Explore and document Hamilton’s potential as a design, manufacturing and service hub for the global light rail transportation (LRT) industry.

      ii. **Transportation and Logistics**: Partner with the McMaster Institute for Transportation and Logistics (MITL) to initiate a project dedicated to advancing the Hamilton-Niagara economic region as a leading intermodal goods movement gateway.

      iii. **Arts and Culture**: Still to be determined by the committee based on a further assessment of community needs.

   The work of these teams will include sharing business development ideas with potential investors in Hamilton and beyond.
b) Use its business networks to gather firm-level evidence of Hamilton’s growing capacity as an investment-ready community based on provincially recognized criteria — these discoveries will be broadly shared to validate progress and build greater investor confidence.

c) Craft a compelling case to support efforts aimed at increasing private sector employment in Hamilton — this argument will be shared with community leaders and the public at large to inform planning and decision making going forward.

3. **Next Generation:** To help attract and retain next generation talent, the Chamber will:

Work with the City of Hamilton, the Jobs Prosperity Collaborative and others to implement a targeted project to explore Hamilton’s relative attractiveness to young talent as a step in building a next generation workforce that matches local economic production activity. Pending funding, the project will be managed by the HES Secretariat between October 1, 2009 and February 28, 2010 under the auspices of the Hamilton Chamber of Commerce. The project will lead to two immediate concrete deliverables: a *working paper* to help inform next generation programs, services and policies, and a *pioneer organization* to help facilitate communication and cooperation among local young professionals and entrepreneurs.

**Honouring the Principles of Collaboration**

As it works to deliver on these priority actions, the Hamilton Chamber of Commerce will continue to:

- Collaborate with the City of Hamilton, the Jobs Prosperity Collaborative, and others
- Draw on the recommendations generously provided by the community leaders who participated in the Hamilton Economic Summit in 2008 and 2009
- Engage the support of its board and staff, as well as the 300+ volunteers active on ten standing committees and additional taskforce teams
- Report progress through its communications channels (local, provincial and national)

Moreover, the Hamilton Chamber will continue as the lead facilitator of the Hamilton Economic Summit — an important annual checkpoint to assess Hamilton’s progress toward becoming one of Canada’s top ten urban centres as measured by its economic performance.

If you require additional information and/or wish to become involved in Chamber-led initiatives, please contact John Dolbec at 905-522-1151 x 229 or j.dolbec@hamiltonchamber.on.ca.

Sincerely,

*Ruth Liebersbach, President*  
Hamilton Chamber of Commerce  
September 2009

*Richard Koroscil, President Elect*  
Hamilton Chamber of Commerce  
September 2009

CC: His Worship Fred Eisenberger, Mayor City of Hamilton  
Chris Murray, Manager, City of Hamilton  
All Other Local Elected Officials  
Mark Chamberlain, Chair, Jobs Prosperity Collaborative  
Tim Dobbie, Director, Jobs Prosperity Collaborative  
Chamber Directors and Division Committee Chairs
Appendix B

Vision:

"To be the best city in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities."

JPC
Jobs Prosperity Collaborative

Our note:

- Promote a strategic job creation focus
- Encourage broad community engagement
- Leverage change and action
- Enhance learning, communication and accountability

RE: 2009 Hamilton Economic Summit

Community engagement and consultation are core strategies of the JPC. Your participation in the 2009 Hamilton Economic Summit has provided valuable feedback that the JPC will be including within our work planning.

Our Framework for Action on Jobs can be viewed on our website at www.jpc.hamilton.ca and includes seven inter-connected priority areas for collaborative work in Hamilton including:

- Innovation & Learning
- Quality of Life
- Commercial Land and Infrastructure
- Economic Portfolio
- Hamilton's Image
- Immigration
- Supportive Planning Process

In each area, a working group of JPC members and supportive partners has now been formed to review best practices, understand the specifics of our Hamilton context, and develop strategic goals, actions and evaluation metrics to advance each priority.

Outputs from the 2009 Hamilton Economic Summit in the form of ideas and recommendations that align with our seven inter-connected priorities have been assigned to one or more of our working groups.

Our next community engagement event, titled A Tale of Two Cities including special guest speaker Bill Strickland, will be held on November 30th at the Hamilton Place Theatre. Tickets are free and can be ordered through www.mohawkcollegeenterprise.ca or calling 905.567.6230

Sincerely,

Mark Chamberlain, Chair
Jobs Prosperity Collaborative (Hamilton)
# HES 09 Delegates Organized by Discussion Group

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<td>Bob Carrington</td>
<td>Bob Carrington Consulting</td>
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<td>Mark Chamberlain</td>
<td>Trivaris</td>
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<td>Don Fraser</td>
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<td>Michael Howse</td>
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<td>Tom Jackson</td>
<td>Councillor, City of Hamilton</td>
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<td>Marcel Mongeon</td>
<td>Marcel Margeon Consulting</td>
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<td>Dan Rodrigues</td>
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<td>Aurelia Tokaci</td>
<td>Settlement and Integration Services Organization</td>
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<td>Judy Travis</td>
<td>Hamilton Training Advisory Board</td>
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<td>Tom Weisz</td>
<td>Effort Trust Company</td>
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<td>Sophia Aggelonitis</td>
<td>MPP Hamilton Mountain</td>
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<td>Mark Gregory</td>
<td>Locomotion and Burlington Economic Development Corporation</td>
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<td>Mike Jovanovic</td>
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<td>Dave Lamoureau</td>
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<td>Craig Laviolette</td>
<td>Siemens Energy Sector</td>
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<td>Lynda Lukasik</td>
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<td>Ron Marini</td>
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<td>Domenic Mattina</td>
<td>Hamilton Halton Construction Association</td>
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<td>Katie Mills</td>
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<td>Kim Piper</td>
<td>CB Richard Ellis Ltd.</td>
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<td>Murray Martin</td>
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<td>Brian Maragno</td>
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<td>Tina Mora</td>
<td>Ontario Ministry of Economic Development and Trade</td>
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<td>Darrel Skidmore</td>
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<td>Tony Tollis</td>
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<td>Judi Partridge</td>
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<td>Juergen Schachler</td>
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<td>Marita Zaffiro</td>
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<td>Louise Dompierre</td>
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<td>Rebecca Repa</td>
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<td>Laura Babcock</td>
<td>Powergroup Communications</td>
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<td>Jeremy Freiburger</td>
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<td>Jim Kay</td>
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<td>Richard Koroscil</td>
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<td>Elizabeth Manganelli</td>
<td>Bay Area Health Trust</td>
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<td>Joe Ann Priei</td>
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<td>Harry Stinson</td>
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<td>Roger Trull</td>
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<td>Paul Chapin</td>
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<td>City of Hamilton, Employment and Labour Relations</td>
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<td>Dr. Doug Barber</td>
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<td>Michael Foley</td>
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<td>Don Hull</td>
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<td>Morteza Jafarpour</td>
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<td>Dave Zych</td>
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<td>Annelisa Pedersen</td>
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<td>Rosemary Russell</td>
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Program Announced for Hamilton Economic Summit 2009
Focus on Implementation and Results

HAMILTON (March 10, 2009) Organizers of the second annual Hamilton Economic Summit (HES) — a community initiative facilitated by the Hamilton Chamber of Commerce in partnership with the City of Hamilton and the Jobs Prosperity Collaborative of Hamilton — today announced details of this year’s event program.

The summit will take place on Wednesday May 6, 2009 from 8:00 a.m. to 5:00 p.m. at the newly renovated Crowne Plaza Hotel in downtown Hamilton. It is expected to attract an invitation-only gathering of 200 senior level community leaders representing all sectors of our local economy as well as significant interest from city watchers across Canada and beyond.

“The Hamilton Economic Summit is our community’s premier leadership forum for advancing the local economy in the context of our growing mega-region,” says summit chair Len Falco, a local business leader and past president of the Hamilton Chamber of Commerce. “Our goal is to help Hamilton capitalize on its advantages and become one of Canada’s top ten cities in the coming years.”

Hamilton currently ranks 15th of 27 leading Canadian census metropolitan areas included in the Conference Board of Canada’s City Magnets research initiative focused on benchmarking the relative attractiveness of our country’s leading urban centres. “We can and must do better to compete and win in today’s global economy,” states Falco, emphasizing the importance of creativity and innovation.

The theme for this year’s summit is Courage to Do: Implementing a Vision of Shared Prosperity, a reference to the need for tangible results realized through accelerating existing projects and introducing new initiatives to increase job creation and prosperity for all. The summit’s honorary co-chairs are Dr. Peter George, president, McMaster University and Ron Foxcroft, CEO, Fluke Transportation Group.

The program will include a report on successes to date arising from the ideas, recommendations and commitments generated by the 125 delegates who participated in last year’s inaugural summit — particularly wins related to boosting community-wide teamwork, investment readiness and outreach to business.

The program will also feature an opportunity for delegates to further strengthen two documents of strategic importance to our community’s future: The City of Hamilton’s Economic Development Strategy (newly revised based on extensive community consultation) and a Framework for Action on Jobs (newly created by the Jobs Prosperity Collaborative of Hamilton). This will be accomplished through tightly focused discussion groups organized by summit moderator Wayne Hussey.

“Who’s responsible for economic development in a city committed to collaboration and citizen engagement?” asks Falco. “We all are. That’s why it’s essential to pull together, especially at this time of remarkable change. The discussion groups will provide a chance for community leaders to weigh in on these planning documents and, where necessary, push on barriers to progress and help drive implementation.”

Three guest presenters will offer timely information and insights throughout the day.
**Glen Hodgson**, senior vice-president and chief economist, Conference Board of Canada, will kick off the proceedings with a brief overview of the current global economy and by comparing Hamilton’s recent economic performance to that of other metropolitan areas across Canada.

**Jayson Myers**, president of Canadian Manufacturers & Exporters and one of our country’s most accurate economic forecasters, will speak on the topic of Ontario’s changing manufacturing base and the potential role for Hamilton in our province’s post-recession economy. Special attention will be given to discussing Hamilton’s steel industry.

**James Milway**, executive director of the Martin Prosperity Institute at The University of Toronto’s Rotman School of Management, will present on the institute’s just released report *Ontario in the Creative Age* authored by Roger Martin and Richard Florida.

The program will also include a public luncheon open to 600 people and featuring a keynote address by **Rebecca Ryan**, an internationally acclaimed communicator and the founder of Next Generation Consulting, a research and consulting firm based in Madison, Wisconsin. Ms. Ryan, who in 2004 was named Entrepreneur of the Year by the U.S. Association for Small Business and Entrepreneurship, will speak on *Becoming a Next Generation Community*. Her presentation will highlight her practical, hands on experience in helping communities like Halifax, Nova Scotia attract, retain and develop students, youth and young professionals — the drivers of tomorrow’s technology-based, knowledge economy.

Tickets to the luncheon portion only ($60 per person or $600 for a table of ten) are available to the general public and partner organizations through the Hamilton Chamber of Commerce.

“**The Hamilton Economic Summit provides an opportunity for Hamilton’s community leaders to collaborate on the future of our city at an unprecedented moment in history,”** says Mayor Fred Eisenberger. "Together we will call on the strength and resiliency of our people, businesses and institutions to build a sustainable community our children will be proud to inherit."

The day following this year’s summit, 250 local young people will participate in a special Community Day for Students and Youth at the new McMaster Innovation Park located on a rehabilitated brownfield site in west Hamilton. This free event, which is also being facilitated by the Hamilton Chamber of Commerce, is dedicated to engaging the *next generation* in creating the Hamilton of tomorrow, today.

For more details on the summit and the community day extension, visit hamiltonchamber.on.ca and click on Hamilton Economic Summit or call Patricia Dieryck at 905-522-1151 x 237.

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Richard Ward Allen, Senior Advisor  
Hamilton Economic Summit | 905-572-0363 | rallen@mountaincable.net
Hamilton Economic Summit

MEDIA RELEASE

Becoming a Next Generation Community
Register Now for May 6 Community Luncheon

HAMILTON (March 25, 2009) What attracts young people to live and work in a particular community? Why should Hamilton care about increasing its share of available graduates and young professionals? How can we collaborate to boost Hamilton’s signal as a regional talent magnet?

Hear answers to these important questions at a special community luncheon held in conjunction with the second annual Hamilton Economic Summit on Wednesday May 6 from 12 noon to 1:30 p.m. at the Crowne Plaza Hotel in downtown Hamilton (see information box for registration details).

The featured speaker will be Rebecca Ryan, an internationally acclaimed communicator and the founder of Next Generation Consulting (NGC), a market research firm based in Madison, Wisconsin.

NGC has conducted more than 20,000 interviews, surveys and focus groups with 20 to 40 year olds since 1998. It draws on this research and practical field experiences to help communities develop next generation strategies tailored to local and regional conditions. Visit nextgenerationconsulting.com to learn more about Rebecca Ryan and her firm.

In Canada, NGC has worked with a number of communities, including Saskatoon and Halifax.

“Every community, big and small, is talking about brain drain,” said Ryan during a recent television news interview. “Young talent isn’t going to be working for one company for thirty consecutive years. But it may stay in one community and work for four or five different local employers over that time. This is critical to the future of a community, its employer base and its economic development.”

Ryan’s message is significant for Hamilton, a city in transition with a population that is older in comparison to most other centres in Ontario and which is eager to replenish its talent pool and increase business start ups.

“As we build the Hamilton of tomorrow, we need to strengthen the attributes that appeal to highly educated and mobile young professionals,” says Len Falco, chair of the Hamilton Economic Summit Advisory Committee helping to plan the community luncheon. “This includes access to well paying jobs, a dynamic social life and quick connections to the natural environment.”

Becoming a next generation community is a journey we need to make together. It involves community leaders placing a premium on young people, city planners creating urban spaces that invite exploration and investment, government and the private sector co-investing in quality of place infrastructure, career counsellors encouraging graduates to seek out local job opportunities, and local companies offering entry-level employment with opportunities for personal and professional growth.

And it includes creating new kinds of businesses that exist at the intersection of social good and the imagination of today’s young people — an ethically minded generation committed to the principles of sustainability.
“Hamilton will realize its goal of increased jobs and prosperity to the extent that we welcome, engage and reward young talent,” says Falco. “After all, this is the generation with the energy and enthusiasm needed to take us forward into the next economy.”

The luncheon, which is co-sponsored by McMaster University, ArcelorMittal Dofasco and the City of Hamilton, will also recognize local Champions of Economic Development and celebrate the Hamilton Business Ambassadors Program, an initiative of the City of Hamilton and the Jobs Prosperity Collaborative.

Mayor Fred Eisenberger, and summit honorary co-chairs, Dr. Peter George and Ron Foxcroft, will act as luncheon hosts.

The Hamilton Economic Summit is a community initiative facilitated by the Hamilton Chamber of Commerce in partnership with the City of Hamilton and the Jobs Prosperity Collaborative.

**Who Should Attend?**
- Young Professionals
- Chamber Members
- Business Leaders
- Community Leaders
- Government Leaders
- City Managers and Staff
- Teachers and School Administrators
- HR Managers
- Community Builders
- Students and Youth

**Register Today**
HES Community Luncheon
May 6 from 12 noon to 1:30 p.m. at the Crowne Plaza Hotel
$60/person | $600/table of ten
Visit hamiltonchamber.on.ca and click on Hamilton Economic Summit Information? 905-522-1151 x 237

**MEDIA CONTACTS**
Laura Jackson, Communications Coordinator
Hamilton Chamber of Commerce | 905-522-1151 x 230 | l.jackson@hamiltonchamber.on.ca

Richard Ward Allen, Senior Advisor
Hamilton Economic Summit | 905-572-0363 | rallen@mountaincable.net
Social media: opportunities and pitfalls for business
2009's brightest lights in the not for profit sector

Hamilton: the next generation
How youth are driving change
Economic Summit's 7 keys to the city
Confidence can be a game changer in determining the outcome of any enterprise, including a city’s future. In most things in life, it comes down to adopting a positive attitude and playing to win — and local economic development is no different.

“I’m an optimist, and for me the glass is always half full — and my glass has gone up today.”

That’s how Dr. Peter George, president of McMaster University, began his closing remarks as honorary co-chair of the second annual Hamilton Economic Summit on May 6, 2009 at the newly renovated Crowne Plaza hotel in our city’s downtown.

“We leave confident that our good work and the exchange of ideas will extend well beyond this summit.”

It was an inspirational day that ran counter to the steady flow of troubling economic news at home and from around the world. And it was a day that reaffirmed our collective will to make Hamilton one of Canada’s top ten cities, and a destination for talent and investment.

COLLABORATIVE LEADERSHIP IN ACTION

The Hamilton Economic Summit (HES) is an ongoing community initiative facilitated by the Hamilton Chamber of Commerce in partnership with the City of Hamilton and the Jobs Prosperity Collaborative.

Last year’s inaugural summit galvanized a community-wide commitment to work together, along side Mayor Eisenberger, council and city staff, to realize Hamilton’s untapped economic potential.

This year’s summit moved us from aspiration to action by engaging more than 150 community leaders in helping to advance two related plans germane to Hamilton’s future: a newly-revised economic development strategy crafted by the City of Hamilton based on extensive community input and a new operating framework created by the Jobs Prosperity Collaborative (JPC).

After hearing context-setting presentations, delegates gathered in groups to discuss the plans and generate recommendations. Delegates were reminded of this year’s summit theme Courage to Do: Implementing a Vision of Shared Prosperity and asked to focus on tactical ways to accelerate progress and to become personally engaged in economic change.

The delegates’ feedback, which was documented by 14 facilitators, helped validate three encouraging messages: our community’s economic goals are directionally sound and attainable; our community-driven implementation strategies are solid (yet require more focus and specificity); and, our collective investment in economic development is starting to pay off.

IDEAS, RECOMMENDATIONS AND COMMITMENTS

Delegates generated hundreds of suggestions to help strengthen development plans and aid implementation. There were key themes recorded in this year’s summit proceedings document (download at www.hamiltonchamber.on.ca), and
widely shared across our community.

**Think big:** We need to concurrently pursue numerous large initiatives that have the power to transform our local economy and attract positive attention — there is no single, silver bullet solution to revitalizing Hamilton’s economy.

**Act regionally:** We must position Hamilton as the centre of Ontario’s Greater Golden Horseshoe region and as an intermodal transportation gateway to the heartland of the United States. We can learn from the experiences of Metrolinx, the Pan Am Games bid, and other examples of regional partnership structures.

**Emphasize wealth creation:** We must find ways to connect people, ideas and capital to create new streams of wealth, the foundation of Hamilton’s standard of living and quality of life.

**Attract external investment:** We should look beyond our city’s borders to identify new sources of public and private sector investment.

**Embrace our interdependencies:** We need to view sustainable economic development through the triple bottom line lens of people, planet and profits. Hamilton’s future relies on creating a more complete and liveable community.

**Engage the next generation:** We need to make Hamilton a magnet for the next generation of highly educated and mobile young professionals who have the energy, expertise and enthusiasm to drive tomorrow’s economy forward.

**Be courageous:** We must all have courage to learn, think and behave in new ways. As one local CEO declared in a video vignette premiered at this year’s summit “We need the courage to change.”

**STRONG SUPPORTING CAST**

The summit featured various elements to help inform and inspire delegates, including talks by guest speakers James Milway, executive director, Martin Prosperity Institute; Glen Hodgson, chief economist, Conference Board of Canada; and, Jayson Myers, president, Canadian Manufacturers and Exporters.

The program also included video vignettes showcasing local success stories (watch at www.investinhamilton.ca) and a public address by Rebecca Ryan, founder of NGC Inc., titled Becoming a Next Generation Community, an important message for Hamilton given our city’s mature demographic profile.

“We wanted to provide insights needed to understand Hamilton’s changing economy in the contexts of human creativity, community benchmarking and the future of steel making and advanced manufacturing,” said Len Falco, chair of the HES 09 advisory committee and a past president of the Hamilton Chamber of Commerce.

“That’s the beauty of our summit. It offers community leaders a moment in time to see Hamilton reflected against a global backdrop and then prepare for the next leg of our local economic journey.”

**CITY OF CHANGE FOR YOUTH**

As a complement to the summit, more than 250 emerging city builders gathered for the inaugural City of Change event on May 7, 2009 at McMaster Innovation Park.

“Delegates at the 2008 Hamilton Economic Summit identified the need to increase opportunities for youth to weigh in on the future of our city,” explains Ruth Liebersbach, president of the Hamilton Chamber of Commerce. “This sparked the creation of our summit’s involvement in helping Hamilton become a next generation community.”

Recalls event moderator Matt Thompson: “It was all about bringing members of the next generation together to explore complex questions, create meaning and collaborate on change.”

The event included a talk by internationally renowned author Dr. Benjamin Barber on the topic The Future of Communities in an Interdependent World, as well as a special learning program facilitated by the Hamilton Music Awards.

City of Change was made possible through the generous support of Siemens, the Province of Ontario, City of Hamilton, McMaster Innovation Park, the Hamilton Music Awards and the Hamilton Chamber of Commerce.

Event proceedings are available online at www.hamiltonchamber.on.ca under Hamilton Economic Summit.
MOVING FORWARD TOGETHER

The Hamilton Chamber of Commerce has established a part time secretariat to support the summit’s ongoing work. In the wake of HES 09, the secretariat is committed to:

• Partnering with the City, JPC, Hamilton Chamber of Commerce, and other organizations and networks, to help advance key ideas and recommendations arising from HES 09;

• Working with HES 09 delegates to document and help facilitate personal and organizational action plans in support of economic development in Hamilton; and,

• Planning for next year’s Hamilton Economic Summit and City of Change events.

GET INVOLVED

To learn more, and to download resources, visit www.hamiltonchamber.on.ca and click on HES.

The Hamilton Economic Summit is a community initiative facilitated by the Hamilton Chamber of Commerce and delivered in partnership with the City of Hamilton and the Jobs Prosperity Collaborative. For information, or to get involved, contact Richard Ward Allen at rallen@mountaincable.net or 905-572-0363.

ACKNOWLEDGEMENTS

HES 09 Chair: Len Falco
Honorary Co-Chairs: Dr. Peter George and Ron Foxcroft
Management: Richard Ward Allen
Moderator: Wayne Hussey
Lead Organization: Hamilton Chamber of Commerce

HES 09 Sponsors
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Vision to See, Faith to Believe, Courage to Do
SIEMENS
City of Change May 7 2009
Summary Findings for Community Review

Richard Ward Allen, Lead Author

An initiative of the Hamilton Chamber of Commerce
held in conjunction with the
Second Annual Hamilton Economic Summit
Hamilton’s Community Vision

"To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities."

City of Change student delegate adds to group mind map

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*Event Images by Banko Photographic*
City of Change: Story Board Synopsis

Fall 07: Chamber Steps Up
The Hamilton Chamber of Commerce spearheads development of inaugural Hamilton Economic Summit (HES)

May 08: Summit Sparks Focus on Youth
Mindful of local demographic trends and chronic out migration of graduates, summit delegates cite need to involve more students and youth in shaping Hamilton’s future economy

Sept 08: Committee Enriches Summit Experience
Unanimous decision to add a youth day to design of Year II summit (May 2009)

Fall 08: New Sub-Committee Forms
Dream team sets planning priorities for groundbreaking youth event:

- Engage youth in design process
- Stay open to innovative event models
- Find unique venue
- Involve community partners
- Secure funding

Jan 09: Key Pieces Come Together
Goodwill grows as event details are confirmed, including:

- Siemens joins up as title sponsor
- McMaster Innovation Park agrees to host event
- Province and local education sector provide added funds
- Myriad partners rally to assist
- HES 09 event adopts a complementary next generation theme
- Youth outreach strategy set to go

Feb 09: Design Cafés Gather Youth Input
Youth offer perspectives on local economy and weigh-in on event design
Café report shows youth most interested in exploring three aspects of Hamilton’s evolving economy:

1. Environmental stewardship
2. Urban redevelopment
3. Cultural vitality

Report is passed on to City of Change event design team
March 09: Design Team Applies Input
Team pushes hard for a program that will maximize youth engagement and ownership
Final design elements include:
- Fluid format
- Interactive learning
- Arts and entertainment component
Sub-committee members and others invited to animate various learning activities

May 09: Chamber Hosts City of Change
250 youth attendees explore core question: “What does your Hamilton look like in the year 2020?”
Youth outputs include:
- Mind maps
- Graffiti walls
- Visual surveys
- Doodle boards
- Artwork
Outputs are categorized and passed on to design team for analysis and next steps

June 09: Team Analyzes Outputs
Team members and select youth who participated in event sort data
Computer mind mapping software accelerates process
Analysis reveals youth engagement themes that relate to shaping Hamilton’s future economy, including:
- Create and maintain conditions for change
- Consider impacts on people | planet | profit
- Focus on one or two economic change initiatives:
  1. Next Generation Project
  2. Downtown Renewal
  3. Waterfront Development
  4. Transportation

August 09: Chamber Releases Report with Recommendations
Report is released and posted online
Results shared with numerous organizations, including the City of Hamilton and the Jobs Prosperity Collaborative

Key proposed NEXT STEPS include:
1. Act on recommendation to implement a Next Generation project (specifics TBD)
2. Deepen engagement of participating youth and supporters (involve in project implementation)
3. Embed 2nd annual City of Change event within HES 2010
Collaboration in Action

Organizing Sub-Committee
Richard Allen, Hamilton Economic Summit
Alice Bradbury, Golden Horseshoe Biosciences Network
Frank Ciancone, Hamilton-Wentworth Catholic District School Board
Chris Cutler, PATH Employment
Grace Diffey, Hamilton Community Foundation
Aldo DiIntino, Hamilton-Wentworth Catholic District School Board
Patrick Elliot, Hamilton-Wentworth District School Board
Jeremy Freiburger, Imperial Cotton Centre for the Arts
Jean-Paul Gauthier, Hamilton Music Awards, Festival & Conference
Norm Grey, Canadian Youth Business Foundation
Charlie Hendershott, ArcelorMittal Dofasco
Lynda Lukasik, Environment Hamilton
Matt Thompson, McMaster University (event moderator)
Katie Walton, Siemens

Marketing and Administrative Support
Jane Allison, The Hamilton Spectator
Patricia Dieryck, Hamilton Chamber of Commerce
Karen Hall, Hamilton Chamber of Commerce
Laura Jackson, Hamilton Chamber of Commerce
Jo-Ann Orth, Hamilton Chamber of Commerce
Jim Ridge, ArcelorMittal Dofasco/Go Vision Map
Barbara Wilk-Ridge, ArcelorMittal Dofasco/Go Vision Map
Kathy Swiderski, Red Sky Design and Communications

Musical Talent — Booked by the Hamilton Music Awards, Jean Paul Gauthier, Director
Saint Alvia
Queen Cee
John Ellison
Harrison Kennedy
Tomi Swick

Keynote Speaker
Dr. Benjamin R. Barber: “The Future of Communities in an Interdependent World”

Core Messages for Hamilton’s Next Generation
Countries and communities cannot go it alone — only through understanding and strengthening our interdependencies can we safeguard democracy, tackle global challenges and sustain peace.

Cities are not measured by their size, but by their character.

Citizenship is what we share in common.
Introduction

“It was all about bringing the next generation together to explore complex questions, create meaning and collaborate on change.”

Matt Thompson
Moderator, City of Change

This report summarizes key outputs generated at City of Change — a unique interactive event designed to further engage Hamilton youth in local economic development. It also includes background information and recommendations on potential next steps.

The event was spearheaded by the Hamilton Chamber of Commerce and held on May 7, 2009 at McMaster Innovation Park in conjunction with the second annual Hamilton Economic Summit. Funding partners included Siemens (title sponsorship), the Ontario Ministry of Economic Development, and local educational institutions (refer to Appendix B for details).

The free event attracted approximately 250 young people from various local educational institutions and community-based organizations. The majority of attendees were senior high school students who expressed a personal interest in participating.

The program featured a mix of hands-on activities designed to elicit responses to a number of broad questions related to building a more prosperous and sustainable Hamilton, including the high level question: “What does your Hamilton look like in the year 2020?”

Addressing a Community Need

“Hamilton will realize its goal of increased jobs and prosperity to the extent that we welcome, engage and reward young talent.”

Len Falco
Chair of the HES 09 Advisory Committee

City of Change was created in response to a need cited by senior community leaders to increase the involvement of local students and youth in shaping the Hamilton of tomorrow. This focused outreach to young people is a component of a new approach to economic development in Hamilton based on the principles of collaborative leadership and community engagement.

The event coincided with community consultations on a revised economic development strategy being crafted by the City of Hamilton as well as the roll out of a new and comprehensive job creation framework facilitated by the Jobs Prosperity Collaborative (JPC).

City of Change was organized by a sub-committee of the Hamilton Economic Summit.
The sub-committee developed and implemented a multi-stage process in support of City of Change — a process meant to ensure that the event would meet the expectations of young people and generate tangible outputs applicable to long-term economic development in Hamilton.

The key process stages included:

1. **Discover Relevant Themes:** The goal of this stage was to explore local young people’s perspectives on Hamilton through the lens of our economy (present and future) and to gather insights helpful in programming the City of Change event. The sub-committee accomplished this through inviting students and youth (n = 35) to participate in informal Design Cafés held in different areas of the city in February 2009. Key themes of interest to local young people discovered during this stage include **environmental stewardship, urban redevelopment** and **cultural vitality.** See Raw Outputs of Design Cafés with Students and Youth under Appendix E.

2. **Design Age-Appropriate Event:** The goal of this stage was to design an age-appropriate event structure that would get young people “excited about Hamilton’s economic potential” and “actively involved in inventing the city of tomorrow.” The sub-committee accomplished this through internal working sessions devoted to developing a flexible structure that would enable participants to explore the major themes that arose from the Design Cafés. The principles that informed design decisions include **diversity, choice** and **appreciative inquiry.** The complementary skill sets of people on the design team aided in developing a dynamic program tailored to the vision of City of Change and aligned with the aims of the Hamilton Economic Summit. See Event Design Process under Appendix F.

3. **Host City of Change Event:** The goal of this stage was to execute a high quality event for local young people at McMaster Innovation Park — a newly renovated facility that has become a tangible symbol of Hamilton’s changing economy. This was accomplished in collaboration with more than twenty-five partners, including myriad educational institutions, vendors and volunteers. The main product of the seven-hour program was the commentary generated by the young attendees and captured in a number of mediums, including graphic mind maps, doodle boards, graffiti walls, and three-dimensional surveys. This commentary (including ideas and recommendations captured on more than 200 square feet of mural paper) formed the raw material used to create this report.

4. **Analyze Event Outputs:** The goal of this stage was to make sense of the raw outputs (ideas | suggestions | comments | imagery | etcetera) generated by City of Change participants. This challenging work was carried out in three related steps.

a) A group of volunteers met at the Freeway Café in downtown Hamilton on June 11, 2009 to sort through the outputs. The half-day session was facilitated on an in-kind basis by senior team members from ArcelorMittal Dofasco (Charlie Hendershott, Jim Ridge and Barb Wilk-Ridge) and included various members of the event sub-committee as well as youth who attended City of Change. Materials from City of Change (including the wall size mega map and doodle boards) were installed around the room and session participants were asked to identify recurrent themes — e.g., environmental restoration, etc.
These themes were captured electronically using mind-mapping software. To conclude the session, participants worked together to create an electronic map that categorized information into various themes and related sub-themes. See the Relationship Map from City of Change Event under Appendix K.

b) The project manager further analyzed the draft maps and themes described above, determined the structure of this report and selected the most pertinent content. The manager also created the language used to document the project-at-a-glance story board created by Go Vision Map (Jim and Barb Ridge) and included in this report.

c) Team members also organized a photo studio session at ArcelorMittal Dofasco to record a cross section of images that the students and youth created on the wall boards at the City of Change event. The images are on file for future use.

5. **Author and Disseminate Report:** This report is the result of a collaborative effort led by the Hamilton Economic Summit secretariat in partnership with the event organizing sub-committee and under the auspices of the Hamilton Chamber of Commerce.

**Recommended Next Steps**

1. Disseminate this report broadly to help enhance stakeholders’ understanding of the issues and adoption of youth-generated ideas.

2. Host a multi-partner media event in early September 2009 to share this report and next steps.

3. Work with partners to craft a next generation working paper that would build on ideas in this report and help guide relevant community planning and decision-making moving forward.

4. Incorporate this report and the proposed working paper as key elements of the 2010 Hamilton Economic Summit.

5. Investigate the possibility of establishing a local young professionals organization that would offer a structure to further engage Hamilton’s next generation as agents of economic change. *

6. Continue to engage and support students, youth and young professionals.

* A key success factor would be to reach out to and involve a number of new and emerging next generation organizations and networks in our community
### Message From Youth
Create and Maintain Conditions for Change

<table>
<thead>
<tr>
<th>Clear Vision</th>
<th>Shared Principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Become Some Kind of Wonderful.”</td>
<td>“Keep the greenbelt green.”</td>
</tr>
<tr>
<td><strong>Sample Targets</strong></td>
<td><strong>Sample Targets</strong></td>
</tr>
<tr>
<td>A top city</td>
<td>Promote triple bottom line planning</td>
</tr>
<tr>
<td>City of Waterfalls</td>
<td>Focus on renewal and rejuvenation</td>
</tr>
<tr>
<td>Heart of the Golden Horseshoe</td>
<td>Citizen engagement</td>
</tr>
<tr>
<td>One city, one economy</td>
<td>Value volunteers</td>
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<tr>
<td>A place to be</td>
<td>Utilize capacity of existing resources</td>
</tr>
<tr>
<td></td>
<td>Preserve our natural and built environments</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Progressive Values</th>
<th>Forward Looking Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Fly a rainbow flag.”</td>
<td>“Involve youth in decision making.”</td>
</tr>
<tr>
<td><strong>Sample Targets</strong></td>
<td><strong>Sample Targets</strong></td>
</tr>
<tr>
<td>Treasure diversity</td>
<td>Local focus</td>
</tr>
<tr>
<td>Tolerance and acceptance</td>
<td>Youth friendly</td>
</tr>
<tr>
<td>Respect</td>
<td>Preferred areas for focused local investments:</td>
</tr>
<tr>
<td>Zero prejudice</td>
<td>- Agriculture</td>
</tr>
<tr>
<td>Open government</td>
<td>- Improved safety, security and drug laws</td>
</tr>
<tr>
<td>Less control</td>
<td>- Arts and culture</td>
</tr>
<tr>
<td>More voices</td>
<td>- Environment</td>
</tr>
<tr>
<td>Lifelong learning</td>
<td>- Brownfield redevelopment</td>
</tr>
</tbody>
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<table>
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<tr>
<th>Winning Attitudes</th>
<th>Climate for Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Develop an achievers’ mindset.”</td>
<td>“Take more risks.”</td>
</tr>
<tr>
<td><strong>Sample Targets</strong></td>
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</tr>
<tr>
<td>Entrepreneurship</td>
<td>Look to other communities for ideas</td>
</tr>
<tr>
<td>Learning</td>
<td>Build an Internet-based connectivity network</td>
</tr>
<tr>
<td>Vibrancy</td>
<td>Reform education and training in Hamilton</td>
</tr>
</tbody>
</table>

### Sample Quotes from Word Wall

“Don’t compete with Toronto — work with it.”
“Understand our interdependencies.”
“Let’s make Hamilton look better.”
“Promote Hamilton — too much negativity.”
“It doesn’t look as if anyone cares about downtown.”
“Take advantage of old buildings rather than letting them break apart.”
“Help more youth access college and university.”
Youth Survey Results
Delegates used water-based paints to colour-code responses to the following questions:

What does your Hamilton look like in 2020?
A centre for excellence in education and innovation 27
A centre for green jobs and environmental excellence 24
A centre for arts and culture 13
A centre for medicine and world class healthcare 8
Mixed responses 14

Where should growth occur?
We should redevelop our brownfield sites before expanding outwards 70
We should increase density in our urban core 18
We should expand outwards and create areas for growth 15
We should not actively promote growth 4
Mixed responses 1

What does a good career look like?
Variety, social good, comfortable lifestyle 42
Challenging, entrepreneurial, self-directed 14
Stable, predictable and consistent 9
Big company, big pay, big commitment 5
Mixed responses 20

How do we best become a resilient community?
Taking risks and trying new things — be a leader 39
Focus on local skills and talents — come up with your own answers 23
Following in the footsteps of other communities — learn from others 8
Steady growth, don’t rock the boat — Rome wasn’t built in a day 8
Mixed responses 18
Change Framework
Local Youth See Hamilton’s Economic Future Through a Triple Bottom Line Lens

**People**

**Education**
More green curriculum/programs
More entrepreneurial studies
Retain our graduates in Hamilton
Reinforce environmental stewardship
More arts programs in schools
Support diversity
More neighbourhood-based schools
Increase community involvement in schools
Increase school involvement in communities

**Arts and Culture**
Invest in local music scene — 200+ bands
Increase our external reputation for the arts
Involves youth in planning arts events
Make festivals less commercial
Create more community art projects
More outdoor concerts and music centres
More all-age shows
Learn from European cities
Position Hamilton as a true arts destination
Provide more spaces for creativity

**Profit**

**Economic Development**
Diversify our economic base beyond steel
Attract more external investments
Create a better retail environment
Support existing businesses
Learn from other countries
Act local — e.g., support local farms
Build a local green economy

**Spirit of Enterprise**
Embrace DECA, Junior Achievement
Provide spaces for young entrepreneurs
Promote the Summer Company program
Develop a circus industry
Create green services — bicycle rentals

**Planet**

**Embrace Sustainability**

**Develop and Enforce Green Policies**
Preservation
Parks
Earth Day
Incentives
Alternative Energy
Balanced Thinking:
“Let’s meet in the middle ...
Create a ‘green, steel town’”

**Do Green Projects**
Clean up our city
Build greenhouses
Renew brownfields
Promote LEEDs certification
Plant trees and community gardens
Eat local

Based on a high level analysis of the outputs generated by 250 Hamilton students and youth who participated in the inaugural City of Change event held at McMaster Innovation Park on May 7, 2009. Also includes insights generated through hosting pre-event Design Cafes targeting local young people.
# Renew Hamilton

## Key Economic Change Initiatives of Interest to Local Youth

### 1. Engage Hamilton’s Next Generation
- Act on ideas generated at City of Change event
- Expect youth to be engaged in our community
- Invite more students to participate in public institutions
- Create more youth organizations to promote interaction and achievement
- Involve youth in addressing Hamilton’s systemic issues: *Poverty* *Job Creation* *Educational Attainment* *Renewal*
- Secure and invest stimulus/infrastructure funding in youth projects
- Create more employment opportunities for youth
- Focus on youth-friendly policies (e.g., education, arts and culture, recreation, etc.)
- Create youth-oriented spaces

### 2. Renew Downtown Hamilton
- Clean up and revitalize downtown Hamilton — start with Gore Park and move buses out of core
- Create a better living environment downtown
- More things to do: entertainment and restaurants
- Make downtown a destination
- Fill empty storefronts before developing more properties
- Create more areas of social interaction (e.g., Freeway Café)
- We need to make the downtown attractive in order to draw in more big organizations
- Expand Hess Village
- Offer free Internet wifi
- Make downtown more attractive like Queen Street West in Toronto
- Apply more green building technologies to downtown renewal
- Save historic buildings — “fix broken and empty buildings”
- Address tension between downtown revitalization and social service centres
- Remove rehab centres and strip clubs from downtown Hamilton
- Improve walkways between downtown and green spaces around waterfront

### 3. Develop Hamilton’s Waterfront
- Waterfront needs to be a natural and welcoming environment for all people
- Create a stroll district/boardwalk (shops, restaurants, etc.) all in one place
- Turn abandoned steel lands into waterfront condo properties
- Create locally-developed science and technologies to rejuvenate contaminated lands
- Develop the waterfront similar to Halifax and focus on arts and culture attractions
4. Improve Transportation in Hamilton

Improve all forms of transportation (active and non-active) across Hamilton …

**Bikes**
- More bike lanes
- Connect bike lanes

**Cars**
- Get people off of the QEW and into Hamilton
- Hybrid cars
- More two way streets
- Carpooling
- Better parking spaces

**Public Transportation**
- GO service to Toronto is critical to Hamilton’s future
- High speed train connections
- Lower bus fares
- Better bus service
- Light rails
- Subway
- Connections to surrounding communities/small towns
- Bigger and better airport
- More sidewalks

**Policies**
- More roundabouts to reduce car idle time
- Walking-friendly policies
Appendices