

HAMILTON CHAMBER OF COMMERCE 2022 MUNICIPAL ELECTION PRIORITIES



On behalf of the Hamilton Chamber of Commerce, I would like to present our 2022 Municipal Election Priorities for you and your campaign's consideration. Our organization thanks and commends you for your participation in the democratic process and for seeking to represent Hamilton and our community interests at City Hall.

As the new President & CEO of the Hamilton Chamber of Commerce, I have the privilege of speaking for our 1,000+ members that employ over 75,000 people in our community. Our business community is looking to our new Mayor and Council to strengthen our local economy through forward thinking leadership and visionary policy development. The recommendations herein support the continuous improvement of our City and will set the foundation for economic growth.

After two and a half years in a global pandemic, the City of Hamilton finds itself at an economic crossroads. The pandemic has altered nearly every aspect of our business community and has forced all business to rethink how they operate day-to-day to keep their staff and their organization safe. While the uncertainty caused due to COVID-19 remains, our city leadership needs to adapt and evolve to the new business landscape and to chart a course for economic growth in our community.

The Hamilton Chamber of Commerce is asking candidates in this municipal election, **"If elected, how will you work to advance our local economy and ensure that City Hall is Ready for Business?"**

As the October 24, 2022, Municipal Election draws near, businesses in this city want to know what municipal leaders will do to support their individual post-pandemic recovery as well as create an environment that is conducive to new investment, talent attraction, and opportunity creation. Hamilton and its business community is looking for an economic resurgence, and it needs visionary leadership from City Council to help it achieve that goal.

Our next municipal government will face tough decisions and will need to prioritize actions that support Hamilton businesses in accessing the capital, markets, and talent they need to grow. Council must have leaders who are willing to work in tandem with local businesses of all sizes and all sectors of our diverse economy. These leaders must have a vision and a plan to move our business community forward. Our shared prosperity depends on a strong business community that can innovate, attract new talent and capital, and even expand into new markets.

Over the course of August 2022, the Hamilton Chamber conducted membership consultations to hear from our members about the most pressing issues they face in doing business in Hamilton. This feedback has been outlined into seven **Ready for Business** priorities that the Hamilton Chamber of Commerce would like to bring to your campaign's attention. In sharing these priorities, we hope that you will find them helpful in your discussions with members of our local business community and beyond over the course of the campaign.

We look forward to continuing our dialogue with you and would welcome the opportunity to set up a conversation to discuss our **Ready for Business** priorities on behalf of our membership further.

Thank you for your candidacy and your participation in the 2022 Municipal Election. We wish you well on your campaign.

Sincerely,



Greg Dunnett
President & CEO



overview

The Hamilton Chamber of Commerce is proud to present our 2022 Municipal Election Priorities for you and your campaign's consideration. These priorities have been determined by the Hamilton Chamber of Commerce and its membership as critical considerations for all candidates participating in this year's municipal election. Moreover, these priorities serve as a blueprint document for the incoming Mayor and Members of Council to orient themselves with issues and concerns material to Hamilton's business community.

Following a three-week consultation period with our membership during August 2022, the Chamber has compiled our findings into seven priority areas based on the feedback we received. These seven priority areas are: Leadership; Vision; Labour; Investment; Housing & Affordability; Transportation; and Climate Change. Contained within each are a suite of recommendations and supportive actions that will help to achieve Hamilton's economic goals and bolster its business community.

Municipal Election consultations were conducted on a voluntary basis in small groups moderated by Hamilton Chamber of Commerce staff. Members were also invited to submit written comments as part of the consultation. Our members have indicated several supportive actions that the incoming Mayor and Members of Council ought to implement to ensure the short- and long-term success and viability of our diverse, local economy.

We submit these recommendations herein for your consideration.

LEADERSHIP

Many chamber members have expressed concern over the perceived divisiveness around the council table. They believe it is incumbent upon the new Mayor and Council to be a unified front who are working together for the benefit of the City. Business owners in Hamilton are collaborative, hardworking and innovative. They believe their elected representatives should be the same.

It is time for our elected officials to consider working with and investing in our local businesses to put less financial strain on the municipality. Hamilton businesses, particularly small enterprises, have been saddled with a debt load that is threatening their survival. They want to see municipal leaders who will shape policies that support conditions for recovery, growth and investment.

Mayor and Council need to have a better understanding that, if the city isn't giving businesses value for their tax dollar, then they might just take their business elsewhere. Many businesses are concerned about the municipal services they receive like garbage/recycling collection, poor road maintenance, and inadequate snow removal, and believe the Mayor and Council need to revisit bylaws governing these services.

SUPPORTIVE ACTIONS:

- **While addressing the variety of municipal issues that come across the City Council table, elected officials need to also bear in mind that they are also the primary stewards of Hamilton's economy.** Hamilton needs to continue to attract and embrace new sectors of our local economy, while championing our legacy industries.
- **The Mayor and Members of Council must act to address the common perception that City Hall is unresponsive.** Hamilton businesses frequently express frustration with their experiences working with the City. These concerns including timelines not being adhered to as well as ineffective communication with stakeholders, creating the impression that their concerns are not valid. Where timelines and deadlines are missed, additional costs have been incurred by applicants. The incoming City Council needs to prioritize communications that are proactive on updates and timelines.
- **Concerns have been shared from the business community about the professional conduct around the City Council table.** The incoming Mayor and Members of Council must restore professional decorum as well as improve the treatment of city staff and residents. When City Council is perceived to be a threatening and intimidating place, it does not bode well for trust in government nor does it support a ready for business mindset.
- **Main street businesses, industrial and other commercial partners all agree that Hamilton needs to prioritize the development of walkable neighbourhoods and complete streets.** The labour force of the future will be largely identified by its demand for communities that they can live, work, and play in. It's time for a move away from car centric city design, while still maintaining efficient through ways for commercial driving.
- **The incoming Mayor and Members of Council need to recognize that Hamilton is the only urban alternative to Toronto in the Greater Toronto-Hamilton Area.** We are not a suburb, but rather, we are a big city that people come from all over the world to live, work and play in. It's time for our municipal government to leverage and champion this quality of our community.

VISION

Our members face increasing business taxes while receiving less services for their tax dollars. Paired with the rising cost of living and the impacts of inflation on our supply chain, our City must deliver more value for its local business taxpayer. This is the sentiment that our members have expressed, and it continues to create a stigma that deters new investment in our City.

Our members continue to mention that economic growth continues to be bogged down by red tape at City Hall. Excessive regulation and unnecessary bureaucracy result in increased costs and administrative burdens on Hamilton's business community. Our members have reported they continue to have issues with timeliness around approvals of building permits, as well as the absence of a self-service tool to check the status of building permits.

The Chamber is committed to working with the business community and city staff to identify and reduce red tape at the municipal level, with support from all of council. The Mayor and Council need to target the removal of unnecessary bureaucracy and ensure a more streamlined process for current and future entrepreneurs.

SUPPORTIVE ACTIONS:

- **Hamilton City Council needs to conduct itself in a business friendly manner and recognize that our local economy's resilience and strength over the past few years has demonstrated their long-term commitment to this community.** The COVID-19 pandemic has impacted every business in our community and right now is not the time to increase tax burdens on commercial operators.
- **There exists a need for the incoming Mayor and Members of Council to review the Hamilton Business Centres core mandate and offerings.** Though it has become increasingly simple for entrepreneurs to set up new ventures thanks to digital technologies and social media platforms, there still exists a need for core business start-up services. The City of Hamilton must continue to offer and improve these services, while also recognizing a growing need to establish dedicated programs and networks to support entrepreneurship efforts by equity-seeking groups, including the BIPOC community and women in Hamilton.
- **Many new businesses and entrepreneurs indicated a general lack of information for new businesses looking to access capital.** The City of Hamilton should look to address this shortcoming and ensure that it provides guidance to those entrepreneurs and small business owners seeking access to grants, loans, or other financial mechanisms to help grow their operations.
- **Chamber members have indicated challenges with the permitting process at City Hall, that negatively impacts their desire to move to or grow and expand their operations in Hamilton.** The incoming Mayor and Members of Council must prioritize investments into the Planning and Economic Development Department to hire more staff, adhere to provincially mandated timelines, and to communicate in a timely manner with applicants. This is imperative to facilitate investment in our community and demonstrates an open for business ethos.

LABOUR

Hamilton's business community continues to have trouble in attracting and retaining talent. In fact, it continues to be one of the most significant barriers to growth. The Mayor and Council need to attract the next generation of workers and entrepreneurs by making Hamilton a destination for jobseekers to live in and work in.

People in their 20s and 30s have different needs than people in their 50s and 60s, and it's that thinking that must drive forward thinking decisions at City Hall. The Mayor and Council must build community infrastructure that speaks to the generation they want to attract. Businesses need a diverse mix of staff to train along with experienced people to ensure the knowledge gap is filled.

The next Mayor and Council need to work with the business community and support the work of Economic Development to attract the next generation of talent to our community. We must advocate for improvements to the immigration process as well as the recognition of international credentials to upper levels of government to respond to the chronic labour shortages we are currently experiencing. Hamilton must prioritize actions that the municipality can take to ensure a continuous supply of local quality labour.

SUPPORTIVE ACTIONS:

- **We know that Hamilton's economy continues to evolve and is recognized as one of the most diversified economies in the country. This evolution brings with it a host of new challenges and desires from employers and their employees on a municipality.** Some common challenges and opportunities identified by members of the Hamilton Chamber of Commerce include staff want to live, work, and play in Hamilton; staff do not want to invest in personal vehicles, but rather, desire robust transit connectivity; interested in hybrid working environments where some time is spent in-person; attracting young people to stay in Hamilton after graduation. These should be top of mind for the incoming Mayor and Members of Council in their economic development planning.
- **Currently, hiring and retention is a big challenge for nearly all sectors of our economy, at this time. Several factors are to blame including the pandemic and its impacts on labour and immigration, however, we do know that there are some things the municipality can do to help.** Firstly, cost of living can be a major barrier for attracting labourers to Hamilton, and City Council must be cognisant of this. Secondly, transit connectivity is a critical piece of recruitment and retention strategies for businesses. We must prioritize investments into transit networks that service our employment nodes. And lastly, City Council must actively champion the recognition of international credentials and uncorking the tap on Canada's immigration system to bring in the new talent we need to keep our economy growing.
- **Attracting and retaining new talent to Hamilton is of critical importance, as we know about the volume of pending retirements as our population ages. By prioritizing the attraction of new talent to Hamilton, we can avoid the potential challenges associated with a skills gap when a large portion of our labour force and knowledge base retires.** To minimize the impacts of a rapidly aging workforce, the incoming Mayor and Members of Council need to work to attract more people to Hamilton as well as provide them adequate with options to live.
- **Hamilton Chamber members have expressed the need to get our labour force back to work. They cannot hire or retain staff by offering a great compensation package alone.** While government supports were essential to assist businesses through the height of the pandemic, this period has passed and we must re-think how funding supports operate to permit employers to invest in themselves, creating new economic opportunities, rather than going directly to employees.

- **There is a common desire among Hamilton-area businesses to pay a living wage, but in addition to labour costs, the price of everything – from materials, to energy, to infrastructure – has also increased dramatically. Businesses are faced with difficult choices right now in a balancing act between keeping the lights on, growing their operations, and retaining their staff.** City Council must work in collaboration with businesses to help keep their fixed costs low and allow them to free up additional capital to pay their staff a living wage.
- **Hamilton based businesses want to provide decent work, ethical employment, and good workplaces with supports for employees, however, they do not all have the capacity for the human resources investments this may require.** As an alternative, the City of Hamilton and upper levels of government ought to work together to develop a modernized suite of human resources policies that employers can readily adopt. Some of these may include draft policies on Equity, Diversity and Inclusion, Mental Health Supports, as well as Hybrid & Flexible Work Arrangements.

INVESTMENT

While Hamilton has seen improvements in the area of development fees, more work is required to make the municipality a more desirable place to operate a business rather than our neighbouring communities.

Businesses eyeing Hamilton have identified development fees as one of a number of roadblocks to setting up shop here. Combined with the levels of bureaucracy at City Hall, it often leaves businesses looking at other GTHA communities in which to invest. For those businesses that do choose Hamilton, they are challenged by annual tax increases above the rate of inflation, while simultaneously seeing services provided continue to decline. Chamber members and businesses are happy to pay their fair share, but they don't want to pay more than that.

The Hamilton Chamber of Commerce believes City Council needs to continue its efforts in marketing the city as a welcoming community, and ensuring Hamilton is a place where entrepreneurs want to live, work and play.

SUPPORTIVE ACTIONS:

- **The Hamilton B-Line LRT is the single largest investment in the history of the City of Hamilton. However, businesses remain concerned about the transition period between where we currently sit and when the LRT is operating across the lower City.** The incoming Mayor and Members of Council must prioritize the mitigation of construction impacts, not limited to, notifying affected businesses of road closure, communicating alternative transportation routes, and ensuring sufficient public transit connectivity remains intact during the construction period. Moreover, the costs of maintaining and building new infrastructure only continue to climb. Hamiltonians and its business owners are seeking clarity on how the LRT will operate and what its costs to the average residential and commercial ratepayer will look like.
- **Hamilton Chamber of Commerce members frequently iterated that commercial rent rates are too high, and that local businesses cannot take any more rate hikes at this time.** Main street businesses matter, and the incoming Mayor and Members of Council must work to help them thrive. With increasing financial demands on businesses in the form of rising energy bills, labour costs, and supply chain snarls, commercial taxation rates must remain low as our economy continues to get back on track from the impacts of the COVID-19 pandemic.

- **The pandemic significantly shifted how many businesses operate, with employees adopting remote and hybrid working options. A negative impact of this trend is the impact on real estate and the tax collections the City of Hamilton receives from those property owners or tenants.** It is anticipated that this shift to hybrid work will be permanent in many sectors of the economy, and it is important for the City of Hamilton, the incoming Mayor and Members of Council to facilitate the development of new and innovative working spaces. These may include coworking spaces and other smaller properties as well as piloting short-term leases to support “pop-up” spaces for small business owners. These are creative solutions that will ensure the City can maintain a stable commercial tax rate and create new opportunities for economic activity.
- **A common concern raised by Hamilton Chamber of Commerce Members spoke to how the City of Hamilton conducts its procurement processes.** For many, they find it next to impossible to be a successful applicant for a City procurement and are equally dismayed when they find out that the successful applicant is not even a Hamilton-based enterprise. While there is merit to securing the lowest bid, it is only a “win” if the quality of work, product or service is up to standard. Moreover, if the work on a previous contract has been poor, that applicant should be barred from participation. The incoming Mayor and Members of Council ought to review the City of Hamilton procurement policies to provide more opportunities for local contractors to secure contracts with the City. Let’s hire local and celebrate local success.
- **As Hamilton’s industrial business community grapples with the need to significantly decarbonize their operations, it will be critical for the incoming Mayor and Members of Council to work in partnership with industry to secure investment from upper levels of government, as well as to attract clean tech employers that will contribute to reduce our community’s emissions profile and preserve good paying jobs.** The City of Hamilton must be seen as a municipality that is easy to work with and one that enables investment to advance our long-term environmental and economic interests.
- **We already know that Hamilton attracts international businesses that want to grow and invest here. Hamilton is recognized as a federal foreign trade zone due to our multi-modal goods movement infrastructure with immediate access to road, rail, sea and air transport.** The incoming Mayor and Members of Council must capitalize on this designation. City Council needs to help those businesses already here expand and grow their local footprint and continue to attract new investment. Businesses looking to move operations to Hamilton need certainty that the city will be helpful and collaborative.

HOUSING & AFFORDABILITY

Ontario is in the midst of a housing crisis. Housing prices and rental prices continue to soar, and Hamilton is not immune to it. As of July 2022, the average price of a home in Ontario was \$831,473. Here in Hamilton, the average price of homes sold in July 2022 was \$793,062, a nearly 2% year over year increase. According to the Canadian Real Estate Association rent prices are skyrocketing, too, leaving many people having to choose between putting food on the table or heating their home. The decision to work in a community is often largely tied to the ability to live in that community. In order to preserve our ability to attract and retain talent in Hamilton, we must prioritize housing development of all types.

Hamilton will be facing significant change to its current approach to housing development approvals as we need to more than double the pace at which we are currently building housing to keep up with forecasted demand. The decision to keep the urban boundary firm and focus future housing development through intensification will create opportunities and challenges that the incoming Mayor and Council must be prepared to address. We need more multi-unit residential developments and must ensure that we are building housing of all types for people in all stages of their lives.

The Mayor and Council must continue efforts to increase Hamilton's complement of affordable homes in our community. Having affordable housing will help everyone in the City, from the homeless to senior citizens. Having affordable housing options will also attract new people to the City and create opportunity for more to participate in Hamilton's economy.

Moreover, inflation is creating significant hardships for many in our community, including our businesses. The impacts of the rising costs on materials, energy, rent, labour, transport, and debt servicing are taking a significant toll on many local businesses. These costs are reflected in the costs of goods and services we all rely on, and Hamilton City Council must champion policies and actions from upper levels of government to help address the deleterious impacts of rising inflation on our community and its economy.

SUPPORTIVE ACTIONS:

- **The incoming Mayor and Members of Council must recognize the increasing cost of housing in Hamilton for homeowners and renters alike and must act collaboratively to facilitate the development of new housing units of all types.** City Hall also needs to study the impacts of exclusionary zoning and its inhibitory effects on our ability to build new housing units. This is critical not only for those residents who already live in Hamilton, but to attract new people to Hamilton. We need attainable and affordable housing built now to unlock the immediate economic benefits gained during construction, as well as the significant long-term benefits of Hamilton becoming a more complete and livable community.
- **Hamilton Chamber of Commerce members unanimously expressed that the affordability of housing is a major barrier to their ability to attract and retain talent.** Businesses are having major challenges with finding sufficient labour, and in many instances are hearing from applicants that the cost of housing is too high in Hamilton, forcing them to live in other nearby communities. This in turn creates a transportation barrier for many, and results in labour being driven out of our community because we do not have enough housing units available to meet demand. Our ability to attract talent relies on our ability to accommodate housing demand. If people don't see themselves living here, it's a talent recruitment and retention hit.
- **Hamilton is renowned for our creative sector and its significant contributions to our local economy; however, it is increasingly difficult for creatives to afford to live and work in Hamilton.** The lack of available studios and other creative spaces to rent creates fierce competition for limited spots. The incoming Mayor and Members of Council need to actively work to continue to revitalize Hamilton's creative sector, especially following the challenges of the COVID-19 pandemic.
- **Hamilton Chamber of Commerce members expressed concerned about ever-increasing development charges levied on new residential and commercial developments.** While changes are forthcoming to how community benefit charges are allocated, loudly we heard from our membership that it is imperative to keep these additional charges low. Moreover, the City needs to effectively communicate how and where these funds are utilized. The incoming Mayor and Members of Council need to assess how development charges reserve funds are structured and allocated in a productive manner.
- **With the decision to keep the urban boundary firm, the incoming Mayor and Members of Council will need to explore creative ways to intensify our community and provide more housing units year over year to sustain our population growth.** There exists a number of opportunities to potentially convert commercial properties and city land that is underutilized into housing uses. While this is one option, there is also merit in the idea to explore business incentives to reactivate underutilized commercial properties, whether they be within an existing Business Improvement Area or not. Programs such as these provide an opportunity to transform these properties into effective use spaces that can generate additional tax revenue for the City of Hamilton.

TRANSPORTATION

Transportation needs across our City remain a major issue and need to be addressed and prioritized by the incoming Mayor and Council. We need to look at ways to improve our public transportation and transit network to benefit all residents of Hamilton. Public transportation to many places in the former municipalities is insufficient, and while improvements have been made, more work needs to be done to address frequency, schedules and routes to these areas of Hamilton.

Moreover, we must ensure that our major employment nodes and centres are receiving sufficient transit services to facilitate employee commuting to their places of work. Effective and reliable public transportation is as much of a public service as it is an economic driver that enables employers to recruit and retain talent. For many, the decision to live and work in a community is tied closely to their ability to get around, and namely, to and from their places of work.

Our public transportation infrastructure remains notably insufficient in many parts of Hamilton, particularly on those routes with heavy commercial vehicle traffic. The incoming Mayor and Council must work with our local business community to ensure priority roadway investments are being proactively made to protect the integrity of our existing road infrastructure and to plan our future network demands.

SUPPORTIVE ACTIONS:

- **The City of Hamilton needs to significantly overhaul its current approach to infrastructure management and maintenance.** Hamilton has some of the worst streets in the province of Ontario, and the incoming Mayor and Members of Council need to take proactive planning steps to ensure the long-term viability and function of our critical infrastructure, including roadways, watermains and sewers. With significant economic and population growth on the horizon, these critical pieces of infrastructure are required to support the growth of our community and economy.
- **Hamilton Chamber of Commerce members are committed to achieving the community goal of Vision Zero.** There is a recognition that roadway usage continues to evolve, and we must continue to strive for a harmony between road users in a way that complements each of their respective needs. Our industrial bayfront requires the use of trucks and other large vehicles, but this should not compromise the safety of all other roadway users. The incoming Mayor and Council need to continue to monitor and evaluate road design best practices to maintain the safety of our residents, and still preserve the flow of goods and services through Hamilton.
- **The Hamilton Chamber of Commerce has long supported the B-Line LRT and strongly believe that this project remains the largest economic development investment in our community's history.** Hamilton needs a Mayor and Council who believe in the transformative reality that this project will bring to our community and that will support its advancement. We need to maintain provincial and federal funding to bring this \$3.4 billion investment in our community to fruition. With that said, significant work lies ahead, including concerns about ballooning construction costs, long-term operating and maintenance expenses, and the length of the construction period. It's going to require an all of community approach to deliver this project and realize its economic spinoff benefits, and it requires supportive leadership at City Hall.
- **Throughout our consultation with members, the Hamilton Chamber heard that access to reliable transit and transportation options are among the largest barrier to workplace recruitment and retention.** Investments in our transit system need to be understood as an investment in our community's economic potential. Residents need a variety of affordable options to get to work, and moreover, accessible options. It is long overdue that Hamilton City Council review how the HSR is currently funded, and the incoming Mayor and Members of Council must be prepared for a serious conversation about area rating for transit. It is costing local businesses more money every day to hire new staff since residents do not have options to get to work.

- **Transportation efficiency through Hamilton matters as commute times are directly related to job performance.** The incoming Mayor and Members of Council must keep this perspective in mind when considering transit and transportation plan. This presents a wholistic approach to recruiting and retaining talent by demonstrating to Hamiltonians and prospective Hamiltonians that they can easily live and work in Hamilton.

CLIMATE CHANGE

As one of the largest emitters of greenhouse gas emissions in the entire province, Hamilton's economy is subject to undergo significant transformation. As our traditional sectors decarbonize and we continue to attract new investment from clean tech and green economy entrepreneurs from around the world, the next Council must ensure it is actively working towards the advancement of the private-sector's climate-related goals.

The city is already on track to support and advance Hamilton's economic transition, but we must ensure we keep our foot on the battery-powered "gas pedal" to collectively secure Hamilton's fair share of public and private investment dollars that will enable our economy to thrive and potentially lead Ontario's transitional economy.

Our industrial bayfront holds incredible decarbonization potential, and the Hamilton Chamber is committed to pursuing investment and technological adoption to assist with the challenge at hand. The incoming Mayor and Council must share this same desire to transition our economy to clean up our airways and waterways while preserving significant economic activity and employment for Hamiltonians.

SUPPORTIVE ACTIONS:

- **The incoming Mayor and Members of Council must dedicate funding and commit actions to advance the recommendations of the Community Energy & Emissions Plan.** This strategy is the culmination of hundreds of community stakeholders' feedback to reduce our community's emissions profile in a coordinated effort. The Hamilton Chamber of Commerce and its members actively engaged in this process and believe that it guides a critical path to net-zero.
- **Hamilton's industrial bayfront is home to an abundance of residual energy that is currently underutilized, oftentimes being released into our atmosphere. There exist opportunities to capture and utilize this residual heat from our manufacturers that can significantly reduce Hamilton's overall emissions while supplying energy to alternate users.** The incoming Mayor and Members of Council ought to advance these initiatives at the local level, while also championing investment from upper levels of government to support.
- **We know that Hamilton's economy is among the largest emitters in the province, and decarbonization support services will be critical to assist in our local economic transition.** There exists an opportunity to invest in and establish a clean energy hub in Hamilton that would work directly on-site at our local manufacturing partners. A local hub would perfectly serve our businesses who need access to guidance and expertise on reducing their carbon footprint. The incoming City Council must continue this path and prioritize efforts towards securing this type of clean tech investment.
- **As energy costs continue to rise for commercial and residential users, the uptick in microgrid energy solutions and building retrofits is expected to increase over the next decade.** Buildings account for a significant portion of Hamilton's emissions and retrofitting them will be essential to achieve our goal of net-zero emissions by 2050. Governments of all levels are going to have to assist commercial and residential energy users with incentives to retrofit, particularly as the initial capital investment can be large. In doing so, government is both actively supporting energy users as well as businesses who provide these types of services.

conclusion

The Hamilton Chamber of Commerce believes that by committing to addressing these issues, the incoming Mayor and Council will be equipped to support and advance Hamilton's economic development. The Chamber and its nearly 1000 members strongly encourage all municipal candidates to address these business concerns in their respective election campaigns, and, if elected, to make them a priority.

- **LEADERSHIP**
- **VISION**
- **LABOUR**
- **INVESTMENT**
- **HOUSING & AFFORDABILITY**
- **TRANSPORTATION**
- **CLIMATE CHANGE**

ABOUT

For 177 years, the Hamilton Chamber of Commerce has been facilitating connections and collective action to strengthen the economic engine of our community.

Comprising many of the great leaders in Hamilton's history over the years, the Hamilton Chamber of Commerce has harnessed the collective ambition of its thousands of members to play a leading role in Hamilton becoming an important and leading Canadian city during the 20th century.

Like the City of Hamilton itself, the Hamilton Chamber of Commerce is undergoing a tremendous transformation. We are an ambitious organization that strives to meet the various needs of our small business members while also providing city-building leadership to renew Hamilton.

The contents of this priorities document were developed in partnership with the Hamilton Chamber of Commerce membership as we collectively consulted on what matters to them to ensure that Hamilton City Council is **Ready for Business**.