

## SCHEDULE E

### Form of Completion Report for Plans

<b>GMF number:</b>	15137
<b>Name of the Recipient:</b>	City of Hamilton
<b>Phone, fax, e-mail, and address of lead contact:</b>	T. 905-546-2424 x4281 E. Steve.Robichaud@hamilton.ca 71 Main Street West 5 <sup>th</sup> Floor Hamilton, ON L8P 4Y5
<b>Date of the Report:</b>	Sept 7, 2023

#### 1. Summary of the Initiative

- a. Please briefly describe the Plan that was prepared as part of this planning exercise.

The Bayfront Strategy is the second phase of a three-phased process being conducted by the City of Hamilton. Phase 2 is a high-level, long-term vision and action plan that builds on the findings and recommendations of Phase 1 (Industrial Market Overview & Opportunities Report for the Bayfront Industrial Area). The Phase 2 – Bayfront Strategy establishes key objectives and actions to form a blueprint for a transformation of the City’s largest and oldest industrial area over the coming decades and includes an area specific industrial urban design guidelines document.

- b. What was the objective in preparing the Plan (i.e., what was the Recipient trying to achieve, and why)?

The objective of the Bayfront Strategy is to provide a high-level, long-term framework to guide and shape urban intensification and regeneration of the area, by encouraging efficient use of land, attract growth and investment, and improve the environmental conditions and image of the City’s largest and oldest industrial area for a future of continuing productivity strengthening this important City and regional asset.

- c. If the lead applicant is not a municipality, please briefly explain why the lead applicant undertook this Initiative.

N/A

- d. Please summarize the activities completed as part of this Initiative, as per Schedule A. Note: Your summary should build on the information you included in your previous Progress report(s). Please ensure to briefly (four to five sentences) explain how the Plan was prepared— that is, what was the approach (or methodology) that was taken to meet the community’s objectives. If applicable, please describe any public consultation process that was used in developing the Plan (e.g. describe items such as how stakeholders were identified and engaged in

the preparation of the Plan; the visioning process that was used; any community surveying techniques that were used and so forth).

The goal of the Phase 2 was to:

- Conduct a thorough investigation of the opportunities and constraints in the Bayfront;
- Establish a long-term vision through robust public and stakeholder engagement;
- Determine detailed actions through an interdisciplinary approach; and,
- Phase the implementation of these actions over various timeframes to fulfill the established vision over the next 45+ years.

Phase 2 study process consisted of 4 stages:

1. Project Launch
  - Background review
  - Site tours
  - Engagement with the public and stakeholders on the intent of the project
2. Baseline Assessment of Existing Conditions
  - Existing conditions analysis
  - Baseline assessments
  - Identification of issues, opportunities and constraints
  - Engagement with the public and stakeholders assessing strengths and weaknesses
3. Test Scenarios for the Bayfront and Develop a Vision
  - Visioning engagement activities with the public and stakeholders
  - Evaluation of development scenarios
4. Prepare the Bayfront Strategy
  - Develop a draft strategy and action plan
  - Engage with the public and stakeholders on the draft strategy and action plan
  - Finalize the strategy and action plan, as well as the urban design guidelines

Dillon Consulting was the lead consultant on the project and undertook baseline assessment and detailed existing conditions analysis of infrastructure, background review of international case studies of similar industrial area redevelopment initiatives, review of the City's existing brownfield programs, identification of issues, opportunities and constraints, developed consultation plans and lead public engagement events, prepared the draft strategy, urban design guidelines and action plan. Thrillhouse Studios prepared the final document, videos and branding material for the City's Economic Development Division.

### **Public Consultation and Engagement**

The methodology for Phase 2 included significant iterative engagement during the four stages of Phase 2. Three Public Information Centres (PIC) were held during the development and finalization of the Strategy. The first two PICs were in-person events

(2017 and 2018) and the third was a virtual PIC accompanied by an on-line engagement period (2022).

Public Information Centres included presentations and activities to provide information on the project and seek public feedback on visions, objectives, direction and proposed actions. Material was summarized and posted online for on-going reference.

[www.engagehamilton.ca/bayfrontstrategy](http://www.engagehamilton.ca/bayfrontstrategy)

Prior to each PICs, consultation proceeded first with internal staff across the City and subsequent engagements with a Focus Group and a Steering Committee. Engagement Groups included were:

- City of Hamilton Technical Advisory Committee (TAC) – a group of representatives from Departments and Divisions across the City organization to provide expertise input and ensure alignment of work with on-going city initiatives and functions.
- Bayfront Steering Committee – an advisory body with a mandate to provide input, oversight and guidance to the City of Hamilton as it advanced the Strategy, and to bring insight from larger business community members, academics, Council representation, and the commercial real estate industry.
- Focus Group - a community-based advisory body with a mandate to provide input, to the City of Hamilton as it advanced the Strategy, and to bring a wide range of insight from community, non-profit advocacy groups, neighbourhood association and small business perspectives.

#### Other Public Engagement Activities

##### *Youth Engagement*

In August through September 2020, the project team worked with the City's Strategic Youth Initiatives team and their Youth Annex group to plan a large-scale workshop event and panel discussion. The Youth Annex group made up of 12 young Hamiltonians served as a test group for engagement and provided advice on how best to engage with other young people. Youth Annex members were trained to act as youth facilitators to assist in leading table discussions with other young people. Through the City's online engagement platform ([engage.hamilton.ca](http://engage.hamilton.ca)) youth participants took part in a series of activities providing feedback on the Strategy goals, objectives and actions. Participants also provided insight into youth employment preferences, barriers to employment, and values with regards to workplace happiness. A live Panel Discussion on Employment in the Bayfront Industrial Area was held with representatives from the steel industry, film industry, and an expert on employment trends and forecasts to discuss the future of employment in the Bayfront Industrial Area.

##### *Indigenous Communities Engagement*

The project team met with The Mississaugas of the Credit First Nation on two occasions: first to introduce the project and to hear indigenous perspectives on the project, its goals and for City staff to learn about the relationship between the Mississaugas and the land on which Hamilton has developed. Second, staff met with the Mississauga's Department

of Consultation and Accommodation (DOCA) which resulted in valuable insight and feedback on the draft vision and objectives and amendments to the Cultural Heritage Resource Assessment Report produced by ASI Consulting.

Indigenous communities were invited to participate on the Focus Group but chose not to participate. Project information and draft material was provided throughout the strategy development process with follow-up one-on-one interviews.

### Other Informational and Promotional Activities

Informational and promotional videos were produced at project initiation (<https://engage.hamilton.ca/bayfrontstrategy/widgets/119343/videos/9130>) and at project completion. The video produced at project completion will be maintained on the Invest in Hamilton site. (<https://investinhamilton.ca/blog/2022/10/12/bayfront-industrial-area-strategy/>)

Additional activities to promote the strategy and raise awareness of the Bayfront in general included:

- 2017 - A public lecture (PEDTalk) – Creating Hamilton’s Industrial Bayfront
- 2018 - Photography contest – Beauty in the Bayfront
- 2017-2019 - Informational booths as several street festivals and events

### Targeted Engagement

#### *Design Review Panel*

Draft Urban Design Guidelines were presented to the City of Hamilton Design Review Panel in October 2021. The nine-person expert panel is a technical advisory panel providing expert and impartial design advice and guidance to Planning and Economic Development staff on urban design matters. Feedback from the panel was used to revise and refine the Guidelines to produce a final draft.

#### *Additional Steering Committee Workshops*

In addition to the meetings, a series of workshops to focus discussion were held with the Steering Committee to review related draft actions. The goals of these workshops were to:

- Bridge knowledge from experts with the stakeholder group;
- Improve the clarity and breadth of the draft actions; and,
- Seek consensus among steering committee members as partners working towards the shared vision for the area.

#### *Provincial Ministries*

Several Provincial ministries were circulated with the draft Strategy and associated draft Design Guidelines. In January 2021, a presentation on draft material was given to the Ministry of Economic Development, Job Creation and Trade and the Ministry of

Municipal Affairs and Housing. The Province has indicated commitment to participating in a future Bayfront Industrial Area Governance Group.

- e. Were there any significant changes to the scope or costs of the Project as described in the Agreement or in a previously submitted Project Progress Report (if applicable)? If so, please briefly explain why.

The project took longer to complete than expected. Several key city initiatives were also in development and contributed to the direction of the Strategy (e.g. advancement of the City's Climate Change Action Strategy, the revision of the Economic Development Strategy, the sale of the Stelco lands and the Employment Lands Review). In addition, the project had several periods of inactivity due to staffing changes. Also, with the COVID 19 shutdown, momentum on engagement was lost and the move to virtual engagement required additional time. The evolution of the Steering Committee participation resulted in the need for additional time to fully engage and pursue feedback on action. Some modest expansions to the scope of work for consultants were required.

- f. How much did the preparation of the Plan cost, and how was it paid for?

Total cost to prepare the Bayfront Strategy was \$375,987.36 (excluding tax). All project costs were paid by the City of Hamilton.

- g. Roughly how long (in months) did it take to prepare the Plan?

54 months

- h. How is the Plan related to existing plans, practices, guidelines or policies within the municipality, and how does it contribute to achieving the municipality's sustainability goals?

The Bayfront Strategy aligns with several municipal plans and strategies as follows:

Growth Related Integrated Development Strategy (GRIDS2): Approved in 2021, GRIDS2 is a long-range growth management strategy for residential and employment growth. GRIDS2 identifies significant employment growth for the Bayfront Area to 2051. The growth potential of the Bayfront informed the development of the City's growth management strategy for employment lands. <https://www.hamilton.ca/build-invest-grow/planning-development/grids/grids-2-and-municipal-comprehensive-review>

Economic Development Action Plan (EDAP) – EDAP builds upon the city's 2021 – 2025 Strategic Plan by identifying opportunities and priorities. Approved in 2022, The EDAP is a city-wide, visionary, action-oriented document. Growing Business, Investments and Facilitating a Skilled and Adaptable Workforce and Building Transformational Projects are three of seven EDAP priority areas where the Bayfront Strategy and its actions directly align and support the EDAP. <https://investinhamilton.ca/edap/>

Hamilton's Climate Action Strategy: Approved August 2022, Hamilton's Climate Action Strategy (HCAS) advances the City's response to the Climate Change Emergency Declaration and consists of two major steams: climate mitigation and climate adaptation. Specific actions in the HCAS were informed by the Bayfront Strategy: Specifically,

greening initiatives of public and private realm, advancement of waste heat and district energy systems, creation of sustainable standards and design guidelines, and the overall direction to promote green industrial practices are now aligned within the two initiatives.

Urban Hamilton Official Plan: Providing the land use policy framework for growth and development of the Urban Area of Hamilton, the UHOP applies a sustainability lens and aligns future population growth in key areas and directing employment growth to strategic locations, such as the Bayfront Industrial Area. The UHOP policies identify the need for detail strategies specifically for the Bayfront and for brownfield redevelopment, as well as policies and directions that address climate change such as sustainable land use patterns, development practices and supporting transportation and infrastructure networks. The creation of the Bayfront Strategy fulfills many policy directions in the UHOP.

## 2. Community Context

- a. Please provide a brief (five to six sentences) profile of the community that is the object of this Plan, including population, geographic area, demographics, and general economic conditions. (Note: This information is readily available from the Community Profiles section of the Statistics Canada website at [www.statcan.ca](http://www.statcan.ca).)

City of Hamilton is located at the western end of Lake Ontario. The city has a land area of 1,118.31 sq. km and is approximately 45 kilometres (28 mi) southwest of Toronto in the Greater Toronto and Hamilton Area (GTHA). Hamilton is situated at the west end of Lake Ontario on Lake Ontario and Burlington Bay and Hamilton Harbour. Hamilton Harbour is home to the Port of Hamilton, the largest port on Lake Ontario.

The population of Hamilton is 569,353 (2021 Census). The 2021 CMA population is 785,000 and has grown by 6% since 2016, surpassing the Provincial growth rate of 5.8%. Occupied dwellings increased by 5.3% over the census period.

The City of Hamilton's total labour force is 209,830 (2019, City of Hamilton). Hamilton's largest employment sectors are Health Care and Social Assistance, Retail Trade and Manufacturing representing 14.7%, 11.6% 11.1% respectively (2021 Census).

Hamilton is one of Canada's most diversified economies and is home to:

- Growing education and health care facilities (McMaster University, Mohawk College, Redeemer College and four major hospitals);
- John C. Munro International Airport, Canada's busiest expedited overnight cargo airport; and,
- Port of Hamilton (Hamilton-Oshawa Port Authority), the busiest port on the Canadian Great Lakes.

- b. Briefly (two to three sentences) indicate the size and structure of the municipal government, and the approximate number of full-time municipal employees.

Municipal elected governing body is made up of a mayor and 14 councillors representing fourteen geographic wards. Hamilton's corporate structure consists of a City Manager

overseeing five departments. There are approximately 9,500 full-time employees with the City of Hamilton.

### 3. The team: Who Was Involved?

- a. Briefly (four to five sentences) indicate who was involved in developing this Plan, and their affiliations. Include both municipal staff and officials who managed the preparation of the Plan, and any consultants who worked on the Plan.

This project team consisted of staff from the City of Hamilton Planning Division and the Economic Development Division with the Planning and Economic Development Department at the City of Hamilton and managed by staff in the Sustainable Communities Section of the Planning Division. While many City of Hamilton staff were involved in the project, the key staff on the project team included:

Steve Robichaud, Chief Planner and Director of Planning  
Norm Schleeahn, Director Economic Development  
Christine Newbold, Manager, Sustainable Communities Division  
Eniber Cabrera, Planner and Project Manager, Sustainable Communities Division  
Jennifer Roth, Planner and Project Manager, Sustainable Communities Division  
Tiffany Singh, Planner and Project Manager, Sustainable Communities Division  
Jennifer Patterson, Manager, Business Investment Sector Development  
Judy Lam, Manager, Urban Renewal

Other participants are identified as members of the Bayfront Steering Committee and the Focus Group as identified in Attachment A to this Schedule.

Consultants on the team included:

- Dillon Consulting Ltd.- strategic direction, land use planning, urban design, consultation and engagement,
- Deloitte Ltd - strategic advice and assistance to the Bayfront Steering Committee and future program management structures
- Thrillhouse Studios – marketing, branding, graphic design and video production.

- b. Was there a Project champion who was instrumental to the completion of the Plan? If so, please include his or her name, title and contact information, and describe his or her role in the preparation of the Plan.

Fred Eisenberger, former Mayor, City of Hamilton  
(contact information to be provided upon request)

Mayor Eisenberger was a champion of Bayfront's transformation. The Mayor supported actions at all levels that contributed to the on-going success of the Bayfront Area and believed in the potential of the areas continuing development. Through his many connections, events and activities at local, provincial, national and international levels, as well as in his role around the Council table, he worked to promote Bayfront's potential for transformation, looked for partnership opportunities and sought collaborations with industries, residents and other levels of government for the betterment of the Bayfront.



Jason Thorne, General Manager, Planning & Economic Development  
Jason.thorne@hamilton.ca  
Norm Schleeahn, Director of Economic Development  
norm.schleeahn@hamilton.ca  
Steve Robichaud, Chief Planner and Director of Planning  
steve.robichaud@hamilton.ca

These key senior management staff championed the project, providing oversight and support on the project throughout its duration and linking it to key corporate and private initiatives. These staff continue to provide leadership towards achievement of the public sector and private sector actions of the Bayfront Strategy.

Christine Newbold, Manager of Sustainable Communities  
(contact information to be provided upon request)

Christine oversaw the entire project from inception to completion and provided the historic policy context and ensured ongoing integration of the Bayfront Strategy with other related city initiatives including the City's growth management initiatives, official plan review and the Climate Action Strategy. Christine was also able to link areas of action across the municipality and the community into the Bayfront Strategy to create synergies between projects and initiatives (public and private) throughout the development of the Strategy. She ensured the development of the strategy was supported with a robust consultation and engagement program.

#### **4. Environmental, Economic and Social Benefits of the Initiative**

For the questions in this section: If the answer to the question is clearly outlined in the Plan itself, it is sufficient to indicate the section and page number(s) of the Plan on which the information can be found.

A full discussion of the Bayfront Strategy Objectives can be found in Section 4.3 (pages 59-64). The objectives recognize the interconnectivity of environment, social and economic sustainability.

- a. What environmental goals/objectives and targets were established in the Plan?

Environmental objectives include:

- Promote brownfield redevelopment, adaptive reuse and employment land intensification
- Improve air, soil and water quality

- b. What social goals/objectives and targets were established in the Plan?

Social objectives include:

- maintain the employment function of the Bayfront
- improve attractiveness of both public and private realm
- conserve and celebrate cultural heritage resources
- provide opportunities for public access to the waterfront and enhance views and vistas



- provide opportunities to resolve existing land use compatibility issues

What economic goals/objectives and targets were established in the Plan? Please include any anticipated financial savings resulting from operational efficiencies included in the Plan.

Economic objectives include:

- attract a mix of high quality industrial uses to complement existing industrial strengths
- promote a greater diversity of uses
- promote brownfield redevelopment adaptive reuse and employment land intensification
- continue to improve the transportation network
- conserve and celebrate cultural heritage resources

## 5. Outcomes and Next Steps

- a. How will your community be using the Plan (i.e., what happens now that the Plan is finished)?

The Strategy includes a detailed Action Plan that included direction and responsibility for implementation. Many of the actions are already being implemented and overall responsibility for coordinating and reporting on progress has been assigned to the Economic Development Section of the Planning and Economic Development Department. A committee of staff from several departments will be established to provide continuing discussion towards achieving the actions in the Strategy.

- b. How will the Plan be implemented?

The Actions will be implemented through the work programs of various sections of City government as well as through the actions of individual industries, land owners, industrial partnerships or collaboratives as well as through the work of community organizations depending on the action.

- c. Do you anticipate any changes to municipal operations, policies or programmes as a result of having prepared this Plan? If so, please describe these changes.

The Strategy and actions will guide many changes to municipal operations, policies and programs. The Actions call for infrastructure studies, revision of existing and establishment of new incentive programs, review of the Eco Industrial Design Guidelines for development applications, inventories of industrial heritage.

## 6. Lessons Learned and Knowledge Sharing

In answering the questions in this section, please consider all aspects of the preparation of the Plan—from the initial planning through each of the essential tasks until the Plan was completed.

- a. If your municipality was planning to undertake the preparation of this kind of plan again, what (if anything) would you do *differently* (based on your experience with the preparation of this Plan), and why?

1. Scale back a project of this size into distinct phases as separate contracts to be better able to adjust scope and direction as needs arise.
  2. Anticipate that new private or public initiatives in the project area or the broader community may impact the timing, scope and outcome of the project.
  3. Apply more resources to project management to ensure momentum on projects during time of staff turn-over.
- b. If your municipality was planning to undertake the preparation of this kind of plan again, what (if anything) would you want to do *in the same way* (based on your experience with the preparation of this Plan), and why?

We would continue to have robust community engagement on this project from many different perspectives including different sector stakeholder consultation and many more city-wide general engagements to inform and draw attention to the area, the Strategy, and its development. The study area is a very large area of the City and there will be few projects undertaken at this scale and scope.

- c. What barriers/challenges (if any) did your municipality encounter in undertaking the preparation of this Plan, and how were they overcome?

Challenges included:

- maintaining momentum during periods of project staff turnover;
  - adding in additional engagements that were not envisioned originally but determined necessary after the project began (youth engagement, additional steering committee engagement) which contributed to extended timelines for completing the project;
  - ambitious expectations of achieving certain outcomes to carry forward into implementation. The Steering Committee did not reach a consensus on moving forward on a specific model of oversight so this initiative will continue as part of implementation. We underestimated the complexities of this component and amount of time and discussion that would be needed for this part of the project.
- d. Aside from the Final Plan, has your work resulted in anything else that could be of use to another municipality (for example, a new policy for sustainable community development, a series of model by-laws, the design of a new operating practice, a public consultation manual, check-lists, a measurement tool to assess progress in moving towards greater sustainability, etc.)? If so, please describe the item(s) briefly here, and include a copy of the item(s) when submitting this report, so that it can be shared with other communities.

Production of Urban Design Guidelines, revised brownfield incentive programs, a youth engagement model, and an example of a multi-agency Action Plan are all items that could be of use to other municipalities. The whole project was one of only a few examples that created an 'all city' strategy and a concrete action plan focused on an area of this size that is now being implemented.

- e. Would you like to showcase your Plan through an FCM webinar or workshop?

Yes

## 7. Publicity and Outreach

- a. Has the Initiative received any recognition, media coverage, or notable public support? If so, please describe briefly (three to four sentences).

Newspaper articles came out upon approval of the FCM grant, prior to some engagement activities, and after Council adoption of the Strategy. In addition, the strategy was featured in a regional focus feature newspaper insert on Hamilton's economic development activities.

- b. Is there a website where more information about the Initiative can be found? If so, please provide the web address with links to the relevant section.

[www.hamilton.ca/bayfrontstrategy](http://www.hamilton.ca/bayfrontstrategy) includes a link to the Engage Hamilton page: <https://engage.hamilton.ca/bayfrontstrategy>

There will also be migration of the strategy to the city's *Invest in Hamilton* page in the coming months [www.investinhamilton.ca](http://www.investinhamilton.ca)

## 8. Contacts

- a. Please provide the name and coordinates (title, full address, phone, fax and email) of someone who can be contacted for more information about the Plan.

Steve Robichaud, Chief Planner and Director of Planning  
Planning and Economic Development Department  
71 Main Street West, 5th Floor  
Hamilton, ON  
L8P 4Y5  
steve.robichaud@hamilton.ca  
905 546-2424 x4281

Norm Schleeahn, Director, Economic Development  
City of Hamilton  
71 Main Street West, 7th Floor  
Hamilton, ON  
L8P 4Y5  
Norm.scheehahn@hamilton.ca  
905 546-2424 x2669

Jennifer Patterson, Manager, Manager of Business Investment & Sector Development  
Planning and Economic Development Department  
City of Hamilton  
71 Main Street West, 7th Floor  
Hamilton, ON  
L8P 4Y5  
christine.newbold@hamilton.ca  
905 546-2424 x4475

- b. In the event the contact is no longer available, please provide general contact information for the lead applicant, such as the administrative office of the municipal department that coordinated the Project or some other general contact for the Recipient/lead applicant.

See above.

© 2023, City of Hamilton. All Rights Reserved.

The preparation of this plan was carried out with assistance from the Green Municipal Fund, a fund financed by the Government of Canada and administered by the Federation of Canadian Municipalities. Notwithstanding this support, the views expressed are the personal views of the authors, and the Federation of Canadian Municipalities and the Government of Canada accept no responsibility for them.

## **Attachment A to Schedule E – List of Committees**

### City of Hamilton Technical Advisory Committee (TAC)

The City's Technical Advisory Committee includes representatives from the following City departments and sections:

- Corporate Services Department
  - Legal Services
  
- Healthy & Safe Communities Department
  - Housing Services
  - Recreation
  - Neighbourhood and Community Initiatives
  - Hamilton Fire Department
  - Hamilton Police Services
  
- Planning and Economic Development Department
  - Transportation Planning and Parking
  - Sustainable Communities
  - Zoning and Committee of Adjustment
  - Heritage and Urban Design
  - Business Development
  - Urban Renewal
  - Tourism and Culture
  - Parking Operations and Maintenance
  - Building Engineering and Zoning
  - Growth Management
  - LRT Office
  
- Public Health Services Department
  
- Public Works Department
  - Environmental Services
  - Public Works Department
  - Landscape Architectural Services
  - Forestry
  - Waste Management
  - Transportation Planning Services
  - Traffic Operations and Engineering
  - Transit Planning and Customer Service
  - Infrastructure Planning and Systems Design
  - Hamilton Water
  - Source Water Protection

### Bayfront Steering Committee

The Steering Committee was comprised of the following members:

- Hamilton-Oshawa Port Authority;
- StelcoCanada;
- Urban Strategies Inc.;
- ArcelorMittal Dofasco;
- LandCo;
- McMaster Regional Innovation Systems;
- City of Hamilton Ward 3 Office; and,
- Avison Young Commercial Real Estate Brokerage.

### Focus Group

The Focus Group was neighbourhood/community-level group comprised of stakeholders from the following groups:

- Environment Hamilton;
- Hamilton Chamber of Commerce;
- Cotton Factory;
- BartonAir Fabrications;
- Centre for Climate Change Management at Mohawk College;
- Sustainability Leadership (formerly Sustainable Hamilton Burlington);
- Barton Village Business Improvement Area;
- Hamilton Industrial Environmental Association;
- Beach Neighbourhood Association;
- Keith Neighbourhood Association;
- Crown Point Neighbourhood Association;
- McQuesten Neighbourhood Association;
- Lucy Day Group;
- Sherman Hub; and,
- Youth representatives