



**City of Hamilton**  
**WEST HARBOUR DEVELOPMENT**  
**SUB-COMMITTEE REVISED**

**Meeting #:** 23-002  
**Date:** May 23, 2023  
**Time:** 1:00 p.m.  
**Location:** Room 264, 2nd Floor, City Hall (hybrid) (RM)  
71 Main Street West

Tamara Bates, Legislative Coordinator (905) 546-2424 ext. 4102

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	<b>Pages</b>
<b>1. CEREMONIAL ACTIVITIES</b>	
<b>2. APPROVAL OF AGENDA</b>	
(Added Items, if applicable, will be noted with *)	
<b>3. DECLARATIONS OF INTEREST</b>	
<b>4. APPROVAL OF MINUTES OF PREVIOUS MEETING</b>	
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**9. CONSENT ITEMS**

**10. DISCUSSION ITEMS**

**11. MOTIONS**

**12. NOTICES OF MOTION**

**13. GENERAL INFORMATION / OTHER BUSINESS**

**14. PRIVATE AND CONFIDENTIAL**

- \*14.1 Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site (PED21090(d) (Ward 2) (no copy)

Pursuant to Section 9.3, Sub-sections (i) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (i) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

**15. ADJOURNMENT**



Hamilton

**West Harbour Development Sub-Committee  
Minutes 23-001**

**12:00 p.m.**

**Friday, April 14, 2023**

**Room 264, Second Floor**

**Hamilton City Hall**

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**Present:** Mayor A. Horwath (Chair)  
Councillors C. Cassar, C. Kroetsch, M. Spadafora

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**THE FOLLOWING ITEMS WERE REFERRED TO THE GENERAL ISSUES COMMITTEE FOR CONSIDERATION:**

**1. Appointment of Chair and Vice-Chair (Item 1)**

**(Spadafora/Kroetsch)**

- (a) That Mayor Andrea Horwath be appointed Chair of the West Harbour Development Sub-Committee for 2022-2026.

**Result: CARRIED by a vote of 4 to 0, as follows:**

YES - Ward 2 - Councillor Cameron Kroetsch  
YES - Ward 12 Councillor Craig Cassar  
YES - Ward 14 Councillor Mike Spadafora  
YES - Chair - Mayor Andrea Horwath

**(Horwath/Kroetsch)**

- (b) That Councillor Mike Spadafora be appointed Vice-Chair of the West Harbour Development Sub-Committee for 2022-2026.

**Result: CARRIED by a vote of 4 to 0, as follows:**

YES - Ward 2 - Councillor Cameron Kroetsch  
YES - Ward 12 Councillor Craig Cassar  
YES - Ward 14 Councillor Mike Spadafora  
YES - Chair - Mayor Andrea Horwath

**2. West Harbour Re-Development Plan - Status Update (PED17181(e)) (Ward 2) (Item 8.1)****(Cassar/Kroetsch)**

That Report PED17181(e), respecting West Harbour Re-Development Plan - Status Update (Ward 2), be received

**Result: CARRIED by a vote of 4 to 0, as follows:**

YES - Ward 2 - Councillor Cameron Kroetsch  
YES - Ward 12 Councillor Craig Cassar  
YES - Vice-Chair - Ward 14 Councillor Mike Spadafora  
YES - Mayor Andrea Horwath

**3. West Harbour Redevelopment: Interim Conditions and Transition Plan (PED23078) (Ward 2) (Item 8.2)****(Cassar/Kroetsch)**

That Report PED23078, respecting West Harbour Redevelopment: Interim Conditions and Transition Plan (Ward 2), be received.

**Result: CARRIED by a vote of 4 to 0, as follows:**

YES - Ward 2 - Councillor Cameron Kroetsch  
YES - Ward 12 Councillor Craig Cassar  
YES - Vice-Chair - Ward 14 Councillor Mike Spadafora  
YES - Mayor Andrea Horwath

**4. Pier 8 Redevelopment Work Plan Overview and Upcoming Initiatives (PED23079) (Ward 2) (Item 8.3)****(Cassar/Horwath)**

That Report PED23079, respecting Pier 8 Redevelopment Work Plan Overview and Upcoming Initiatives (Ward 2), be received.

**Result: CARRIED by a vote of 4 to 0, as follows:**

YES - Ward 2 - Councillor Cameron Kroetsch  
YES - Ward 12 Councillor Craig Cassar  
YES - Vice-Chair - Ward 14 Councillor Mike Spadafora  
YES - Mayor Andrea Horwath

**FOR INFORMATION:****(a) CHANGES TO THE AGENDA (Item 2)**

The Committee Clerk advised that there were no changes to the agenda.

**(Cassar/Spadafora)**

That the Agenda for the April 14, 2023 meeting of the West Harbour Development Sub-Committee be approved, as presented.

**Result: CARRIED by a vote of 4 to 0, as follows:**

YES - Ward 2 - Councillor Cameron Kroetsch  
YES - Ward 12 Councillor Craig Cassar  
YES - Ward 14 Councillor Mike Spadafora  
YES - Chair - Mayor Andrea Horwath

**(b) DECLARATIONS OF INTEREST (Item 3)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES (Item 4)****(i) July 19, 2022 (Item 4.1)****(Cassar/Spadafora)**

That the Minutes for the July 19, 2022 meeting of the West Harbour Development Sub-Committee be approved, as presented.

**Result: CARRIED by a vote of 4 to 0, as follows:**

YES - Ward 2 - Councillor Cameron Kroetsch  
YES - Ward 12 Councillor Craig Cassar  
YES - Ward 14 Councillor Mike Spadafora  
YES - Chair - Mayor Andrea Horwath

**(d) STAFF PRESENTATIONS (Item 8)****(i) West Harbour Re-Development Plan - Status Update (PED17181(e))  
(Ward 2) (Item 8.1)**

Chris Phillips, Manager, Planning and Economic Development, addressed Committee, respecting West Harbour Re-Development Plan - Status Update, with the aid of a presentation.

**(Cassar/Spadafora)**

That the presentation from Chris Phillips, Manager, Planning and Economic Development, respecting West Harbour Re-Development Plan - Status Update, be received.

**Result: CARRIED by a vote of 4 to 0, as follows:**

YES - Ward 2 - Councillor Cameron Kroetsch

YES - Ward 12 Councillor Craig Cassar  
YES - Ward 14 Councillor Mike Spadafora  
YES - Chair - Mayor Andrea Horwath

For further disposition of this matter, refer to Item 2.

The Mayor relinquished the Chair to Councillor Spadafora for the remainder of the meeting.

**(ii) West Harbour Redevelopment: Interim Conditions and Transition Plan (PED23078) (Ward 2) (Item 8.2)**

Andrea Smith, Senior Development Consultant, West Harbour Redevelopment, addressed the Committee, respecting West Harbour Redevelopment: Interim Conditions and Transition Plan, with the aid of a presentation.

**(Kroetsch/Cassar)**

That the presentation from Andrea Smith, Senior Development Consultant, West Harbour Redevelopment, respecting West Harbour Redevelopment: Interim Conditions and Transition Plan, be received.

**Result: CARRIED by a vote of 4 to 0, as follows:**

YES - Ward 2 - Councillor Cameron Kroetsch  
YES - Ward 12 Councillor Craig Cassar  
YES - Vice-Chair - Ward 14 Councillor Mike Spadafora  
YES - Mayor Andrea Horwath

For further disposition of this matter, refer to Item 3.

**(iii) Pier 8 Redevelopment Work Plan Overview and Upcoming Initiatives (PED23079) (Ward 2) (Item 8.3)**

Andrea Smith, Senior Development Consultant, West Harbour Redevelopment, addressed the Committee, respecting Pier 8 Redevelopment Work Plan Overview and Upcoming Initiatives, with the aid of a presentation.

**(Cassar/Kroetsch)**

That the presentation from Andrea Smith, Senior Development Consultant, West Harbour Redevelopment, respecting Pier 8 Redevelopment Work Plan Overview and Upcoming Initiatives, be received.

**Result: CARRIED by a vote of 4 to 0, as follows:**

YES - Ward 2 - Councillor Cameron Kroetsch

YES - Ward 12 Councillor Craig Cassar  
YES - Vice-Chair - Ward 14 Councillor Mike Spadafora  
YES - Mayor Andrea Horwath

For further disposition of this matter, refer to Item 4.

**(e) ADJOURNMENT (Item 15)**

**(Horwath/Cassar)**

That, there being no further business, the West Harbour Development Sub-Committee be adjourned at 1:43 p.m.

**Result: CARRIED by a vote of 4 to 0, as follows:**

YES - Ward 2 - Councillor Cameron Kroetsch  
YES - Ward 12 Councillor Craig Cassar  
YES - Vice-Chair - Ward 14 Councillor Mike Spadafora  
YES - Mayor Andrea Horwath

Respectfully submitted,

Mayor Andrea Horwath, Chair  
West Harbour Development  
Sub-Committee

Councillor Mike Spadafora, Vice-Chair  
West Harbour Development  
Sub-Committee

Tamara Bates  
Legislative Coordinator  
Office of the City Clerk





## WEST HARBOUR DEVELOPMENT SUB-COMMITTEE

### Submission on behalf of The Hamilton Museum Citizens' Committee

May 22, 2023

Remarkably, Hamilton is one of the only cities in Ontario that does not have a central facility that celebrates its history. It is Ontario's second oldest city, with one of the richest and most important histories in the country. Impressive Civic Museums exist in cities with just a fraction of the story Hamilton has to tell. Here is a sampling of what some of our neighbours have built:



Kitchener/Waterloo



London



St. Catharines



Guelph

The time for a Place to discover Hamilton is long past due.

Hamiltonians are in love with their city – and fiercely proud of its history. From the time when this part of the continent was first inhabited, the land at the head of the big lake we now call Ontario has been a pivotal gathering place, where the DNA of what we now call Hamilton – and indeed, Canada - was formed. And ever since, the people who have lived here have cherished and built it and been nourished and inspired by it. As that journey continues, we need a living space to discover, remember, understand and celebrate all of it.

And there can hardly be a more perfect place to create that space than on the very shore where indigenous people used to meet - where it all started – and where the Hamilton Discovery Centre now stands waiting to be the permanent portal into our past, and a beacon for our future.

The Hamilton Museum Citizens' Committee was established in 2018 with the following mandate:

*“We are an ad hoc group of passionate Hamiltonians who recognize the need for a permanent Hamilton Museum to present and preserve local history. Our group offers the perspectives and energies of stakeholders with long-standing and diverse local experience as a friendly resource to help guide the creation of a vibrant, living museum that celebrates the rich history of our region from the beginning. We envision a central facility that strengthens our existing network of regional museums and fosters robust civic engagement, understanding and harmony among all who live, work and visit here.”*

Since its formation, the Committee has engaged with City Council and staff with a view to incorporating a central Hamilton Museum in the City's long term museum strategy.

In early 2020, a local planning consulting firm retained by the City in connection with the development of its museum strategy confirmed that public opinion was overwhelmingly (86%) open to the idea of a central Hamilton Museum.

In November 2021, City Council unanimously directed its staff to work with the Hamilton Museum Citizen Committee to explore opportunities to house a Hamilton Museum in a new or existing facility and also to explore opportunities with the federal and provincial governments for cultural funding to support the development of a physical and virtual Hamilton Museum.

On February 9, 2022, Council approved a decision making framework for developing a long-term strategy for the Discovery Centre and in August, 2022, Council directed staff to consult with the Hamilton Public Library and the Hamilton Museum Citizens' Committee (and heritage stakeholders) to study opportunities for co-locating civic uses and providing heritage-based visitor experiences at the site.

We were pleased to work with the HPL and city staff as part of that Opportunity Study in developing the "Preliminary Option" based on the HPL's vision for the Discovery Centre building as contained in Appendix "C" to Report PED21090(d).

In particular, our committee was pleased to lend its support to the Preliminary Option insofar as it recommends that the Discovery Centre building be redesigned to incorporate, as a core component of the HPL's vision for the site, exhibit and gallery space dedicated to showcasing and celebrating Hamilton's history and environment with semi-permanent and short-term exhibits focused on providing heritage-based visitor experiences.

The Preliminary Option based on the HPL's vision is consistent with the Hamilton Museum Citizens' Committee's vision for a central facility that strengthens our existing network of regional museums and fosters robust civic engagement, understanding and harmony among all who live, work and visit here.

As such, we support it and look forward to working with the HPL and City staff in the development of the Proposed Concept. The Strategic Directions for that process as set out in Appendix "F" to Report PED21090 (d) imagine a site that "celebrates heritage by providing visitor experiences that enable deeper understanding of Hamilton."

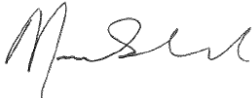
Adhering to that direction will ensure that Hamilton will have a permanent home to showcase and celebrate its extraordinary story at last.

**Respectfully submitted on behalf of The Hamilton Museum Citizen's Committee**

**May 23, 2023**



**CITY OF HAMILTON**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Economic Development Division**

<b>TO:</b>	Chair and Members West Harbour Development Sub-Committee
<b>COMMITTEE DATE:</b>	May 23, 2023
<b>SUBJECT/REPORT NO:</b>	Indigenous-Focussed Macassa Bay Public-Space Design Process (PED23123) (Ward 2)
<b>WARD(S) AFFECTED:</b>	Ward 2
<b>PREPARED BY:</b>	Chris Phillips (905) 546-2424 Ext. 5304 Shelly Hill (905) 546-2424 Ext. 4081
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That staff be directed to develop and initiate an Indigenous-focussed conceptual design process, as the first phase of work for the proposed public-space within the Macassa Bay area of the West Harbour waterfront;
- (b) That the design process should advance the actions of the City's Urban Indigenous Strategy, including identified strategic themes of "Land", "Spirit" and "People";
- (c) That the key principles outlined in the West Harbour Waterfront Recreation Master Plan (WHWRMP), including providing continuous public access to the water's edge, continue to be used to guide the overall design; and
- (d) That as part of the process, staff identify next steps and any approvals required for the execution and implementation of the direction, and report back to the West Harbour Sub-Committee.

### EXECUTIVE SUMMARY

Guided by Council approved policies including the West Harbour Secondary Plan (Setting Sail), and the West Harbour Waterfront Recreation Master Plan (WHWRMP),

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**SUBJECT: Indigenous-Focussed Macassa Bay Public-Space Design Process (PED23123) (Ward 2) - Page 2 of 8**

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the City of Hamilton has made substantial financial investments in infrastructure rehabilitation and expansion, as well as parks and public-spaces in the West Harbour area “Setting Sail”.

Initially, the focus was the transformation of the Pier 6 to 8 lands, to include a variety of linked public open spaces with a surrounding mixed-use residential and commercial development and waterfront commercial village. As these projects are substantially complete or well underway, staff are now focussed on the enhancement and creation of new public-spaces and public amenities envisioned for the Macassa Bay precinct.

As envisioned, the Macassa Bay projects will transform the previously disregarded and underutilized asphalt and gravel area between Pier 4 Park and Bayfront Park, into new park and open spaces, with a re-naturalized shoreline and continuous public access to the water’s edge. The area will continue to house the Macassa Bay Yacht Club, the Hamilton Bay Sailing Club, and the Hamilton Police Service (HPS) Marine Unit, which all have existing facilities within the area.

Council approved approximately \$4.45 million in funding for the various Macassa Bay projects as part of the 2020 Capital Budget.

In preparation, staff revisited past plans, reviewed past stakeholder and community engagement session notes, as well as analyzed recent consultation for the Discovery Centre. Upon this review, staff have reflected on two specific themes that are relevant for the future of the Macassa Bay area:

- i. There is a wide-ranging community interest in the City creating additional purposely designed public open space, that would be focussed on more passive and recreational uses; and,
- ii. There is wide-ranging support for the City to acknowledge the rich history and culture of the area’s Indigenous communities, in a meaningful manner, within the West Harbour area.

Over the past year, City staff, including the City’s Indigenous Relations Office, have discussed ways of incorporating these themes into the West Harbour redevelopment program.

The staff recommendations seek approval to develop and initiate an Indigenous-focussed conceptual design process for the proposed public-space within the Macassa Bay area of the West Harbour waterfront, with alignment to both the City’s Urban Indigenous Strategy and the WHWRMP.

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**SUBJECT: Indigenous-Focussed Macassa Bay Public-Space Design Process  
(PED23123) (Ward 2) - Page 3 of 8**

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Once formulated, staff will identify next steps and any approvals required for the execution and implementation of the direction, and report back to the Sub-Committee.

**Alternatives for Consideration – See Page 7**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The costs relating to the design and construction of the Macassa Bay capital projects were approved in the 2020 Capital Budget including \$4.1 million approved for Project Account 4411806103 for the Macassa Bay Boardwalk Trail, and an additional \$4.350 million approved for Project Account 4411806102 for the Macassa Bay Shoreline Improvements. The recommendations in this Report are consistent with the approved projects and will be funded from the respective accounts. Staff will also explore federal and/or provincial funding grant opportunities.

**Staffing:** Existing staffing resources from the identified departments and divisions will be used to develop and initiate the first phase of the process. Staff may seek facilitation support, with oversight from the City’s Indigenous Relations Office, and provide added support to the Indigenous Relations Office, as part of designing and leading the consultation program with the Indigenous community in developing the conceptual design, and potentially other waterfront redevelopment related interests.

**Legal:** N/A

**HISTORICAL BACKGROUND**

**West Harbour Waterfront Recreation Master Plan (WHWRMP)**

In May 2010, Council approved Report PW09004(a) entitled the West Harbour Waterfront Recreation Master Plan (WHWRMP), which established the vision for the City-owned recreational waterfront lands. Building upon the West Harbour Secondary Plan (Setting Sail), the Master Plan contains policies and principles relating to design guidelines, architecture, waterfront precincts and implementation.

In total, the subject area of the WHWRMP encompasses approximately 30 hectares (73 acres) over a 4.7 km stretch of waterfront, including the lands along Hamilton’s West Harbour from the western limit of Bayfront Park to Pier 7 bounded by Discovery Drive to the east. With such a large land area, the Master Plan segments the area by precincts known as Bayfront Park, Macassa Bay, Pier 4 Park, Bayview Park, the Main Basin inclusive of the Piers 5, 6 and 7, and the Pier 8 lands, illustrated in Appendix “A” to Report PED23123.

**SUBJECT: Indigenous-Focussed Macassa Bay Public-Space Design Process  
(PED23123) (Ward 2) - Page 4 of 8**

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The Master Plan has a series of principles that relate to the recreational and environmental functions of the West Harbour waterfront and provide direction for the future enhancement and expansion of both public and private spaces. The principles include: Public access along the water's edge, a continuous waterfront trail, vibrant and active spaces as well as coherence, consistency, and space throughout. The Master Plan envisions a transformation of the West Harbour waterfront with significant investments in infrastructure and public space, with the potential of creating a new destination for the City.

The Plan also recognizes the role and legacy of marine recreational water-users; such as boaters, rowers, sailors, and others. The Macassa Bay Yacht Club (MBYC), Hamilton Bay Sailing Club (HBSC), Leander Rowing Club, Royal Hamilton Yacht Club (RHYC), and the Harbour West Marina, are recognized as key stakeholders within the plan, and play a key role in a vibrant waterfront. At the same time, the Plan balances allowing for increased and enhanced public access with the existing marine activities.

The recommendations contained in Report PED23123, align with the vision and intent of the WHWRMP.

**Project for Public Spaces (PPS) Report**

On September 9, 2019, Staff presented Report PED19191 to the West Harbour Development Sub-Committee, which included a public-space animation and place-making study prepared by the organization Project for Public Spaces (PPS). They led a collaborative process to consult with the community and stakeholders on how institutional and commercial uses, both proposed and existing, can work to support the vibrant new public spaces within the West Harbour waterfront.

In its report, PPS noted that the West Harbour should be imagined as a continuous interconnected area that stretches from Bayfront Park to the west to Eastwood Park in the east. In their report, PPS recommended the following themes the City should emphasize as the West Harbour evolves over time:

- i. Keep the local, welcoming, low-key character of the existing waterfront;
- ii. Retain the affordable and inclusive characteristics of the waterfront;
- iii. Strike a balance between the new and the current uses and characteristics of the waterfront; and,
- iv. Build legacy in an environmentally sustainable and resilient manner.

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**SUBJECT: Indigenous-Focussed Macassa Bay Public-Space Design Process  
(PED23123) (Ward 2) - Page 5 of 8**

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Speaking specifically to the Macassa Bay precinct, PPS noted several opportunities that exist within the area, centered on the themes of connecting waterfront users and visitors to the natural environment including both the tree-lined landscape and the water, as well as opportunities to create informal gathering spaces that can be used for a variety of users.

The recommendations contained in Report PED23123, reflect the feedback received through the PPS community engagement process, and align with the observations and recommendations outlined within their report.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

**RELEVANT CONSULTATION**

Planning and Economic Development Department:

- Economic Development Division;
- Corporate Real Estate Office;

Public Works Department:

- Engineering Services (Waterfront Development Office);

Healthy and Safe Communities Department:

- Indigenous Relations Office.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

Over the course of successive terms of Council, the “West Harbour” waterfront has been identified as a key focus area, resulting in a series of plans and projects that, when implemented, will achieve long-established re-development, recreational, and “City-building” goals that will benefit Hamilton as a whole.

Guided by Council approved policies including the Setting Sail and the WHWRMP, the City has made substantial financial investments in infrastructure rehabilitation and expansion, as well as parks and public-spaces in the area.

In 2015, Council approved the West Harbour Re-Development Plan to implement the WHWRMP and to construct municipal services to make the Piers 6 to 8 lands development-ready. Successive Capital Budgets have reaffirmed the West Harbour Plan as a priority and have approved annual funding envelopes for the phased implementation of the capital program.

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**SUBJECT: Indigenous-Focussed Macassa Bay Public-Space Design Process (PED23123) (Ward 2) - Page 6 of 8**

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The WHWRMP envisions the transformation of the Macassa Bay precinct from a previously disregarded and underutilized area between Pier 4 Park and Bayfront Park into a new public-space. Unlike the vision for the Main Basin and the Pier 8 lands, the Macassa Bay precinct does not envision new commercial or residential development.

The significant capital improvements include new pedestrianized parkland and open-spaces, a naturalized and rehabilitated shoreline to protect against erosion and designed with ecological enhancements to encourage the growth of fish and plant habitat, a purpose-built multi-use trail for active transportation and a publicly, and accessible boardwalk and trail to allow the public full and continuous access to the water's edge, from the HMCS Haida to the east, to Princess Point in the west.

Over the past year, City staff, including the City's Indigenous Relations Office, have discussed ways of incorporating elements of the City's Urban Indigenous Strategy, into the West Harbour program, and the following represents the key observations:

- Macassa Bay offers an opportunity to develop a program and design features with minimal predetermined and corresponding conditions;
- The general vision for the Macassa Bay area aligns with the City's Urban Indigenous Strategy;
- There is staff commitment, willingness, determination, and time to plan and develop an Indigenous-focussed process, that includes leadership and engagement from the Indigenous communities themselves, throughout the entire process from planning, design, and construction; and,
- The process can illustrate the City's commitment to implementing elements of the City's Urban Indigenous Strategy, such as the Key Direction under the "Land" theme which states: "Urban Indigenous people need a space outdoors for gathering, practicing sacred ceremonies and sharing teachings".

The staff recommendations seek approval to develop and initiate an Indigenous-focussed conceptual design process for the proposed public-space within the Macassa Bay area of the West Harbour waterfront, with alignment to both the WHWRMP and the City's Urban Indigenous Strategy, which includes action items listed below:

- (3) Improve meaningful consultation with urban Indigenous residents and First Nations communities on municipal projects, plans and approval;
- (5) Show respect for traditional ecological knowledge (TEK) by including Indigenous voices in environmental leadership and incorporating TEK in municipal practices; and,

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**SUBJECT: Indigenous-Focussed Macassa Bay Public-Space Design Process  
(PED23123) (Ward 2) - Page 7 of 8**

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(26) Identify and eliminate municipal barriers that prevent Indigenous people from carrying out ceremonial practices in public spaces.

Once formulated, staff will identify next steps and any approvals required for the execution and implementation of the direction, and report back to the Sub-Committee.

**ALTERNATIVES FOR CONSIDERATION**

Should Council decide not to direct staff to develop and initiate the recommended approach, staff could employ a standard approach to procure the services of a professional design consultant to develop the conceptual design, based on the broad principles of the WHWRMP. This process would include proactive engagement from a variety of internal City of Hamilton departments, as well as general stakeholder and community engagement, including from members of the Indigenous communities.

Alternatively, recognizing the recommended approach outlines a general framework for the first phase of work, Council could direct staff to revise and/or refine the recommended approach.

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Economic Prosperity and Growth**

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

**Healthy and Safe Communities**

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

**Clean and Green**

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

**Built Environment and Infrastructure**

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

**Culture and Diversity**

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

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**SUBJECT: Indigenous-Focussed Macassa Bay Public-Space Design Process  
(PED23123) (Ward 2) - Page 8 of 8**

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**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report PED23123 – Location Map

West Harbour Sub-Areas and Points of Interest



**Legend**

**Points of Interest**

- 1 Macassa Bay Yacht Club
- 2 Hamilton Police Marine Unit
- 3 Leander Boat Club
- 4 Royal Hamilton Yacht Club
- 5 Harbour West Marina
- 6 Gateway Park
- 7 Williams Café
- 8 Discovery Centre
- 9 Copps Pier Park
- 10 HMCS Haida Naval Ship

<b>Date:</b>
March 27, 2023
<b>Technician:</b>
NB
Map Not To Scale
<b>Appendix "A"</b>







# WEST HARBOUR DEVELOPMENT SUB-COMMITTEE

May 23, 2023

# Purpose of Report PED23123

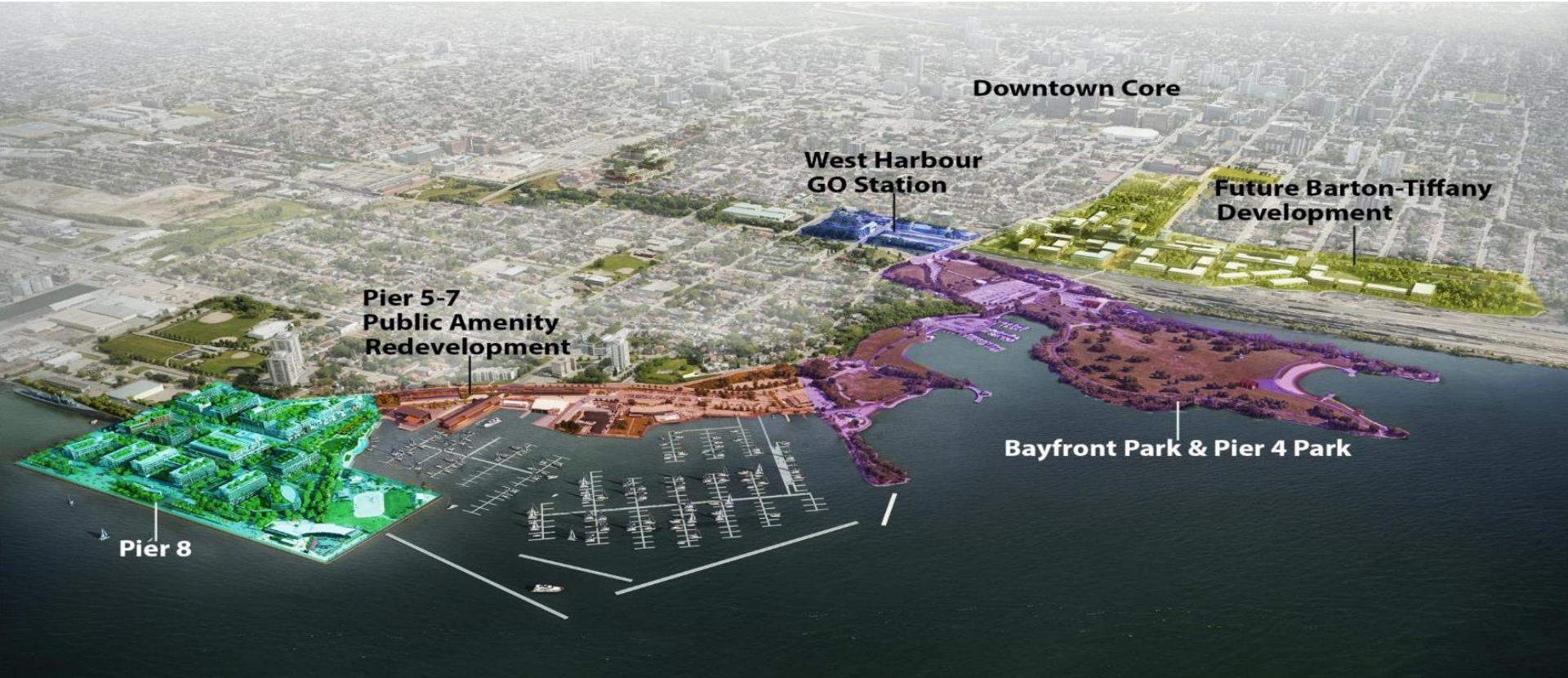
Identify two specific themes that are relevant for the future of the Macassa Bay area:

1. There is a wide-ranging community interest in the City creating additional purposely designed public open space, that would be focussed on more passive and recreational uses; and,
2. There is wide-ranging support for the City to acknowledge the rich history and culture of the area’s Indigenous communities, in a meaningful manner, within the West Harbour area.

The staff recommendations seek approval to develop and initiate an Indigenous-focussed conceptual design process for the proposed public-space within the Macassa Bay area of the West Harbour waterfront, with alignment to both the City’s Urban Indigenous Strategy and the WHWRMP.

Once formulated, staff will identify next steps and any approvals required for the execution and implementation of the direction, and report back to the Sub-Committee.

# West Harbour Waterfront Districts



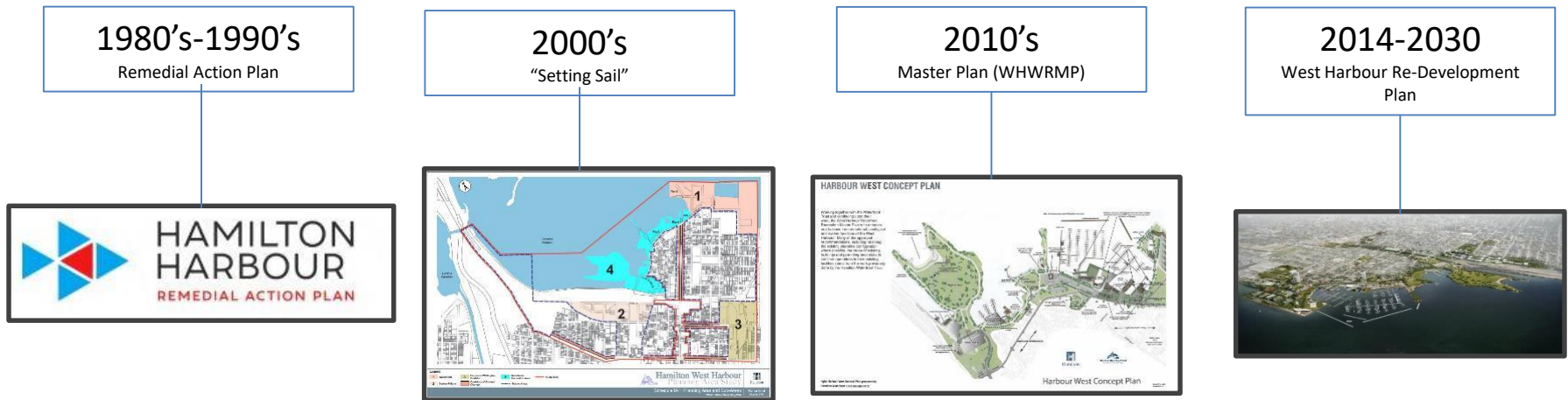
# Location Map - Macassa Bay





# The Evolution of the Vision and Policy Framework of the West Harbour Waterfront

The West Harbour Waterfront Vision - Planning, Policies, Community Engagement & Approvals Over Time  
The “Building-Blocks” for the West Harbour Re-Development



# West Harbour Waterfront Recreation Master Plan (WHWRMP - 2010)

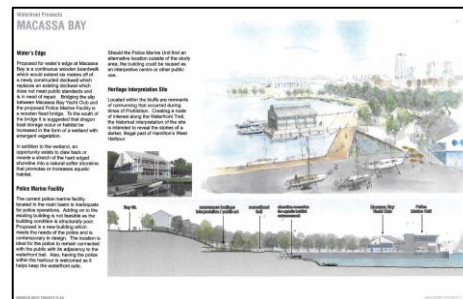
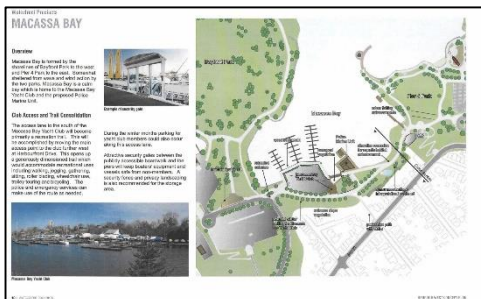


## Overall Themes:

1. Public Access along the Water's Edge
2. Multiple Waterfront Trails
3. Vibrant Active Public Spaces
4. Coherence, Consistency and Place

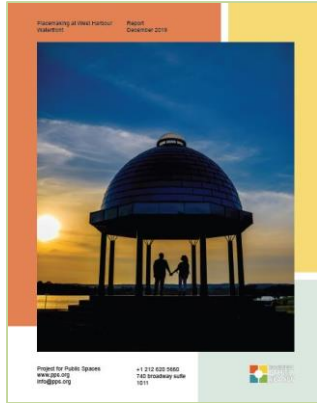
## Macassa Bay:

- MBYC Access and Trail Consolidation
- Water's Edge
- HPS Marine Unit Facility
- Heritage Interpretation



# Project for Public Spaces (PPS – 2019)

Overall – West Harbour should be viewed as a continuous interconnected area

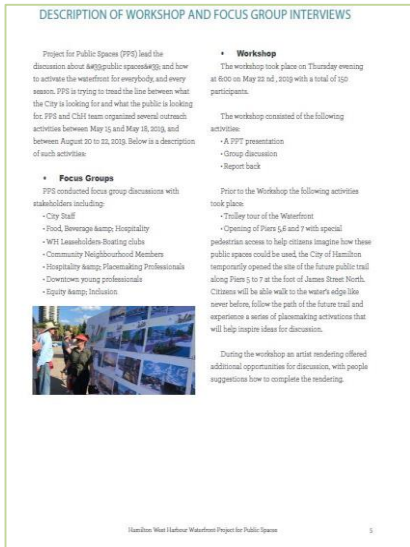


## West Harbour Waterfront - Themes:

1. Keep the local, welcoming, low-key character of the existing waterfront
2. Retain the affordable and inclusive characteristics of the waterfront
3. Strike a balance between the new and the current uses and characteristics of the waterfront
4. Build legacy in an environmentally sustainable and resilient manner.

## Macassa Bay Themes:

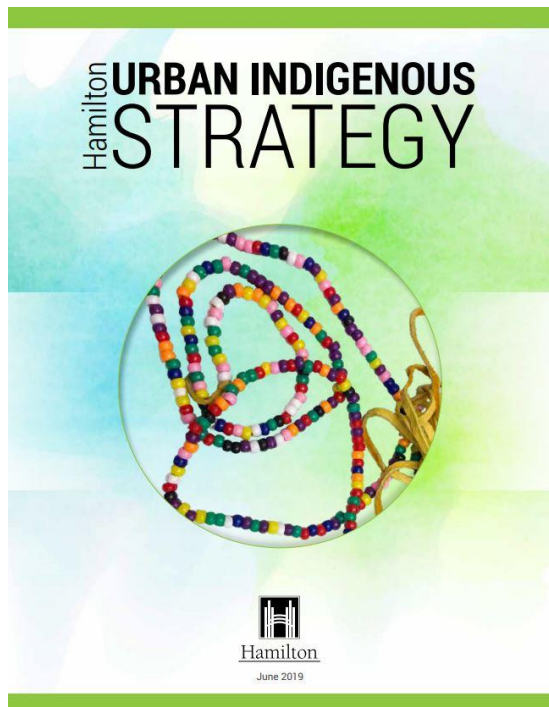
- Connecting to the natural environment
  - water uses
  - Overlook area with wooded bluff
- Create informal gathering spaces
  - Seating & Staging
  - Firepit
- Areas for 12-month Programming



# Hamilton Urban Indigenous Strategy (2019)

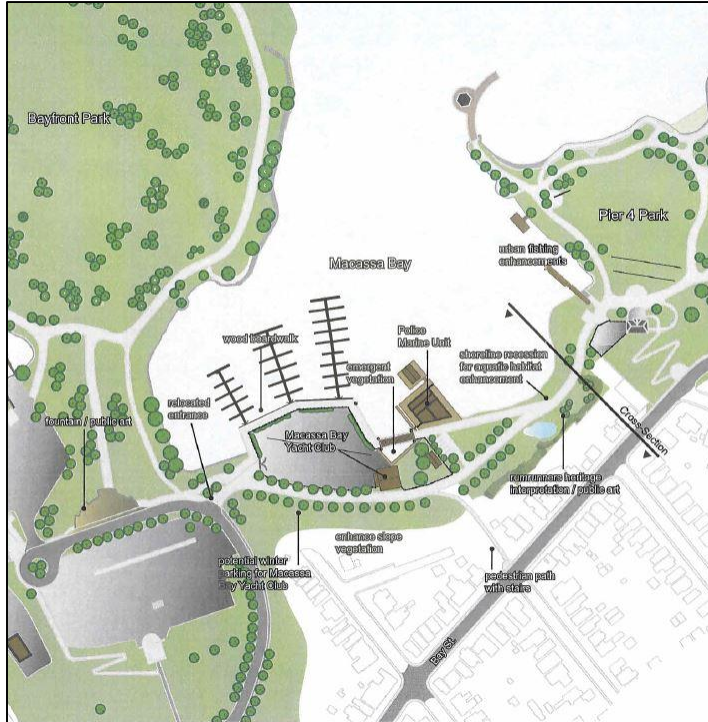
## Actions:

- (3) Improve meaningful consultation with urban Indigenous residents and First Nations communities on municipal projects, plans and approval;
- (5) Show respect for traditional ecological knowledge (TEK) by including Indigenous voices in environmental leadership and incorporating TEK in municipal practices; and,
- (26) Identify and eliminate municipal barriers that prevent Indigenous people from carrying out ceremonial practices in public spaces.



# West Harbour Waterfront Recreation Master Plan

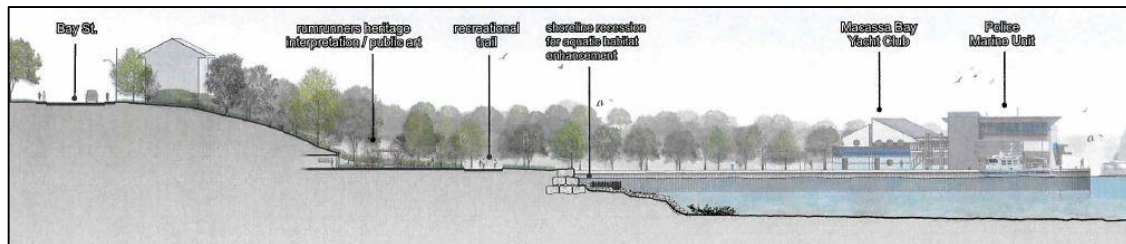
## Approved Macassa Bay Capital Projects



- New pedestrianized parkland and open spaces
- Naturalized and rehabilitated shoreline
- Purpose built multi-use trail
- Publicly accessible boardwalk
- Continuation of recreational boating uses
- HPS Marine Unit Facility

### Approved Budget:

- \$4.1 Million – Macassa Bay Boardwalk
- \$4.35 Million – Macassa Bay Shoreline



# City of Hamilton - Indigenous Relations Office

## Consultations & Findings

- i. Macassa Bay offers an opportunity to develop a program and design features with minimal predetermined and corresponding conditions;
- ii. The general vision for the Macassa Bay area aligns with the City's Urban Indigenous Strategy;
- iii. There is staff commitment, willingness, determination, and time to plan and develop an Indigenous-focussed process, that includes leadership and engagement from the Indigenous communities themselves, throughout the entire process from planning, design, and construction; and,
- iv. The process can illustrate the City's commitment to implementing elements of the City's Urban Indigenous Strategy, such as the Key Direction under the "Land" theme which states: "Urban Indigenous people need a space outdoors for gathering, practicing sacred ceremonies and sharing teachings".

# Report PED23123

## Recommendations

- a) That staff be directed to develop and initiate an Indigenous-focussed conceptual design process, as the first phase of work for the proposed public-space within the Macassa Bay area of the West Harbour waterfront;
- b) That the design process should advance the actions of the City's Urban Indigenous Strategy, including identified strategic themes of "Land", "Spirit" and "People";
- c) That the key principles outlined in the West Harbour Waterfront Recreation Master Plan (WHWRMP), including providing continuous public access to the water's edge, continue to be used to guide the overall design;
- d) That as part of the process, staff identify next steps and any approvals required for the execution and implementation of the direction, and report back to the West Harbour Sub-Committee.




Hamilton

THANK YOU





**CITY OF HAMILTON**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Economic Development Division**

<b>TO:</b>	Mayor and Members West Harbour Development Sub-Committee
<b>COMMITTEE DATE:</b>	May 23, 2023
<b>SUBJECT/REPORT NO:</b>	Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site (PED21090(d) (Ward 2)
<b>WARD(S) AFFECTED:</b>	Ward 2
<b>PREPARED BY:</b>	Andrea Smith, (905) 546-2424 Ext. 6256
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	

**RECOMMENDATION**

- (a) That the Hamilton Public Library (HPL) be identified as the City of Hamilton's partner in developing a Proposed Concept for the Discovery Centre building;
- (b) That the Preliminary Option for the future use of the Discovery Centre building which is defined as redesigning the facility to incorporate: a library services area; Indigenous community gathering space; exhibits and gallery space; café; and visitor amenities be approved;
- (c) That the Hamilton Public Library (HPL) be authorized to lead the Work Plan process as detailed in Appendix "E" to Report PED21090(d) to develop the Proposed Concept;
- (d) That the Hamilton Public Library deliver the Proposed Concept to the Municipal Land Development Office by Q1 2025 for assessment;
- (e) That the Municipal Land Development Office report back to the West Harbour Development Sub-Committee in Q2 2025 with recommendations respecting the Proposed Concept for the Discovery Centre building;

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**SUBJECT: Discovery Centre Strategy Framework: Preliminary Option for  
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- (f) That the Hamilton Public Library refer to the Directions for the Discovery Centre's Proposed Concept as contained in Appendix "F" to Report PED21090(d) in completing the Work Plan;

**EXECUTIVE SUMMARY**

The Discovery Centre building (Hamilton Waterfront Trust building and formerly referred to as the Canadian Marine Discovery Centre) is situated on prime waterfront property within the City of Hamilton's West Harbour (Refer to Appendix "A" to PED21090(d)). The property is currently underutilized and constrained by existing land use restrictions warranting a re-examination of these key city-owned lands and development of a future vision for their use.

Addressing this issue, in April 2021, Council directed staff to develop a long-term strategy for the Discovery Centre. In February 2022, Council approved a 'decision-making' framework as contained in Appendix "B" to PED21090(d) to develop the strategy for the property and directed staff to commence with an Opportunity Study.

In July 2022 staff reported to the West Harbour Development Sub-Committee on the findings of an internal scan for municipal interests in the site which identified the Hamilton Public Library's (HPL) interest in participating the Opportunity Study. Also identified through the internal scan was the opportunity for potential alignment of service objectives of the Heritage Resource Management section of the city's Tourism and Culture Division, with those of the HPL. An opportunity was identified to deliver historical and cultural heritage programming, through cost-effective, flexible programming and exhibit space that can be used by multiple stakeholders as part of providing heritage-based visitor experiences.

The internal scan also identified an opportunity to advance the relevant Actions of the 2019 Hamilton Urban Indigenous Strategy through the themes of "Land", "Spirit" and "People" as part of the Discovery Centre Opportunity Study and in the development of options for the future use of the property.

Through Council approval of Report PED21090(c) in August 2022, staff were directed to commence with urban Indigenous community, public and stakeholder consultation. Specifically, Council directed staff to consult with the Hamilton Public Library (HPL) and the Hamilton Museum Citizens Group, as well as heritage stakeholders regarding potential opportunities for co-locating civic uses and providing heritage-based visitor experiences within the Site. Since August 2022, staff have proceeded with the Opportunity Study and continued to consult with the community and stakeholders.

Report PED21090(d) is organized to provide a summary of work completed to date and to recommend the proposed Work Plan ahead with focus on developing a Proposed

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Concept for the Discovery Centre building. This Report presents the findings of the Opportunity Study and outlines the next stage of work to confirming the vision for the future use of the site.

Specifically, this Report:

- Presents HPL's vision for the Discovery Centre building, as contained in Appendix "C" to Report PED21090(d);
- Presents a Preliminary Option for the future use of the Site which includes redesigning the Discovery Centre building to incorporate a Library services area, Indigenous community gathering space, exhibits/gallery space, café and visitor amenities;
- Presents the findings of the community and stakeholder consultation including the results of the Discovery Centre Opportunity Study Community survey, as contained in Appendix "D" to Report PED21090(d);
- Seeks Council direction to prepare the Proposed Concept, led by HPL staff, for the Discovery Centre based on the Preliminary Option, as detailed in Appendix "E" to Report PED21090(d);
- Presents "Directions for the Development of the Proposed Concept", as contained in Appendix "F" to Report PED21090(d);
- Seeks Council direction to report back to Committee/Council with progress reports, and a recommendation report with the Proposed Concept in Q2 2025;
- Outlines key next steps in commencing the HPL Work Plan; and,
- Outlines HPL's interest in developing a temporary cultural heritage exhibit pilot program at the Discovery Centre.

**Alternatives for Consideration – See Page 21**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The recommended Work Plan as part of refining and confirming the concept for the Discovery Centre will be undertaken by HPL staff together with HPL-contracted external consulting services, with support by existing city staff resources. While HPL has identified \$250K using HPL funds to move forward with the recommended Work Plan, there is no financial impact to the West Harbour account.

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Once HPL's programming needs are determined through the strategic study, the project scope of work and budgetary impacts will be defined. Financial implications to capital and operating budgets will be identified in future staff report(s) as part of presenting the Proposed Option for the Discovery Centre building for Council decision.

In the intervening period until the new vision and budget are established through a future Council decision, any capital improvements and/or operating costs for the Discovery Centre will be brought forward through the city's annual budgeting process.

Improvements required to generally sustain the operational status of the building continue to be allocated to the respective Capital Account 4411906101 titled "Discovery Centre Charges". These accumulated costs are to be funded by potential proceeds from lease of the property. These costs can be mitigated by financial lease payments agreed to by Waterfront Shores for use of a portion of the Discovery Centre as a temporary sales centre for a term of five-years.

**Staffing:** The HPL staff will lead the work to develop the Proposed Concept.

**Legal:** Not applicable

## **HISTORICAL BACKGROUND**

- On April 28, 2021, Council approved Report PED21090 titled "Pier 8 Animation Program and Hamilton Waterfront Trust (HWT) (Discovery) Centre – Status Update" that directed staff to prepare a long-term Strategy for the former Discovery Centre building, as well as to promote the availability of the building for a short-term lease of up to five years in duration as an interim measure until the long-term Strategy is completed;
- On February 9, 2022, Council approved Report PED21090(b) titled "Discovery Centre Strategy Framework" that approved a 'decision-making' process as a first step in developing the long-term Strategy for the Discovery Centre. This Council decision authorized staff to commence the Discovery Centre Site: Opportunity Study and directed staff to report back to the West Harbour Development Sub-Committee by Q1 2023 with a recommended long-term Strategy;
- On February 9, 2022, Council approved Report PED2109(a) titled "Pier 8 Animation Program and Hamilton Waterfront Trust (HWT) (Discovery) Centre – Status Update" that authorized and directed staff to: negotiate and finalize a Lease

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Agreement between the City and Waterfront Shores Corporation for a portion of the Discovery Centre building for exclusive-use to permit a condominium sales centre, presentation centre and construction office to support the Pier 8 development; negotiate terms and conditions for a proportionate share of WSC's usage for non-exclusive and common-use areas; and that all net proceeds from the lease be received and credited to a West Harbour capital account. The parties negotiated a 5-year lease, which was legally executed in October 2022, and the lease-term formally commenced on March 1, 2023;

- On August 12, 2022, Council approved Report PED21090(c) titled "Discovery Centre Strategy Framework: Strategy Development Process Update and Next Steps (Opportunity Study)" directing staff to:
  - Consult with the community and stakeholders;
  - Consult with the Hamilton Public Library (HPL) and the Hamilton Museum Citizens committee as well as heritage stakeholders regarding potential partnership opportunities for co-locating civic uses and providing heritage-based visitor experiences within the Discovery Centre Opportunity Study Site;
  - Consult with the urban Indigenous community regarding how the utilization of the Discovery Centre Opportunity Study Site can contribute to the advancement of the Actions of the 2019 Hamilton Urban Indigenous Strategy;
  - Assess capital and operational costs for the Discovery Centre building, and the impact to the Energy, Fleet and Facilities Division portfolio;
  - Prepare a general market assessment to evaluate the potential interest, viability, and financial market valuation, for a variety of commercial uses on the Subject Site; and,
  - Report back to the West Harbour Development Sub-Committee by Q1 2023.

Report PED21090(d) responds to this Council direction and presents findings of the Opportunity Study and presents the "Preliminary Option" for the Discovery Centre building for Council's approval, thereby concluding Step 2 of the strategy development 'decision making' process.

This Report also outlines the recommended work plan as part bringing forward a "Proposed Concept" for the Discovery Centre, thereby commencing Step 3 of the strategy development decision making process.

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**SUBJECT: Discovery Centre Strategy Framework: Preliminary Option for  
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**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Not Applicable.

**RELEVANT CONSULTATION**

As part of conducting the Opportunity Study, staff conducted internal and external stakeholder consultation and community consultation. First, staff conducted an internal scan to assess municipal interests in the Site, perspectives on opportunities and on strategic decision-making considerations. Once the internal scan was complete, staff commenced engagement with the public and stakeholders.

The following departments were consulted for input:

- Planning and Economic Development Department:
  - Economic Development Division (Municipal Land Development Office (MLDO), Corporate Real Estate Office (CREO), Commercial Districts and Small Business);
  - Planning Division (Sustainable Communities; Urban Design and Heritage);
  - Tourism and Culture Division (Heritage Resource Management; Tourism and Events; Placemaking Public Art and Projects);
  - Transportation Planning and Parking (Parking Operations; Transportation Planning Services);
- Healthy and Safe Communities Department:
  - Recreation Division (Business Support);
  - Housing Services (Housing and Neighbourhood Development);
  - Children's Services and Neighbourhood Development (Indigenous Relations);
  - and,
- Public Works Department:
  - Environmental Services (Parks and Cemeteries; Landscape Architectural Services);
  - Engineering Services (Waterfront Development Office);
  - Corporate Facilities and Energy Management (Facility Planning And Business Solutions);
  - Transit (Transit Planning and Infrastructure).

In addition, the following additional Committees and key stakeholders were consulted:

- Hamilton Public Library;
- City of Hamilton Indigenous Advisory Committee;
- Hamilton Museum Citizens Committee;

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- Hamilton Waterfront Trust;
- Parks Canada;
- Members of the West Harbour Development Sub-Committee;
- Planning and Economic Development Department Technical Advisory Committee;  
and,
- Corporate Real Estate Office - Portfolio Management Committee.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

This Report provides analysis and rationale for two sets of recommendations. One set is related to the strategy development work completed to date in developing the “Preliminary Option”, while the other set is related to the remaining work ahead to develop the “Proposed Concept”.

**1.0 Discussion Related to Recommendation of Preliminary Option for the  
Discovery Centre Site**

The key outcome of the Opportunity Study is to present a Preliminary Option for the future use of the Discovery Centre for Committee/Council approval. The Preliminary Option that has emerged from the Study is the recommendation that the Discovery Centre building be redesigned to incorporate:

- i. A Hamilton Public Library services area;
- ii. Indigenous community gathering space;
- iii. Exhibits and gallery space with focus on providing heritage-based visitor experiences;
- iv. Café; and,
- v. Visitor amenities, inclusive of public restrooms.

Staff are recommending this Preliminary Option based on the consideration of various Opportunity Study inputs including:

- a. HPL’s vision statement for the Discovery Centre, as contained in Appendix “C” to Report PED21090(d);
- b. City of Hamilton internal stakeholder consultation;
- c. Indigenous Advisory Committee Feedback;

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- d. Community consultation;
- e. External stakeholder consultation;
- f. Alignment to Council-adopted strategic plans; and,
- g. Discovery Centre Building Commercial Assessment findings.

These inputs are discussed in more detail in the following sections.

### **1.1 HPL Vision for the Discovery Centre**

As part of the scan for municipal interests in the Site, the HPL identified interest in the Opportunity Study. The HPL has expressed a vision for the Discovery Centre centred around the following components: a branch Library with a full range of library services; heritage-based visitor experiences with semi-permanent and short-term exhibits; gathering place, defined, led, and staffed by local Indigenous people; and a café.

One of the overarching goals that the HPL has identified for the Site, is the opportunity to advance social cohesion within the community by "...deliberately creating spaces, programs and services that attract people of all ages, cultures and economic backgrounds." The HPL in its vision statement has described that:

A successful Hamilton Discovery Centre will be:

- A vibrant space that welcomes residents and visitors from all walks of life to share;
- Full of experiences that keep its doors open all week long and all year long;
- Engaging for residents of both new and existing North-end neighbours;
- It should be free to access, so all Hamiltonians can experience it;
- It should be a place that helps us understand our individual and collective heritage;
- It should be a gathering place, where differences are set aside, and we come together to learn each others' stories; and,
- Both the inside and outside will be revitalized and animated with activity.

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The vision as expressed by HPL provides an opportunity to redefine the purpose of the Discovery Centre building that originally celebrated Canada's marine heritage with a new approach to celebrating heritage while continuing to serve as a community-focused asset at the waterfront.

**1.2 City of Hamilton Internal Stakeholder Consultation**

Various Sections within Planning and Economic Development, Healthy and Safe Communities, and Public Works Departments were contacted to inform staff of the commencement of the Opportunity Study, assess opportunities, scan for municipal interest in the Site, and to obtain perspectives on opportunities for Site and strategic decision-making considerations. In 2022, members of the West Harbour Development Sub-Committee were also contacted and invited to share perspectives.

When the HPL expressed its interest in participating in the Discovery Centre Opportunity Study, the city's Heritage Resource Management Section within the Tourism and Culture Division identified potential synergies in aligning service objectives with HPL's vision in deliver heritage-based visitor experiences.

The city's Indigenous Relations Office identified opportunity to advance the relevant Actions of the 2019 Hamilton Urban Indigenous Strategy and offered perspectives on approaches for future engagement with Indigenous communities.

Through the city's internal consultation, a number of themes were identified including:

- Maximize public accessibility to the site;
- Recognize that the site has dual status as a neighbourhood asset and City-wide asset;
- Provide adaptable spaces to meet the needs of an evolving community and changing climate;
- Permit commercial uses on the site, such as restaurants and small-scale service commercial and retail commercial uses;
- Invite appropriate temporary uses and facility room rentals to the site;
- Strengthen cohesion of the site through comprehensive and coordinated animation and placemaking;

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- Establish a unifying theme between the buildings and open space of the site;
- Invite innovation and partnership with community partners and/or third-party providers;
- Address and enhance a range of functional site design elements such as public restrooms, parking, storage shelters/buildings for park maintenance operations, transit facilities to support access to/from the site, micro-climate features that enhance user comfort, and electrical conduits to support temporary uses and programming;
- Utilize capacity of existing and planned City of Hamilton facilities;
- Coordination of programming/animation efforts within Pier 8 and broader West Harbour is integral to the successful function of the site; and,
- Facilitate an enhanced relationship with the water.

### **1.3 Indigenous Advisory Committee Consultation**

Staff met with the Indigenous Advisory Committee (IAC) on two occasions during the Opportunity Study, on June 2, 2022 and Dec 1, 2022.

The consultation goal of the first meeting was to obtain perspectives on opportunities for site and strategic decision-making considerations. Members of the IAC shared ideas for the future use of the site, identified opportunities to advance the relevant Actions of the 2019 Hamilton Urban Indigenous Strategy, and offered perspectives on approaches for future engagement with Indigenous communities.

The consultation goal of the second meeting was to obtain the IAC's feedback on the HPL vision for the Site. The IAC indicated full support of the HPL vision presented noting that it is a project worth pursuing to advance the education and understanding of Indigenous peoples. Further, the IAC commented that the HPL vision supports many of the actions and deliverables in the Urban Indigenous Strategy (Land, Spirit and People-themed actions of the Urban Indigenous Strategy).

### **1.4 Community Consultation: Survey Results Summary**

The goal of the community consultation at this stage of the process was to inform the community about the Opportunity Study and to gain understanding of

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community perspectives to inform development of Preliminary Option for future use of Site.

The community was consulted by a survey to assess:

- What is important in making decisions about the Site;
- What amenities or features would serve as a draw to the Site;
- What are some concerns; and,
- What a future vision includes for the Site.

During the Summer 2022, a project page was developed on the city's Engage Hamilton platform and West Harbour redevelopment website. Through Engage Hamilton the community was invited to participate in a survey over the summer and early fall. The survey was promoted through a number of channels including City of Hamilton social media, on-site signage, Engage Hamilton website, city's Waterfront Redevelopment website and subscribers list notifications, and by leveraging various other city communication channels.

Over 1,400 survey responses were received from the community (Refer to Discovery Centre Community Survey Results Summary as contained in Appendix "D" to Report PED21090(d). The Result Summary was previously shared via a January 16, 2023 Council Communications update, and other communication channels such as city's social media. Results of the Community Survey are highlighted below.

**Survey Question Pertaining to Important Decision-Making Factors**

When asked "What do you feel is most important to consider in making decisions about the future of the site", participants were invited to select up to five selections. The strong majority of respondents feel that a high degree of public use (e.g. throughout the day, year-round) (84%), and to ensure public accessibility to the site (66%) are important factors.

The results of this question also included: Strengthens neighbourhood and fosters a sense of community (47%); Incorporates innovative 'green'/environmental site and building features (46%); Promotes healthy lifestyles and recreation (41%); A destination point that promotes tourism and events (40%); Ensures financial sustainability (29%); A unified function and design for the whole site (24%); Celebrates Hamilton's culture and heritage (22%); Meets the changing needs of the community (21%); Other (5%).

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For respondents who selected “Celebrating Hamilton’s culture and heritage” as an important decision-making factor, they were invited to expand on features or ideas that would best represent Hamilton through an open-ended question. The 30 most commonly used words in the responses to the question are: history, museum, steel, waterfront, indigenous, community, arts, music, local, industry, water, people, heritage, space, culture, diversity, harbour, events, food, historical, building, immigration, natural, working, access.

Similarly, for respondents who selected “A destination that promotes tourism and events”, they were invited to specify types/examples of events. The 30 most commonly used words in the responses to this question are: festivals, music, food, concerts, markets, arts, local, space, restaurants, Hamilton, waterfront, water, live, outdoor, shows, museum, pop-up, activities, community, cultural, great, theater, boat, people, skating, family, shops, performing, exhibits.

### **Survey Question Pertaining to Desirable Amenities or Features**

Respondents were invited to select options from a list and indicate if they “definitely will”, “probably will”, “probably won’t”, “definitely won’t” visit in relation to the item. For simplicity, the results “definitely will” and “probably will” have been grouped as “will” visit, as presented below:

- Open green space (89%);
- Restaurants – fast casual (79%);
- Gallery or museum (78%);
- Meeting or event spaces (68%);
- Shops and retail (63%);
- Restaurants – fine dining (62%); and,
- Library (55%).

### **Survey Question Pertaining to Community Vision**

The survey also asked respondents through an open-ended question to share their vision for the waterfront by completing the sentence “The Hamilton

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waterfront is a place where...”. Responses provided to complete this sentence most often contained the words or variations of the 30 words as follows: enjoy, people, community, Hamilton, waterfront, everyone, city, gather, water, family, friends, together, relax, place, access, meet, spend, beauty, events, public, time, activities, feel, fun, welcome, natural, nature, Hamiltonians, families, like.

## **1.5 External Stakeholder Consultation**

### **Heritage Roundtable: Meeting Summary**

The objective of the Heritage Roundtable held on December 6, 2022 was to consult heritage subject matter experts from local institutions and organizations, as well as the Hamilton Museum Citizens Committee. Staff from the city and HPL provided presentations at the meeting.

The following organizations were invited: Art Gallery of Hamilton; Workers Arts and Heritage Centre; Parks Canada; Hamilton Museum Citizens’ Committee; Dundas Museum and Archives; McMaster University Library; Woodland Cultural Centre; McMaster Museum of Art; Canadian Warplane Heritage Museum; HWDSC Educational Archives; Six Nations Public Library; and Royal Botanical Gardens.

These groups were invited to obtain their perspectives on: HPL Discovery Centre Concept; perspectives on trends and innovation related to heritage-based visitor experience service delivery; exploration of partnerships and review opportunities; and, perspectives on decision-making considerations.

Heritage Roundtable Meeting Minutes Highlights are below:

- Support of HPL’s concept;
- Opportunity to share Hamilton’s diverse stories through combination of changing and static exhibits to remain relevant to community and through story-telling, digital exhibits, artifacts, etc.;
- Partnership opportunities with existing heritage service delivery providers, academic institutions, Indigenous communities, artist-run centres, others;
- Revenue opportunities through attraction of theatre and artistic groups, programming, grants, school groups/tours, event rentals, business partnerships;

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- Important to ensure effective governance model and to increase Indigenous involvement;
- Risks include obtaining capital and operating funding; demands on limited space and relationship of competing uses, uncertain governance; and,
- Top five decision making factors include: incorporating Indigenous led and defined space; including diverse voices in Hamilton's story; fostering community in delivery of concept; ensuring success for long term operations; and concept should transform and change to remain relevant over time.

### **Hamilton Museum Citizens' (HMC) Committee**

As noted above, the HMC Committee attended the Heritage Roundtable meeting, and staff met with the Committee on two occasions to discuss the Opportunity Study process and its findings. The Committee has indicated their support of the HPL's concept and proposed feasibility study work to develop the vision.

### **Feedback from various stakeholders**

A diverse range of stakeholders were contacted as part of the Opportunity Study, including Hamilton Waterfront Trust; Parks Canada; Bay Area Restoration Council; Hamilton Oshawa Port Authority; boating clubs; neighbourhood groups; academic institutions; heritage organizations; Parks Canada. Feedback was received via surveys, conversational meetings and/or written submission.

The majority of the responses generally expressed a vision that maintained public uses and high degree of public accessibility for the site while one stakeholder indicated preference for options managed by the private sector such as dining establishments. Opportunities for enhancing waterfront amenities, including meeting spaces and events to attract users, particularly recreation users, was a common theme of discussion. Celebrating Hamilton's unique identity and heritage, including Indigenous culture and heritage, was also a common theme conveyed. Also, suggestions for future heritage-based programming themes were received during the Study.

## **1.6 Directions for the Proposed Concept**

In Report PED21090(b), staff outlined several decision-making principles to guide the strategy development process, and that through community and stakeholder engagement, these concepts would be explored with the community and revised based on feedback.

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Based on the feedback received during the Opportunity Study, these principles have been revised and are presented as Directions for the Development of the Proposed Concept as contained in Appendix “F” to Report PED21090(d). These principles are to be applied during the development of the Proposed Concept prepared by HPL.

## **1.7 Alignment to Council-Adopted Plans**

In addition to alignment of the City’s Strategic Plan, the Preliminary Option for the Site aligns to the following key strategic plans and planning documents:

### **Urban Indigenous Strategy**

The Indigenous Advisory Committee identified the HPL’s vision as supportive in advancing the following themes and actions:

#### Land Theme Actions:

- Include and listen to Indigenous Elders on key initiatives and partnerships between the City of Hamilton and the Indigenous community (Action Item No. 4);
- Work with the Indigenous community to establish and maintain a piece of land that the community can use for ceremonial, spiritual and other activities (Action Item No. 6);
- Work with Indigenous communities to provide education to staff and residents about acknowledging traditional territories in Hamilton (Action No. 7);

#### Spirit Theme Actions:

- Incorporate more Indigenous stories and voices into the City of Hamilton’s culture and heritage plans (Action Item No. 11);
- Establish an Indigenous Cultural Centre that offers interpretative programming, provides a gathering space for Indigenous peoples to practice their ceremonies and hold cultural events (Action Item No. 14); and,

#### People Themed Actions:

- Bring together partners to offer public education to all residents about the history of Indigenous peoples and current topics that will contribute to reconciliation. These public education programs should include highlighting local Indigenous resources and museums to promote

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understanding and awareness of national holidays (Action Item No. 23).

### **Civic Museum Strategy**

The HPL's vision aligns with the following actions in The Hamilton Civic Museum Strategy (PED21212):

Action One: Embrace the city:

- iii. Treat Hamilton as a Museum of itself by reaching outside the walls of the existing Hamilton Civic Museums through community-based engagement and presentation; and,
- iv. Explore how the idea of a Museum of Hamilton could best be realized.

Action Four: Collaborate and Co-Create:

- ii. Establish a project-focused model of ongoing community engagement; and,
- vii. Expand the scope of collaboration with the Hamilton Public Library to explore the use of library branches as sites for heritage-based exhibits, programming and community engagement.

### **Economic Development Action Plan**

Execute the West Harbour Re-Development Plan on the City-owned lands transforming the area into a recreational, commercial, and residential waterfront destination (Action Item No. 72).

### **West Harbour Secondary Plan "Setting Sail"**

Relevant Planning Principles:

- Strengthen existing neighbourhoods (Principle A.6.3.2.2);
- Promote safe, continuous public access along the water's edge (Principle A.6.3.2.3);
- Create a diverse, balanced and animated waterfront (Principle A.6.3.2.4);
- Celebrate the city's heritage (Principle A.6.3.2.7); and,
- Promote Excellence in Design (Principle A.6.3.2.8).

## **1.8 Discovery Centre Building Commercial Assessment**

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West Harbour Development Sub-Committee Report PED21090(c) recommended conducting a commercial assessment as part of the Discovery Centre Opportunity Study to assess the viability of commercial uses and as a means of determining the site's 'opportunity' value.

Antec Appraisal Group (Antec) was retained to evaluate the potential interest and viability of the existing Discovery Centre facility and commercial uses on the site. The assessment was based on three scenarios:

- **Scenario 1:** 'As-Is' (Permitted Uses and Commercial Uses within the existing gross floor area of the Discovery Centre building);
- **Scenario 2:** Four-Storey Commercial Redevelopment (Commercial Uses within a new four-storey building); and,
- **Scenario 3:** Four-Storey Mixed Use/Residential Redevelopment (Ground Floor Commercial/Upper Floor Residential Uses within a new four-storey building).

Antec's assessment of the three scenarios concluded that Scenario 1 presents the best current option for the city. The commercial assessment demonstrates that in the short and medium term, the Discovery Centre facility should be retained, as the cost of redevelopment (Scenarios 2 and 3) would outweigh most, if not all, of the expected economic rent/return for the proposed uses. Maintaining the current facility, and maximizing its use is seen as a viable proposition, which would include leasing the property to Waterfront Shores Corporation and/or find an appropriate use for the existing building (e.g. library/café/restaurant). Maintaining the Discovery Centre building in public ownership allows the city to preserve control of this prime waterfront asset over its economic life and enables strategic review of this asset as community needs evolve over time.

It should be noted that the Waterfront Shores' lease is supportive to the launch of the contemplated Pier 8 development which is supportive to the city's goals of selling the lands to Waterfront Shores as per the Agreement of Purchase and Sale. Also, it concurrently provides positive rental revenue to the city off-setting operating expenses of the Discovery Centre.

## **2.0 Discussion Related to Hamilton Public Library's Work Plan to Confirm the Vision**

The following discussion provides staff rationale related to Recommendation (c) of Report PED21090(d) which is to conduct work to further develop, refine and

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test the concept. It is at this stage that staff are recommending that the work shift from a city-led project to an HPL-led project, and that HPL be authorized to lead the process to develop the Proposed Concept for Committee/Council approval.

The Work Plan schedule requires HPL to deliver the Proposed Concept to the city in Q1 2025 for city staff assessment, and that the Municipal Land Development Office report back to Committee/Council with a recommended Proposed Concept for Committee/Council approval in Q2 2025.

The Work Plan is comprised of the following five work plan items:

**Work Plan Item 1: HPL Program Design and Development Study (Q4 2023 – Q1 2025)**

The purpose of the Program Design and Development Study is to test and refine the project vision and to determine the capital and operating costs of implementing the HPL's vision at the Discovery Centre. The scope of this Study includes:

- Capital and operating costs for adaptive re-use and renovation of the Discovery Centre and for running its operations once opened;
- Concept Design and Optimal Size Range Analysis;
- Analysis on potential risks and exploring a range of options for adaptive re-use of the Discovery Centre; and,
- Community and Stakeholder Consultation and Engagement.

**Work Plan Item 2: HPL Facility and Space Needs Assessment (Q4 2023 – Q1 2025)**

The purpose of the Facility and Space Needs Assessment is to take the information gathered from the Program Design and Development Study and to identify the infrastructure needs and adequacy of the building to house its intended function. The assessment will also provide a rough order of magnitude of costs. The scope of this Study includes:

- Condition and Functional Assessment of the Discovery Centre;
- Test-fit and Concept Development; and,
- Order of Magnitude Costing.

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Staff within the city's Facilities Division can provide support to HPL by transforming the program design into a functional space program utilizing existing space and furniture guidelines. The functional space program will provide square footages used to review the compatibility with the existing infrastructure. Test fit options will be provided with the optimal use of space. Once a preferred concept is selected, Facilities will provide an order of magnitude costing estimate.

**Work Plan Item 3: HPL-Led Project Work (Q2 2023 – Q1 2025)**

In addition to leading the Program Design and Development Study, and Facility and Space Needs Assessment, the HPL staff team is responsible for leading related work to develop the Proposed Concept. These work plan elements include: managing the work plan schedule and activities; procuring and managing required consulting services; planning and implementing the Indigenous community collaboration program and the public and stakeholder consultation program; and, conducting associated research and analysis associated with refining the vision for the Discovery Centre.

City staff within the Municipal Land Development Office and Heritage Resource Management Sections will support this work as required. Heritage Resource Management staff can supply expertise and advising with regard to the creation of heritage-based visitor experiences and the development of gallery spaces and exhibitions.

**Work Plan Item 4: Indigenous Community Collaboration (Q3 2023 – Q3 2024)**

As part of refining the vision for the Discovery Centre space, and in particular developing the concept of the Indigenous-designed and Indigenous-led community gathering space, extensive consultation and collaboration with urban Indigenous communities is essential. Developing and implementing an Indigenous community consultation program is a key element of developing the Proposed Concept. City staff within the Indigenous Relations Office will provide support to HPL as part of developing the consultation program and in conducting the Program Design and Development Study.

Further, the HPL will collaborate with urban Indigenous communities to refine the vision for the Indigenous gathering space as part of developing the Proposed Concept, and beyond as part of further defining the operating model and programming of the space.

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**Work Plan Item 5: Public and Stakeholder Consultation (Q4 2024)**

As the HPL tests and refines the concept for the Discovery Centre, various consultation tactics will be used to obtain inform and consult with the public and stakeholders.

The output of these work plan items will enable HPL to solidify the Proposed Concept, and enable city staff to bring forward for a future Council decision:

- Refined vision for the Discovery Centre building;
- HPL's operating model of the facility;
- High level capital and operating estimates to implement the vision; and,
- Outline of further processes and work required to implement the Vision.

**3.0 Next Steps**

Subject to Council's approval of the Preliminary Option concluding the Opportunity study, and direction to proceed with implementing the Work Plan as part of Step 3 (Confirm the Vision), the process to develop the Proposed Concept will commence. The Hamilton Public Library will lead this work, while city staff will support as required and continue collaborating with HPL as part of developing the Proposed Concept for future Council decision.

A staff report will be provided to the WHDSC with progress updates in the Q4 2023 and Q3 2024. The HPL will deliver their Proposed Concept to the city for staff review and assessment in Q1 2025. Following this, staff will bring forward a recommendation report with the Proposed Concept for the Discovery Centre Building in Q2 2025 for Committee/Council decision.

Upon Council decision of the Proposed Concept, Phase 1 (Strategy Development) is concluded, and Phase 2 (Strategy Implementation) of the Discovery Centre 'decision-making' framework will commence. Should the Proposed Concept be approved by Council through a future decision, then specific processes and further deliverables would be required as part of implementing the Proposed Concept. Examples of this additional work could include items such as:

- Detailed architectural design and construction plan;

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- Planning application and building permit approvals associated with building redesign;
- HPL operational service and program plan; and,
- HPL and city Facility Agreement.

As HPL leads the work to develop the Proposed Concept for the future vision of the Discovery Centre building, the HPL will also concurrently lead work on temporary pop up exhibits in the Discovery Centre. These exhibits would assist the HPL in piloting exhibits and support in the development of the longer-term program design of the exhibit/gallery space. This interim initiative would occur for the duration that Waterfront Shores leases the building as a temporary sales centre and as HPL completes its Work Plan.

### **ALTERNATIVES FOR CONSIDERATION**

Council may revise or choose not to approve the Work Plan.

### **ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

#### **Community Engagement and Participation**

Hamilton has an open, transparent and accessible approach to city government that engages with and empowers all citizens to be involved in their community

#### **Economic Prosperity and Growth**

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

#### **Healthy and Safe Communities**

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

#### **Built Environment and Infrastructure**

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

#### **Culture and Diversity**

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

### **APPENDICES AND SCHEDULES ATTACHED**

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Appendix "A" to Report PED21090(d) - Discovery Centre Building

Appendix "B" to Report PED21090(d) - Council-Approved Discovery Centre Strategy  
'Decision-Making' Framework

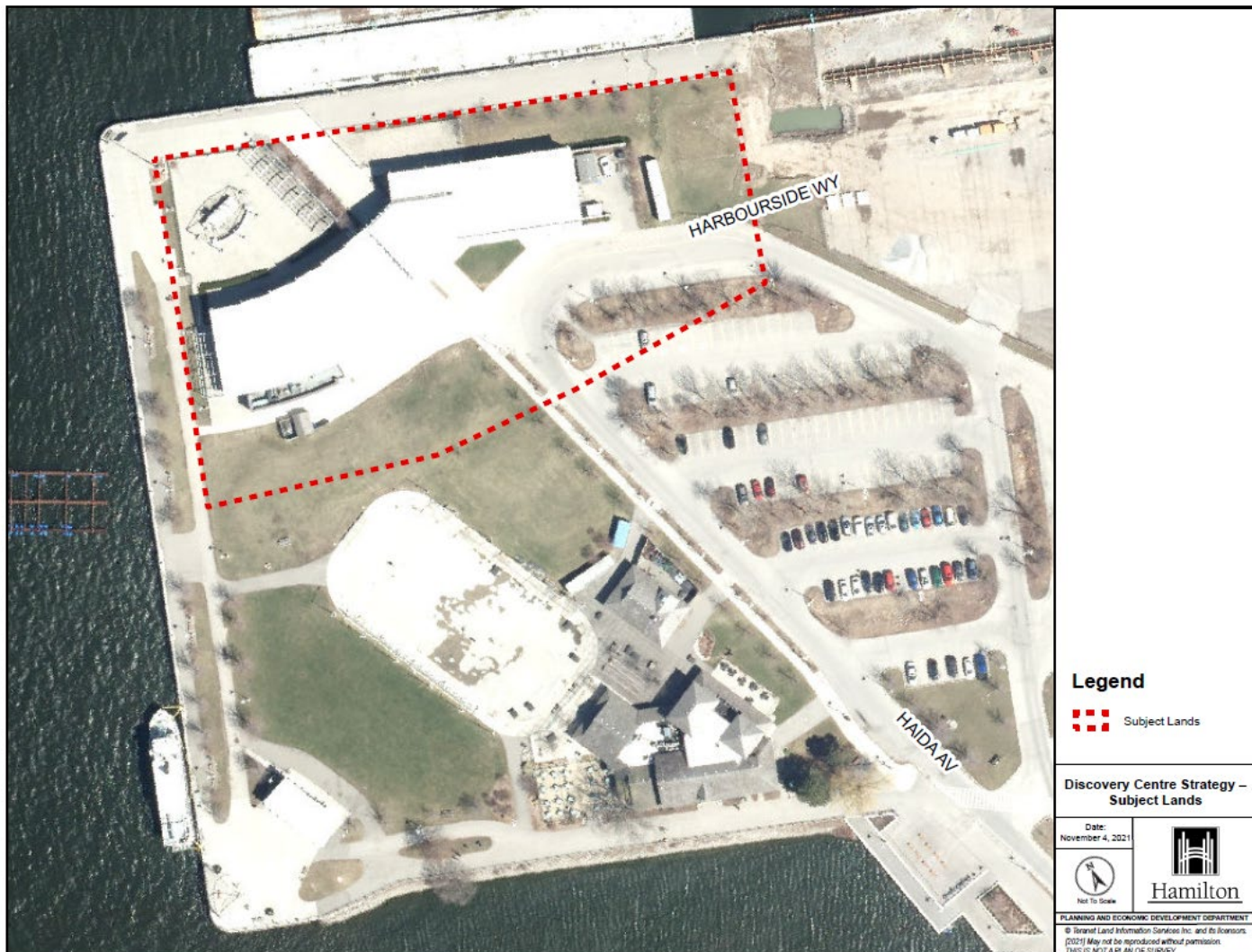
Appendix "C" to Report PED21090(d) - Hamilton Public Library's Vision Statement for  
Discovery Centre, dated February 15, 2023)

Appendix "D" to Report PED21090(d) - Discovery Centre Site (Opportunity Study)  
Community Survey Results Summary

Appendix "E" to Report PED21090(d) - Step 3: Confirm the Vision Work Plan

Appendix "F" to Report PED21090(d) - Directions for Development of Proposed  
Concept

Discovery Centre Building Site







**Discovery Centre Strategy Framework (Council Approved: February 9, 2022)**

Phase	Phase 1: Strategy Development			Phase 2: Strategy Implementation
Step Summary	Step 1	Step 2	Step 3	Step 4
	Approve Decision Making Framework	Conduct Opportunity Study	Confirm Vision	Implement Vision
<b>Step Description</b>	<ul style="list-style-type: none"> <li>• Launch Review</li> <li>• Scope and Plan Process</li> <li>• Define Research Parameters</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct Research</li> <li>• Identify Opportunities and Constraints</li> <li>• Generate Various Options</li> <li>• Consult Community</li> </ul>	<ul style="list-style-type: none"> <li>• Analyze Options</li> <li>• Select Preferred Option</li> <li>• Make Decision</li> </ul>	<ul style="list-style-type: none"> <li>• Act on Decision</li> <li>• Implement Option</li> </ul>
<b>Timeline</b>	Q4 2021 – Q1 2022	Q2 2022 – Q4 2022	Q4 2022 – Q1 2023	Q2 2023 - TBD
<b>Key Deliverables</b>	Strategy Framework Draft Strategic Principles	Preliminary Options	Preferred Option	TBD
<b>Staff Report</b>	Recommendation Report to: <ul style="list-style-type: none"> <li>• Recommend approval of decision-making framework</li> </ul>	Information Report to: <ul style="list-style-type: none"> <li>• Provide strategy development status update</li> </ul> Recommendation Report to: <ul style="list-style-type: none"> <li>• Recommend proposed Strategic Principles</li> <li>• Identify range of potential options</li> <li>• Summarize community and stakeholder feedback and research findings</li> </ul>	Recommendation Report to: <ul style="list-style-type: none"> <li>• Recommend preferred option</li> <li>• Recommend approval of defined set of implementation actions</li> <li>• Provide preferred option analysis</li> <li>• Recommend conclusion of Phase 1 (Strategy Development) and commencement of Phase 2</li> </ul>	TBD
<b>Council Decision</b>	Approve Decision Making Framework	Approve Strategic Principles	Approve Preferred Option and Proceed to Phase 2 (Strategy Implementation)	TBD
<b>Consultation/Engagement</b>	City Staff	Community External Stakeholders City Staff	Community External Stakeholders City Staff	TBD





# A Vision for the Hamilton Discovery Centre

February 15, 2023

Paul Takala, Chief Librarian/CEO, Hamilton Public Library

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## INTRODUCTION

In December 2022 HPL participated in a roundtable discussion with Hamilton heritage institutions and other key stakeholders to gather feedback on an emerging vision for the building that was once the Hamilton Marine Discovery Centre. An earlier draft of this document was shared for discussion at that meeting.

The vision we have articulated has generally been well received but it is clear a lot more work is needed to turn the vision into a viable plan. HPL will be bringing to the Library Board a request for funding to engage in a detailed feasibility study. If approved, we will then be asking for Hamilton City Council to endorse our approach and be given time to complete the study so that can inform decision making going forward.

## THE DISCOVERY CENTRE AND THE WATERFRONT

Hamilton's waterfront, once a gathering place, was transformed by many years of industrial activity. Decades of work has helped restore it for people and nature. While that work is not complete, it remains a tangible reminder that renewal is possible.

The former Hamilton Marine Discovery Centre is a beautiful building located on Pier 8. It should be a bustling place welcoming residents and visitors. City Council will be deciding its future in the next couple of years.

Whatever plan emerges for the Discovery Centre, it is essential that it lives up to the great potential of the building and its location. We are pleased to share a vision for the site that HPL has been developing and consulting on. That vision needs more conversations, expert input and reflection to be realized. As we develop with you our vision, we need to ensure that whatever plan emerges, it advances the goals of West Harbour renewal and becomes a space that brings us together and helps us move forward more unified.

A successful Hamilton Discover Centre will be:

- A vibrant space that welcomes residents and visitors from all walks of life to share
- Full of experiences that keep its doors open all week long and all year long
- Engaging for residents of both new and existing North-end neighbours
- It should be free to access, so all Hamiltonians can experience it
- It should be a place that helps us understand our individual and collective heritage
- It should be a gathering place, where differences are set aside, and we come together to learn each others' stories
- Both the inside and outside will be revitalized and animated with activity

## THE NEED FOR SOCIAL COHESION

Today, we face many challenges as a City that no one group can solve. The last couple of years we have experienced a global pandemic that has exacerbated divisions and left many isolated and frustrated. We hope that 10 years from now, we will all look back on this time and reflect on how much better we have made things and that the revitalization of the Marine Discovery Centre is part of that renewal.

In our busy and rapidly changing world, it is more important than ever that we stop, take a deep breath and think about the fundamental challenges we are facing. The Library Board does this periodically, to make sure we do not lose sight of the big picture and we make necessary adaptations to our organization. In March of 2022, the Board adopted the 5<sup>th</sup> in the series of papers titled *Meeting Community & Member Needs: Thoughts on the Next*

*Decade.* In comparing 2022 to the trends and assumptions that appeared in the last two versions of the document (2010 and 2017) it states:

*The assumptions about what we as a public library need to do have not changed a lot, however, the context of the societal challenges we are facing seem much more urgent. The scientific consensus and recent events point to climate change being an urgent threat that needs collective action on a massive scale. The horrors of Canada's residential school system are a stain on our country and were able to happen because many Canadians remained ignorant of the systemic racism underlying Canada's relationship with Indigenous peoples. The voices of racism, hatred of people with different beliefs, orientations and identities seem louder today and more widespread. In Hamilton, like elsewhere in Canada, the toll of increasing income inequality, mental health problems and drug addiction are more acutely felt today than at any time in recent memory.<sup>i</sup>*

Public libraries at their best exist embedded in communities, where many of the gifts and challenges that exist in those communities flow into our spaces. The picture on the ground in some places, is not what we would have ever thought we would see in our community. Between the vitriol of some political leaders, social media amplification of divisions, the COVID-19 pandemic and the lack of hope, we have seen a nastiness, and at times, blatant racist insults in our spaces. None of this is new, but the scale of it should be a warning to us.

In moving forward, HPL is looking to be very deliberate about advancing Social Cohesion. Social Cohesion refers to the extent of connectedness and solidarity among groups in society. It identifies two main dimensions: the sense of belonging of a community and the relationships among members within the community itself. *"Although much about what we may face in the coming decade may not be clear, the need to work with others to contribute to Civic Renewal is no doubt urgent and should be woven into all our work"<sup>iii</sup>.* One way we do that is by deliberately creating spaces, programs and services that attract people of all ages, cultures and economic backgrounds. Let's work together for a future where everyone feels that they belong, and we get to know our neighbours.

## **VISION FOR THE DISCOVERY CENTRE**

The vision that is emerging involves three related and complementary uses of the space. There are several advantages to working together to realize this vision:

- **Financial Sustainability** – it is going to take both capital investment and ongoing operating funds to ensure that there are the resources to create a program that lives up

to its potential. Combing these uses will help create a base funding and staffing to ensure the place is open and well maintained.

- **Mutually Reinforcing** – each program, attracting distinct audiences, will help support the underlying goal of bringing people from different backgrounds together.

#### HAMILTON PUBLIC LIBRARY STEWARDSHIP OF THE DISCOVERY CENTRE

HPL's vision for the Discovery Centre sees the Library Board working with other stakeholders to develop strong vision and business plan for the site that ensures it lives up to its great promise. It envisions HPL taking responsibility for the site, working with Indigenous partners to ensure the Indigenous programs in the space are shaped by their aspirations and the heritage-based experiences tell Hamilton's stories. HPL's Local History and Archives (LHA) Department will oversee the animation of the heritage exhibits, working in collaboration with City Museums, other heritage organizations and stakeholders. We will look for opportunities, where appropriate, to host exhibitions from other partners and bring exhibits from the Discovery Centre to other public facilities in Hamilton.

#### BRANCH LIBRARY

A Library embedded in the space will compliment other uses and serve both residents of the north end and other visitors to the Waterfront. The Library Branch will help ensure the space can be sustainable and open robust hours and provide multiple ways for residents to engage with the space. In the coming years as the City and its residents cope with multiple financial challenges, we need to ensure we create an effective business plan that supports our goals of Indigenous reconciliation and creating meaningful experiences that explore our histories while also providing vital access and supports that residents need.

The Library program includes a range of services that are complimentary and together generate a robust amount of usages that helps create dynamic public space. This includes, books and other library materials, computer access and printing, WiFi, children and teen areas, study places, spaces for collaboration and library programs.

#### INDIGENOUS GATHERING PLACE

The nature and composition of this cornerstone for the space needs to be both Indigenous inspired, defined and led. Other major Canadian public libraries have worked together with their Indigenous partners to come up with a program that is informed by the local Indigenous experience and stories.

What that space looks like, what programs it offers and how it is managed is for the Indigenous Communities to define. HPL is currently gathering information from libraries across Canada. In that survey we are asking for program information and contacts from both the libraries and Indigenous partners. Our purpose for doing this is to be able share this so Hamilton's Indigenous community can pursue models they find informative.

How the program is governed will need to be part of conversations we have in the coming months. All I can say with confidence is that the Library is open to a full conversation and we need to ensure that the design and ongoing program is Indigenous inspired, defined and led.

Some might question why an Indigenous gathering place would be in a shared space. From our perspective, this creates the potential for Indigenous stories and traditions to be brought to both Indigenous and non-Indigenous people. We see a future where Urban Indigenous residents connect with their history; where newcomer students from traditional cultures feel at home; where collectively we learn about the histories we tried to pretend did not exist and where we all learn about living in harmony with the Earth that gives us life.

#### HERITAGE BASED VISITOR EXPERIENCES

Another core program of the space will be dedicated to showcasing and celebrating Hamilton's history and environment. HPL's *Local History and Archives Department* will work with Hamilton's *Civic Museums*, other memory institutions and stakeholders to bring engaging exhibits. The Discovery Centre lacks the space to store and preserve artifacts, so the focus will be on ensuring the space is continually animated with high quality engaging exhibits.

HPL will need to work with our Indigenous and heritage partners to clearly define the vision and principles which will inform the Heritage Based Visitor Experiences<sup>iii</sup>. We start that conversation with some core assumptions about the importance of this work and what we need to strive to achieve together.

Respectful access to and preservation of cultural heritage is a cornerstone of all democratic societies. It is widely known that cultural heritage supports economic, social, legal, and cultural understanding and growth, and fosters innovation. Understanding the past requires access to documentation and records of lived experiences of that past. There is still much more to be done to surface the diversity of the Canadian experience and to explore how a variety of cultural approaches to documentary heritage can be surfaced and respected.

Canada is a signatory to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and HPL strives to ensure that we adhere to the rights related to cultural heritage that are guaranteed in the Declaration and that create space for the marginalized voices to share their own narratives. Respectful access to and preservation of our histories is a human right and an incentive for civic engagement that can give rise to systemic change. We cannot have an inclusive future if we are not fully aware of the past or when people are severed from their past. Without trustworthy and sustainable access to our

cultural heritage, misinformation and polarization can fester and further divide us. The more we are able to expand our knowledge and learn about our histories and the histories of others, the more we can build mutual understanding and respect.

As a Memory Institution HPL is committed to working with other like-minded organizations and individuals committed to the following:

- It is our responsibility and promise to future generations to preserve Hamilton's heritage content.
- We intentionally and respectfully surface the diverse stories of Hamilton's past, as told from many voices and perspectives.
- Justice, human rights, and sustainability are advanced through equitable and respectful access to heritage.

HPL currently has great partnerships with other local cultural organizations and we see the Discovery Centre as a potential site that will deepen our mutual relationships and help bring stories to each other. HPL is committed to the Ottawa Declaration<sup>iv</sup>, signed at the 2016 GLAM Summit jointly hosted by Library and Archives Canada (LAC) and the Canadian Museums Association (CMA). *"By adopting this Declaration, the GLAMs agreed to continually adapt and reinvent their institutions, and to promote the full value of galleries, libraries, archives and museums to Canadians"*

## **FOOD, CAFÉ AND EVENT SPACE**

The vision that we are articulating for the Discovery Centre envisions a place that is open and free to the public without an admission fee. We also see an opportunity for the space a place for community gatherings and receptions. Embedding a café and the ability to cater events presents a revenue generation opportunity that would enable the facility to bring more people into the space. As we further develop our business plan, we will be looking at the best options for how to develop this component of the space.

## **CONCLUSION**

The Hamilton Discover Centre provides a unique opportunity for us to work together for a better future where we have more understanding and respect for each other. In the coming months we will be developing our consultation process and working towards seeking Library Board support and City Council approval to complete a feasibility study on our vision of the Discovery Centre. The feasibility study will explore the core programs, governance, capital improvements and operating costs. We look forward to working with our partners on defining the requirements of the feasibility study. Let's keep the



conversation moving forward so we can create something positive that Hamiltonians can embrace and be proud of.

i <https://www.hpl.ca/sites/default/files/MeetingCommunityMemberNeeds2022.pdf>

ii <https://www.hpl.ca/sites/default/files/MeetingCommunityMemberNeeds2022.pdf>

iii This vision is derived from the NHDS (National Digital Heritage Strategy) developing Mission and Strategic Plan.

iv <https://library-archives.canada.ca/eng/corporate/about-us/our-partners/glam/Pages/glam.aspx>



# **Discovery Centre Site (Opportunity Study) Community Survey**

**~ Results Summary**

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## SURVEY RESULTS SUMMARY

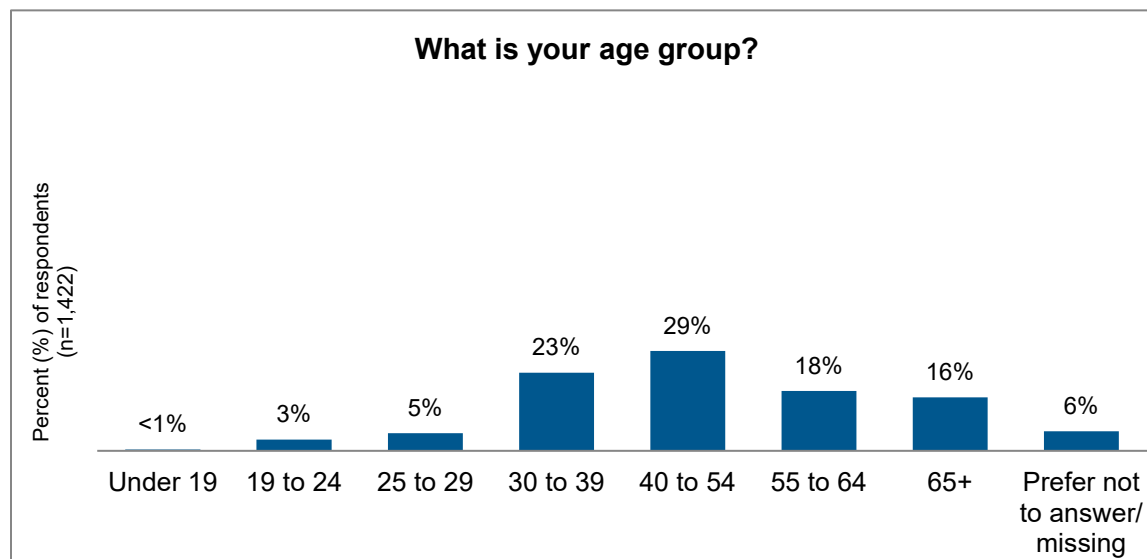
### Survey Method

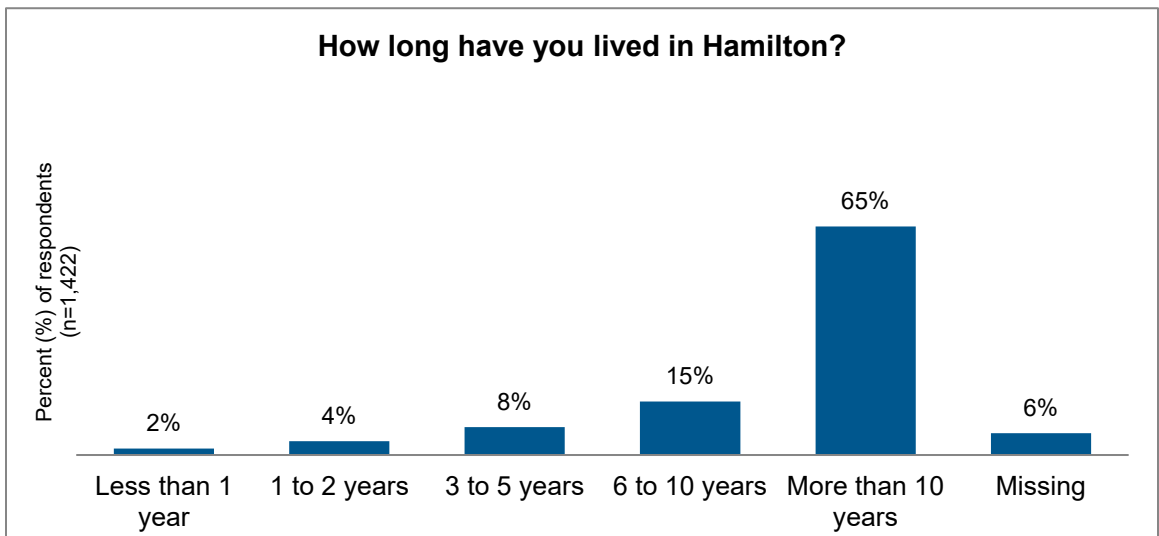
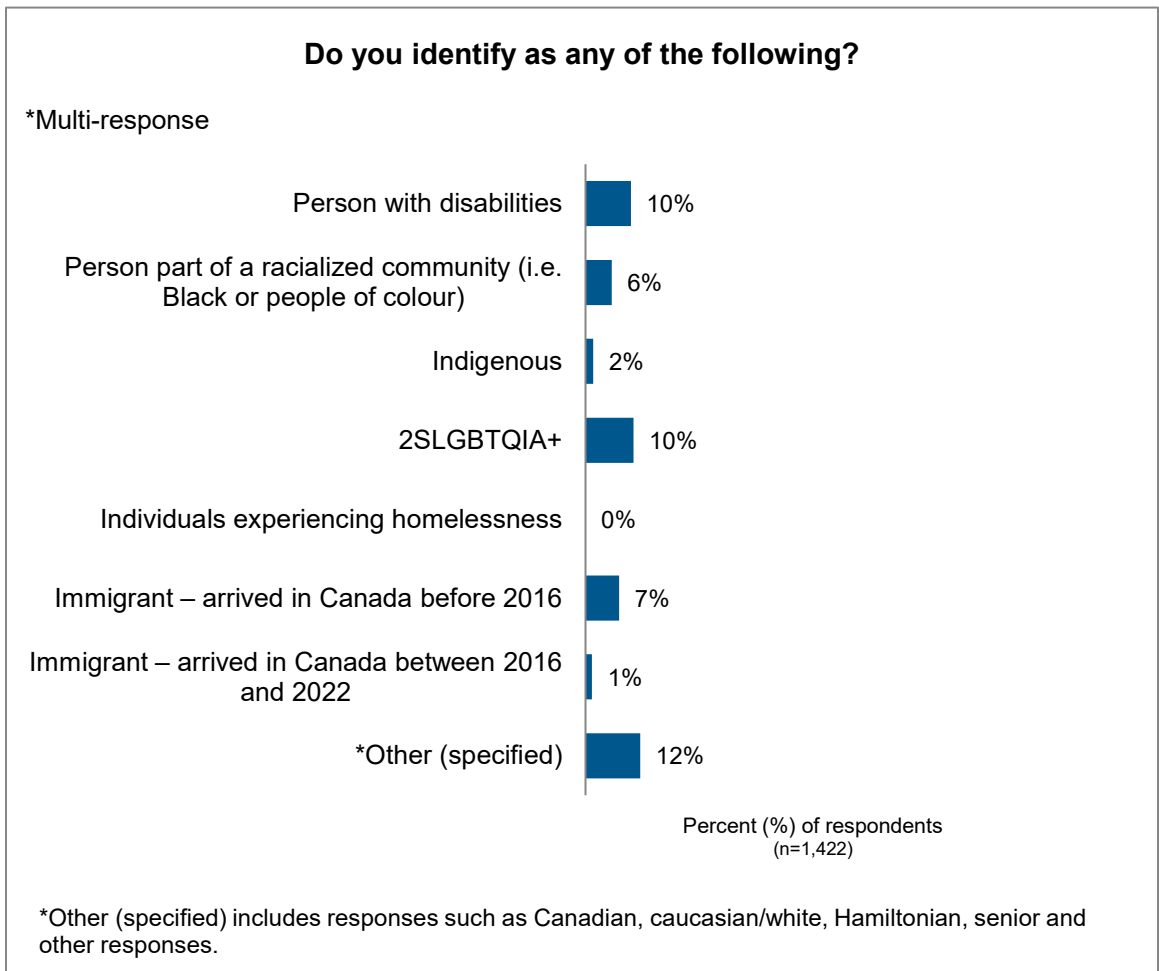
The Discovery Centre Site (Opportunity Study) Community Survey was made available online between August 8, 2022 and October 3, 2022. During this time, 1,419 surveys were fully or partially completed online.

Paper copies of the survey were also provided in branches of the Hamilton Public Library. Three (3) completed paper surveys were collected, coded electronically and combined with the online survey data set for analysis.

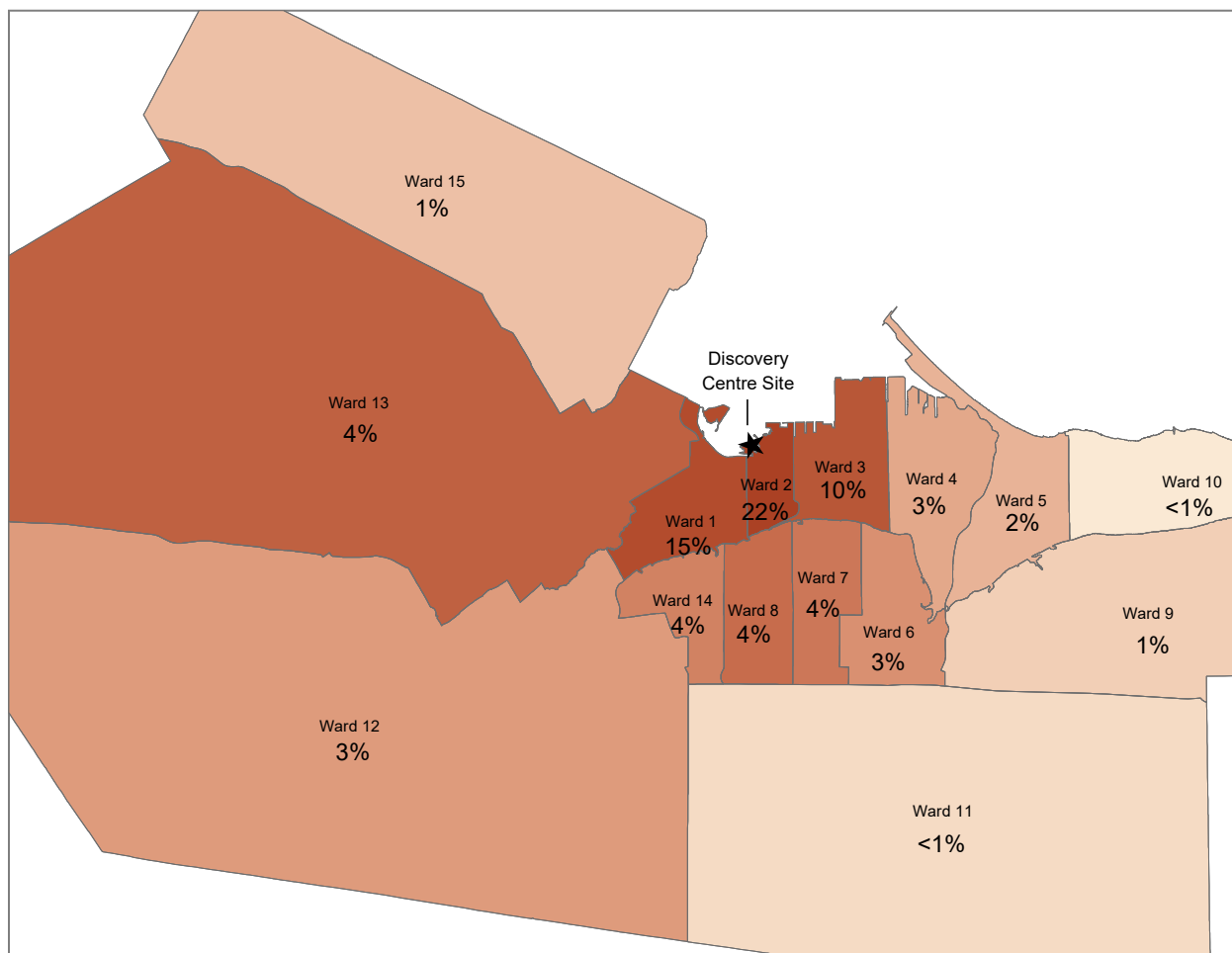
This document provides a summary of the 1,422 surveys collected. The universe of respondents (n) is provided for all questions. All text responses have been reviewed, summarized and presented either by most common themes or word clouds.

### The Respondents





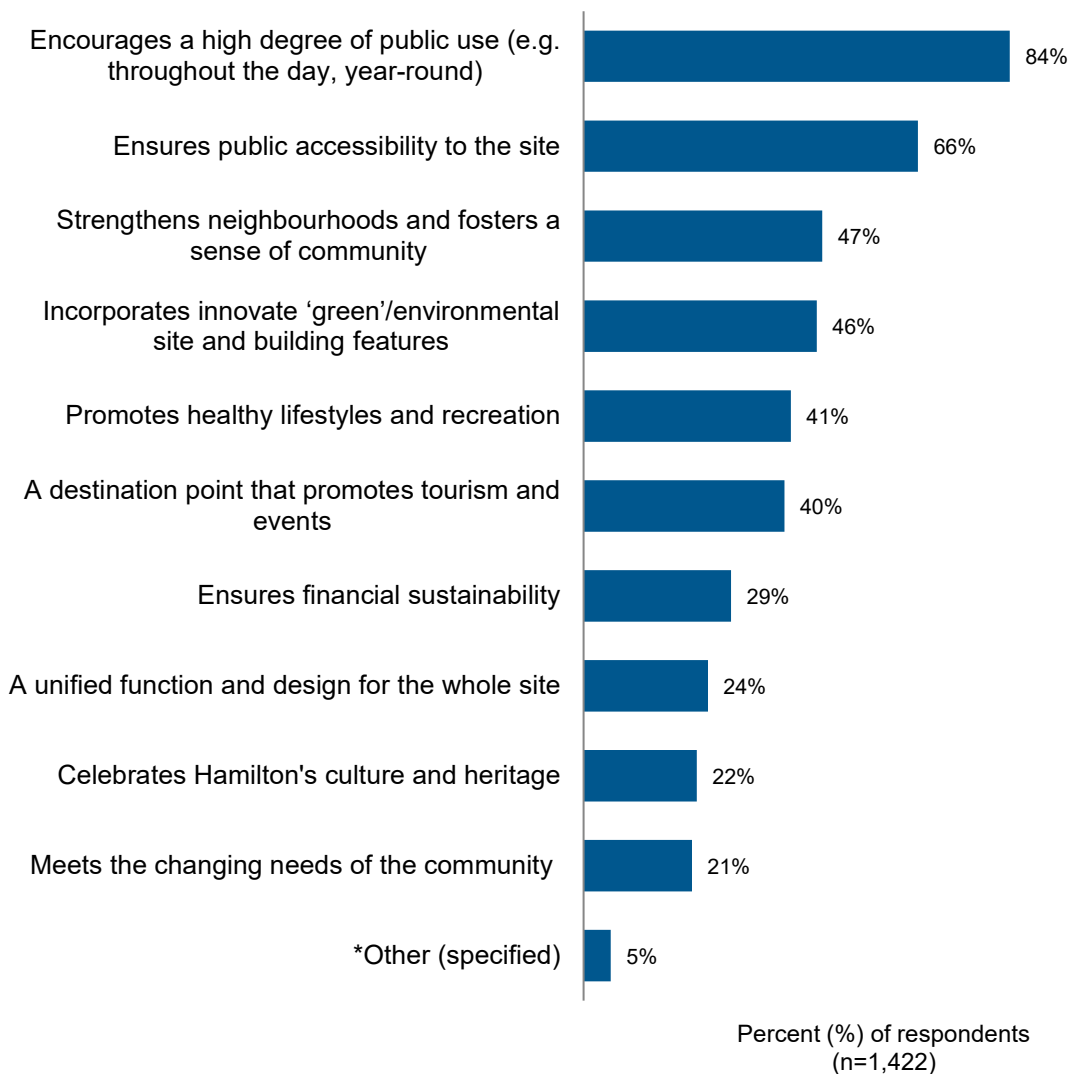
The following map shows the distribution of respondents by Ward based on the postal code provided by respondents. Note that the totals across Wards do not add up to 100% as only approximately 77% of respondents provided a valid postal code that could be mapped.



### Discovery Centre Site Questions

**What do you feel is most important to consider in making decisions about the future of the site?**

\*Multi-response up to 5 selections



\*Other (specified) includes responses related to restaurants/food, educational, multi-use/purpose and other responses.



What do you feel is most important to consider in making decisions about the future of the site? - Celebrates Hamilton's culture and heritage – please specify features or ideas that would best represent Hamilton.

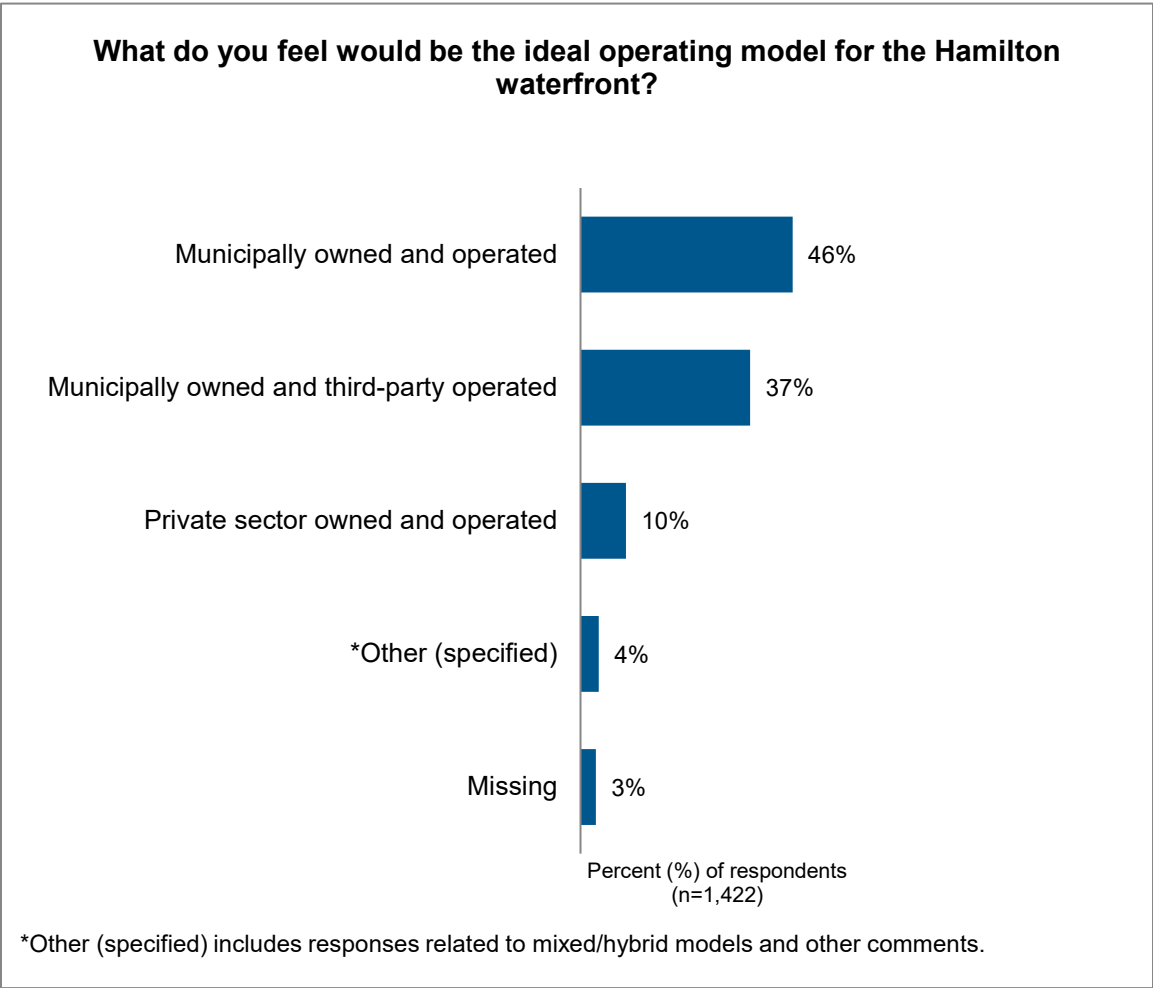
The 30 most commonly used words in responses to this question are shown in the word cloud below.

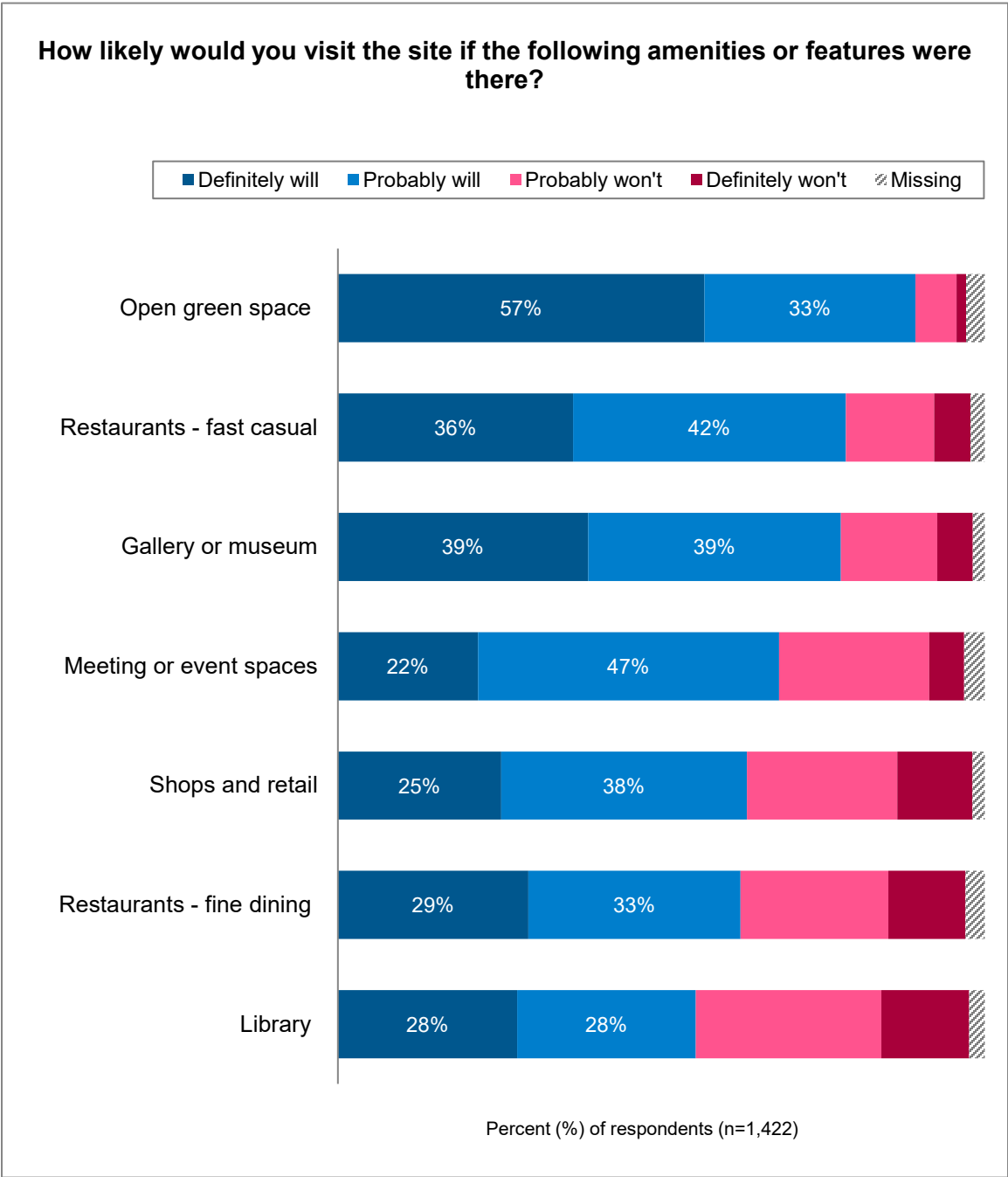


What do you feel is most important to consider in making decisions about the future of the site? - A destination that promotes tourism and events – please specify types/examples of events

The 30 most commonly used words in responses to this question are shown in the word cloud below.

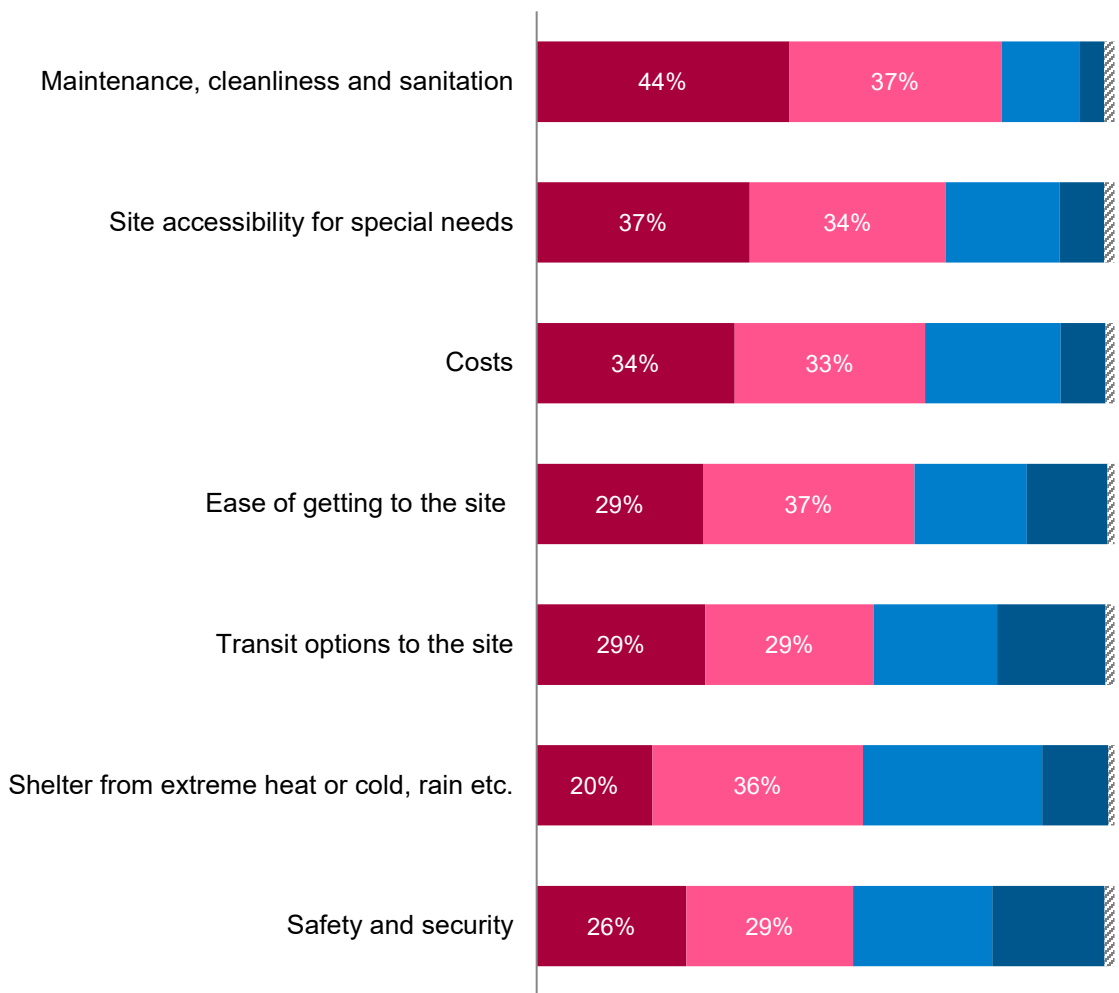






**How concerned are you about each of the following when thinking about visiting or spending time at the site?**

■ Very concerned  
 ■ Concerned  
 ■ Slightly Concerned  
 ■ Not at all concerned  
   Missing



Percent (%) of respondents (n=1,422)


**What can help make the site a welcoming, accessible, and safe place for everyone to enjoy?**


There were 913 responses to this question. The following table provides a summary of the most common themes of responses to this question. The themes are presented with the more common ones listed first.

Response Theme	Includes comments and concerns primarily related to ...
User fees	<ul style="list-style-type: none"> <li>- access, events etc. should be free</li> <li>- ensuring fees/costs are low or affordable</li> </ul>
Accessibility accommodations	<ul style="list-style-type: none"> <li>- ensuring site is accessible for persons with disabilities or special needs</li> <li>- wheel chair accommodations, ramps, no steps</li> </ul>
Parking	<ul style="list-style-type: none"> <li>- availability of and/or access to parking</li> <li>- free parking</li> <li>- ample/lots of parking</li> </ul>
Transit	<ul style="list-style-type: none"> <li>- ensuring transit options are available to the site</li> <li>- HSR, DARTS, shuttles</li> </ul>
Green space	<ul style="list-style-type: none"> <li>- ensuring there is green space</li> <li>- trees, landscaping, gardens, flowers</li> </ul>
Food options	<ul style="list-style-type: none"> <li>- restaurants or food options</li> <li>- café or coffee shop</li> </ul>
Cleanliness and maintenance	<ul style="list-style-type: none"> <li>- ensuring area is clean and maintained</li> <li>- providing garbage and recycling bins</li> </ul>
Washrooms	<ul style="list-style-type: none"> <li>- providing washrooms</li> <li>- clean and maintained washrooms</li> </ul>
Walkability	<ul style="list-style-type: none"> <li>- paths, paved sidewalks, trails</li> <li>- pedestrian friendly/safety</li> </ul>
Lighting	<ul style="list-style-type: none"> <li>- ensuring there is lighting, area is well-lit</li> </ul>
Security	<ul style="list-style-type: none"> <li>- having on site security and/or police presence</li> <li>- surveillance cameras</li> </ul>
Cycling/Biking	<ul style="list-style-type: none"> <li>- ensuring area is bike friendly/accessible</li> <li>- providing bike parking/racks</li> <li>- having cycling/bike lanes</li> </ul>



## APPENDIX A: SURVEY TOOL



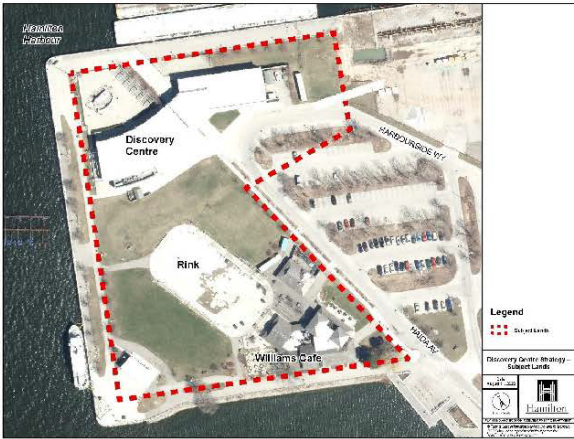


Discovery Centre Site:  
**OPPORTUNITY STUDY**

### West Harbour (Pier 8) Community Survey – Discovery Centre Site Opportunity Study

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The City has begun an Opportunity Study as part of defining a new vision for the former Canadian Marine Discovery Centre and adjacent lands (Site pictured below). Site is known municipally as 47 and 57 Discovery Drive.



Several factors including the closure of the museum, the change in property ownership from federal to municipal government, property use constraints, along with the passage of time since the policy and zoning regulations were originally established provides an opportunity to re-examine options of the use of the Site.

Your feedback is an important part of assessing options and will be considered as part of the decision-making process in developing a strategy for the Site.


Important information about the survey:

- The survey will take approximately 5 to 10 minutes to answer.
- Participation is voluntary and you may skip any question you do not want to answer.
- Responses will be kept confidential and will only be reported at an aggregate level that will not identify individuals.

If you have any questions or concerns about the survey, please contact:

Andrea Smith  
Senior Consultant - West Harbour  
[andrea.smith@hamilton.ca](mailto:andrea.smith@hamilton.ca)

For more information about the Discovery Centre strategy development process or to complete the survey online visit [www.engage.hamilton.ca/discoverycentre](http://www.engage.hamilton.ca/discoverycentre) or scan the QR code.



Page 1 of 4



Discovery Centre Site:  
**OPPORTUNITY STUDY**



## West Harbour (Pier 8) Community Survey – Discovery Centre Site Opportunity Study

What do you feel is most important to consider in making decisions about the future of the site?

Select your **top 5** items.

- A unified function and design for the whole site
- Encourages a high degree of public use (e.g. throughout the day, year-round)
- Ensures financial sustainability
- Ensures public accessibility to the site
- Strengthens neighbourhoods and fosters a sense of community
- Incorporates innovative 'green'/environmental site and building features
- Meets the changing needs of the community
- Promotes healthy lifestyles and recreation
- Celebrates Hamilton's culture and heritage  
Please specify features or ideas that would best represent Hamilton:  
\_\_\_\_\_

- A destination point that promotes tourism and events  
Please specify types/examples of events:  
\_\_\_\_\_

- Other, please specify:  
\_\_\_\_\_

What do you feel would be the ideal operating model for the Hamilton waterfront?

- Municipally owned and operated
- Municipally owned and third-party operated
- Private sector owned and operated
- Other: \_\_\_\_\_





## West Harbour (Pier 8) Community Survey – Discovery Centre Site Opportunity Study

The opportunity study will identify various options for the future of this site and will require input from stakeholder groups and the community. Land use and financial feasibility will also need to be considered in assessing options.

How likely would you visit the Site if the following amenities or features were there?

	Definitely won't	Probably won't	Probably will	Definitely will
Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gallery or museum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meeting or event spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Open green space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restaurants - fast casual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restaurants - fine dining	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shops and retail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How concerned are you about each of the following when thinking about visiting or spending time at the Site?

	Not at all concerned	Slightly concerned	Concerned	Very concerned
Shelter from extreme heat or cold, rain etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transit options to the site	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ease of getting to the site	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safety and security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance, cleanliness, and sanitation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Site accessibility for special needs (e.g. wheelchair, vision, hearing etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Costs (e.g. admission fees, parking etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What can help make the Site a welcoming, accessible, and safe place for everyone to enjoy?

Tell us what your vision for the Hamilton waterfront is by completing the following sentence.

The Hamilton waterfront is a place where \_\_\_\_\_



Discovery Centre Site:  
**OPPORTUNITY STUDY**



## West Harbour (Pier 8) Community Survey – Discovery Centre Site Opportunity Study

If you are comfortable, please tell us a little about yourself.

What is your age group?

- Under 19
- 19 to 24
- 25 to 29
- 30 to 39
- 40 to 54
- 55 to 64
- 65+
- Prefer not to answer

Do you identify as any of the following?

*Select all that apply.*

- Person with disabilities
- Person part of a racialized community (i.e. Black or people of colour)
- Indigenous
- 2SLGBTQIA+
- Individuals experiencing homelessness
- Immigrant – arrived in Canada before 2016
- Immigrant – arrived in Canada between 2016 and 2022
- Other, please specify: \_\_\_\_\_
- I do not identify with any of the above
- Prefer not to answer

What is your postal code? \_\_\_\_\_

How long have you lived in Hamilton?

- Less than 1 year
- 1 to 2 years
- 3 to 5 years
- 6 to 10 years
- More than 10 years





### Directions for the Discovery Centre’s Proposed Concept

The Proposed Concept shall align with the following Strategic Directions:

1. Align to the community’s expressed value of the Site remaining a publicly owned and publicly-accessible use.
2. Retain public access along the waterfront promenade that abuts the Site.
3. Adopt a viable capital and operating funding model.
4. Adopt an effective governance model as part of HPL’s service delivery with various community partners and third-party service providers (e.g. café).
5. Align with Council-adopted strategic plans and advance the objectives of the Urban Indigenous Strategy.
6. Will be a place that:
  - i. fosters vibrant community interaction and high degree of animation every day, all year through.
  - ii. serves a community hub incorporating public uses and supports social cohesion.
  - iii. provides opportunity for an Indigenous designed and led community gathering space.
  - iv. celebrates heritage through providing visitor experiences that enable deeper understanding of Hamilton.
  - v. adapts its offerings as the community evolves to remain relevant to the community it serves.
  - vi. incorporates features and amenities that enhance comfort and enjoyment.
  - vii. achieves built design excellence and sustainability reflective of the importance of this community asset on prime waterfront lands.





# WEST HARBOUR DEVELOPMENT SUB-COMMITTEE

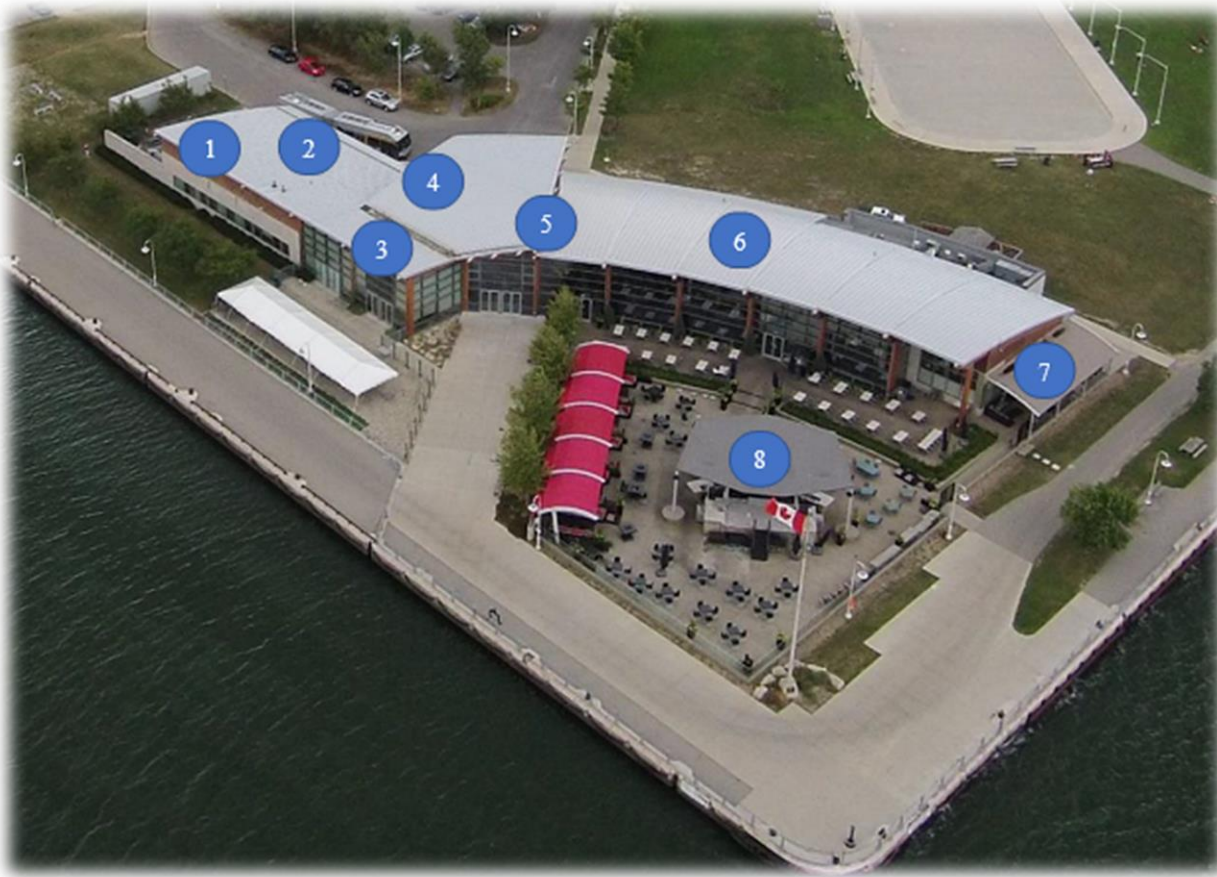
May 23, 2023

# Discovery Centre Building





# Discovery Centre Building - Internal Layout



1. Parks Canada Office
2. Restrooms
3. Multi-Use Room and Storage Area
4. Lobby and Hallway
5. Theatre
6. WSC Leased Area for Sales Centre
7. Small Patio
8. Large Patio

# Discovery Centre Strategy Framework



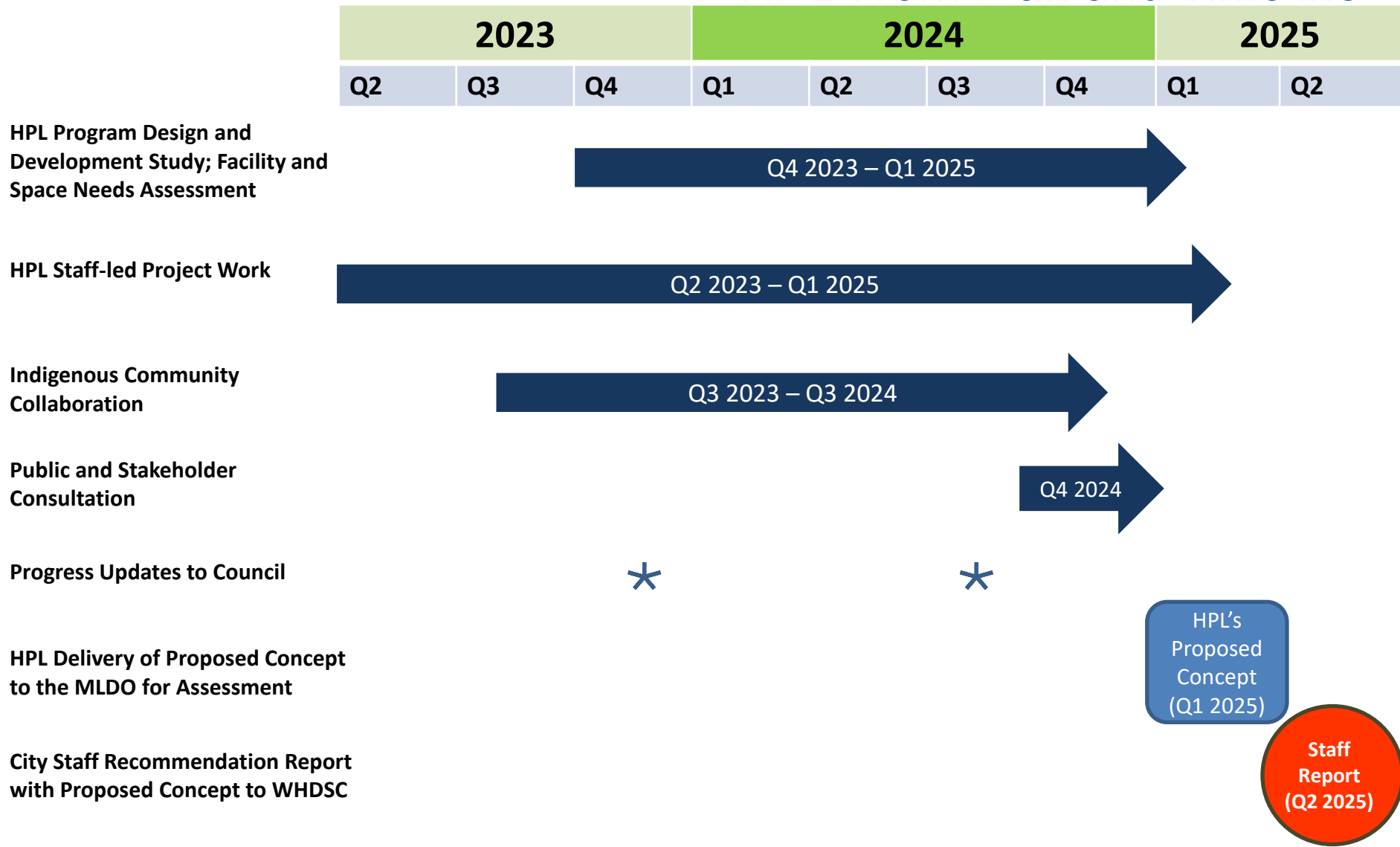
Phase 1 Strategy Development			Phase 2 Strategy Implementation
<b>Approve the Decision Making Framework</b>  (Step 1)	<b>Conduct Opportunity Study</b> (Preliminary Option)  (Step 2)	<b>Confirm the Vision</b> (Proposed Concept)  (Step 3)	<b>Implement the Vision</b>  (Step 4)



# Inputs of Decision Making Process



# HPL Work Plan and Timeline





Hamilton  
Public  
Library

*May 2023*

**A Vision for the  
Hamilton Discovery Centre**  
Paul Takala, Chief Librarian/CEO

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F R E E D O M   T O   D I S C O V E R

[HPL.CA](http://HPL.CA)



# HPL's Current Context

## Advancing Social Cohesion

- New Strategic Plan's Mission Statement – **Freedom to [Belong](#) and Discover** (May 2023)
- Library Board's current focus and commitment: "Although much about what we may face in the coming decade may not be clear, the need to work with others to contribute to Civic Renewal is no doubt urgent and should be woven into all our work." (March 2022)
- Digitizing and make accessible documented history by engaging different communities in telling their stories in compelling ways
- Expanding emphasis on high quality exhibits and programs, supporting education

## Facility Renewal and Local History and Archive

- HPL has been on a 20 year journey to bring our facilities up to modern accessible standards
- Importance of [Local History and Archives \(LHA\)](#) to engage residents
  - Planned renovations to LHA paused to ensure alignment with City, a potential Hamilton Museum then the COVID-19 Pandemic
  - Shifting focal point of heritage exhibits to the Discovery Centre would attract a wider audience and be more impactful

# HPL's Vision for the Discovery Centre

- **Indigenous Gathering Space** - defined, led and staffed by local Indigenous people
- **Heritage Exhibits** – commitment to respectful access and preservation
- **Branch Library** – providing access and resources, base staffing
- **Food, Café & Event Space**
- Showcase for **sustainability** and learning about **environmental stewardship**
- **Aligns with COH** - Urban Indigenous Strategy, Our Future Hamilton, City Museum Strategy, West Harbour Secondary Plan “Setting Sail”



# Indigenous Gathering Spaces in other Libraries

First Nations Circle - Halifax Public Library



Thunderbird House – Edmonton Public Library



Ādisōke – Ottawa Public Library (Under construction)







# Heritage Exhibits & Indigenous Reconciliation

- Bringing together **newcomers**, **Indigenous** and **non-Indigenous** Hamiltonians to learn and celebrate the **richness of Indigenous cultures** and our **different histories**
- Canada is a signatory to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and HPL strives to ensure that we adhere to the rights related to cultural heritage that are guaranteed in the Declaration and that create space for the marginalized voices to share their own narratives.
- The more we are able to **expand our knowledge** and **learn about our histories** and the histories of others, the more we can **build mutual understanding** and respect.
- As a **Memory Institution** HPL is committed to working with other like-minded organizations and individuals committed to the following:
  1. It is our responsibility and promise to future generations to **preserve Hamilton's heritage content**.
  2. We intentionally and respectfully **surface the diverse stories** of Hamilton's past, **as told from** many voices and perspectives.
  3. **Justice, human rights**, and **sustainability** are advanced through equitable and respectful access to heritage.



# Advancing and Refining the Vision

## Program and Feasibility Studies

Library Board approved up to \$250K to support **feasibility** and **program studies**

- Extensive **consultations** to engage and refine the vision
- Identify **program needs**, potential space and facility **requirements**
- **Governance model**, mechanisms to manage areas of shared responsibilities
- **Capital** and **operating** budget **requirements**
- Estimate initial study to cost \$100K. The Library Board approved additional funds in anticipation of the potential need for **side studies** that, for example, **expand consultations**, look at **construction & engineering** options
- Mindful of current staff workload of the Indigenous Relations Office and Library

## Gaining Experience and Animating the Discovery Centre

- HPL currently hiring *Exhibit and Outreach Coordinator*
- Creating more engaging exhibits to gain experience, place at Discovery Centre and other locations
- Potential to work with Waterfront Shores during the next several years to animate the site with heritage exhibits and HPL programs