



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

**Meeting #:** 23-003  
**Date:** November 7, 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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<b>5. COMMUNICATIONS</b>	
<b>6. DELEGATION REQUESTS</b>	
<b>7. PUBLIC HEARINGS / DELEGATIONS</b>	
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8.1 Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary (PED21090(e)/HSC23073) (Ward 2)	9
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Deferred from May 23, 2023	

- \*8.1.b Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary (PED21090(e)/HSC23073) (Ward 2) - Presentation 91

## 9. CONSENT ITEMS

- 9.1 West Harbour Re-Development Plan - Status Update (PED17181(f)) (Ward 2) 95

## 10. DISCUSSION ITEMS

## 11. MOTIONS

## 12. NOTICES OF MOTION

## 13. GENERAL INFORMATION / OTHER BUSINESS

- 13.1 Amendments to the Outstanding Business List

- 13.1.a Items Considered Completed and to be Removed

Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site (PED21090(d)) (Ward 2)

Added: May 23, 2023 - West Harbour Development Sub-Committee Report 23-002, Item (g)(i)

Addressed as Item 8.1 on today's agenda

- \*13.1.b Discovery Centre Strategy Framework: Strategy Development Process Update and Next Steps (Opportunity Study) (PED21090(c)) (Ward 2)

Added: July 19, 2022 - West Harbour Development Sub-Committee Report 22-002, Item 1(b)

Addressed at Item 8.1 on today's agenda

## 14. PRIVATE AND CONFIDENTIAL

## 15. ADJOURNMENT



Hamilton

**West Harbour Development Sub-Committee  
MINUTES 23-002**

1:00 p.m.

Tuesday, May 23, 2023

Room 264, 2nd Floor, City Hall

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

**Absent  
with Regrets:** Councillor C. Cassar – City Business

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

**1. Indigenous-Focused Macassa Bay Public-Space Design Process  
(PED23123) (Ward 2)**

**(Kroetsch/Spadafora)**

- (a) That staff be directed to develop and initiate an Indigenous-focused 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.

**Result: CARRIED by a vote of 3 to 0, as follows:**

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

**FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 2)**

The Committee Clerk advised the following changes to the agenda.

**7. DELEGATIONS**

7.1 Dermot Nolan, Hamilton Museum Citizens' Committee, respecting  
 Discovery Centre Strategy Framework (for today's meeting)

**(Kroetsch/Spadafora)**

That the Agenda for the May 23, 2023 meeting of the West Harbour Development Sub-Committee be approved, as amended.

**Result: CARRIED by a vote of 3 to 0, as follows:**

YES – Ward 2 – Councillor Cameron Kroetsch  
 ABSENT – 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) April 14, 2023 (Item 4.1)**

**(Spadafora/Kroetsch)**

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

**Result: Motion CARRIED by a vote of 3 to 0, as follows:**

YES - Ward 2 - Councillor Cameron Kroetsch  
 ABSENT - Ward 12 Councillor Craig Cassar  
 YES - Ward 14 Councillor Mike Spadafora



YES - Chair - Mayor Andrea Horwath

**(d) DELEGATIONS (Item 7)**

**(i) Dermot Nolan, Hamilton Museum Citizens' Committee, respecting Discovery Centre Strategy Framework (Added Item 7.1)**

Dermot Nolan, Hamilton Museum Citizens' Committee, addressed Committee respecting the Discovery Centre Strategy Framework, with the aid of a handout.

**(Kroetsch/Spadafora)**

That the presentation from Dermot Nolan, Hamilton Museum Citizens' Committee, addressed Committee respecting the Discovery Centre Strategy Framework, be received and referred to the consideration of Report PED21090(d), respecting Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site.

**Result: Motion CARRIED by a vote of 3 to 0, as follows:**

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

**(e) STAFF PRESENTATIONS (Item 8)**

**(i) Indigenous-Focused Macassa Bay Public-Space Design Process (PED23123) (Ward 2) (Item 8.1)**

Chris Phillips, Manager, Municipal Land Development Office, addressed Committee, respecting Indigenous-Focused Macassa Bay Public-Space Design Process with the aid of a presentation.

**(Spadafora/Kroetsch)**

That the presentation from Chris Phillips, Manager, Municipal Land Development Office, respecting Indigenous-Focused Macassa Bay Public-Space Design Process, be received.

**Result: Motion CARRIED by a vote of 3 to 0, as follows:**

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

**(ii) Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site (PED21090(d) (Ward 2) (Item 8.2)**

Andrea Smith, Senior Development Consultant, West Harbour Redevelopment and Paul Takala, Chief Executive Officer, Hamilton Public Library, addressed Committee, respecting Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site with the aid of presentations.

**(Spadafora/Kroetsch)**

That the presentations from Andrea Smith, Senior Development Consultant, West Harbour Redevelopment and Paul Takala, Chief Executive Officer, Hamilton Public Library, respecting Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site, be received.

**Result: Motion CARRIED by a vote of 3 to 0, as follows:**

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

**(Kroetsch/Horwath)**

That consideration of Report PED21090(d), respecting Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site, be deferred until after Closed Session.

**Result: Motion CARRIED by a vote of 3 to 0, as follows:**

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

**(f) PRIVATE AND CONFIDENTIAL (Item 14)**

**(Spadafora/Kroetsch)**

That the West Harbour Development Sub-Committee move into Closed Session respecting Added Item 14.1, 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.

- (i) **Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site (PED21090(d) (Ward 2) (Added Item 14.1)**

For further disposition of this matter, refer to Items (e)(ii) and (g)(i).

**(g) STAFF PRESENTATIONS (Continued) (Item 18)**

- (i) **Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site (PED21090(d) (Ward 2)**

**(Kroetsch/Horwath)**

- (a) That consideration of Report PED21090(d), respecting Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site, be deferred to allow for further consultation;
- (b) That the Indigenous Relations Office staff consult with the Indigenous community on the Discovery Centre Strategy project;
- (c) That Municipal Land Development Office staff organize a public engagement session, following the consultation set out in subsection (b), preferably at the Discovery Centre, respecting the Discovery Centre Strategy project; and
- (d) That Municipal Land Development staff report back to the West Harbour Development Sub-Committee on the above consultation and public engagement session no later than the end of 2023.

**Result: Motion CARRIED by a vote of 3 to 0, as follows:**

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

**(h) ADJOURNMENT (Item 15)**

**(Spadafora/Kroetsch)**

That, there being no further business, the West Harbour Development Sub-Committee be adjourned at 3:27 p.m.

**Result: Motion CARRIED by a vote of 3 to 0, as follows:**

YES - Ward 2 - Councillor Cameron Kroetsch  
 ABSENT - Ward 12 Councillor Craig Cassar

**West Harbour Development Sub-Committee  
Minutes 23-002**

**May 23, 2023  
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YES - Ward 14 Councillor Mike Spadafora  
YES - Chair - Mayor Andrea Horwath

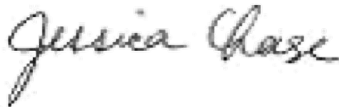
Respectfully submitted,

Mayor A. Horwath, Chair  
West Harbour Development Sub-  
Committee

Tamara Bates  
Legislative Coordinator  
Office of the City Clerk



**CITY OF HAMILTON**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Economic Development Division**  
**and**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Indigenous Relations Division**

<b>TO:</b>	Chair and Members West Harbour Development Sub-Committee
<b>COMMITTEE DATE:</b>	November 7, 2023
<b>SUBJECT/REPORT NO:</b>	Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary (PED21090(e)/HSC23073) (Ward 2)
<b>WARD(S) AFFECTED:</b>	Ward 2
<b>PREPARED BY:</b>	Andrea Smith (905) 546-2424 Ext. 6256 Jennifer DiDomenico (905) 546-2424 Ext. 5596 Beth Dockstator (905) 546-2424 Ext. 4701
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Jessica Chase Director, Children's and Community Services Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

## RECOMMENDATION

- (a) That the Hamilton Public Library 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;

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**SUBJECT: Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary (PED21090(e)/HSC23073) (Ward 2) - Page 2 of 16**

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- (c) That the Hamilton Public Library be authorized to lead the Work Plan process as detailed in Appendix “C” to Report PED21090(e)/HSC23073 to develop the Proposed Concept;
- (d) That the Hamilton Public Library deliver the Proposed Concept to the Municipal Land Development Office by Q1 2026;
- (e) That the Municipal Land Development Office report back to the West Harbour Development Sub-Committee in Q2 2026 with recommendations respecting the Proposed Concept for the Discovery Centre building;
- (f) That the Hamilton Public Library refer to the Directions for the Discovery Centre’s Proposed Concept as contained in Appendix “D” to Report PED21090(e)/HSC23073 in completing the Work Plan.

### **EXECUTIVE SUMMARY**

In May 2023, staff reported to the West Harbour Development Sub-Committee the findings of the Discovery Centre Opportunity Study through Report PED21090(d). The Report recommended that the Hamilton Public Library be identified as the city’s partner in developing a new vision for the building, and that the new vision, referred to as the “Preliminary Option” be approved, based on a multi-use concept consisting of a library services area, Indigenous community gathering space, exhibits/gallery space, café and visitor amenities.

Further, Report PED21090(d) recommended that the Hamilton Public Library lead the work to develop a Proposed Concept based on the approved Preliminary Option. The proposed work plan included significant Indigenous community collaboration, public engagement, and research and analysis before bringing back a Proposed Concept for a Council decision.

The West Harbour Development Sub-Committee, upon considering Report PED21090(d), recommended that it be deferred to allow for further consultation with the Indigenous community and public about the Discovery Centre during the summer of 2023, and to report back to the West Harbour Development Sub-Committee in the fall of 2023.

Report PED21090(e)/HSC23073 responds to Council’s direction for further consultation and presents the findings of the consultation with the Indigenous community and public in Appendices “A” to Report PED21090(e)/HSC23073 and Appendix “B” Report PED21090(e)/HSC23073, respectively.

In summary, the feedback from the Indigenous community indicated general interest in the Preliminary Option and general support for the Hamilton Public Library moving forward with further work to develop the concept; however, it was also emphasized that clarifying

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aspects of governance are integral to the project in moving it forward. As part of proceeding, study governance needs to be defined early on to clarify involvement and role of the Indigenous community in decision-making about defining components of the multi-use space, and that defining the future operating governance model of the facility is integral to the vision.

Feedback received from the public also indicated general support for the concept, with several programming, design and functional considerations provided if the project proceeds.

Report PED21090(e)/HSC23073 recommends that the:

- Hamilton Public Library be identified as the city’s partner in developing a new vision for the Discovery Centre;
- Preliminary Option consisting of a library service area, Indigenous gathering space, exhibits and gallery space, café and visitor amenities be approved;
- Hamilton Public Library be authorized to lead the Work Plan as detailed in Appendix “C” Report PED21090(e)/HSC23073 to develop the Proposed Concept, with the Hamilton Public Library delivering the Proposed Concept to the city in Q1 2026, and with city staff bringing forward a recommendation report in Q2 2023 with the Proposed Concept for future Council decision; and,
- The Hamilton Public Library refer to the Directions for the Discovery Centre’s Proposed Concept as detailed in Appendix “D” Report PED21090(e)/HSC23073 in completing the Work Plan.

The May 2023 Report PED21090(d) and November 2023 Report PED21090(e)/HSC23073 are inter-related reports. The recommendations contained within Report PED21090(e)/HSC23073 are informed by the analysis and rationale contained within previous Report PED21090(d) and herein. This Report presents the same recommendations as in the May 2023 Report, with the exception of a modification to the work plan schedule shifting the timeline to deliver the Hamilton Public Library’s Proposed Concept from Q2 2025 to Q2 2026.

This schedule change is in part due to the passage of time since the original work plan was presented in the May 2023 Report, and to allow for more time to collaborate with the Indigenous community in developing the Proposed Concept and for more engagement opportunities with principal stakeholders and public, and due to an increase in scope of project work focusing on determination of appropriate green building strategies.

**Alternatives for Consideration – See Page 14**

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**SUBJECT: Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary (PED21090(e)/HSC23073) (Ward 2) - Page 4 of 16**

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## **FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial, staffing, and legal implications have been discussed in Report PED21090(d).

## **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 PED21090(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 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 Waterfront Shores Corporation’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 five-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

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**SUBJECT: Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary (PED21090(e)/HSC23073) (Ward 2) - Page 5 of 16**

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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.
- On May 23, 2023, the West Harbour Development Sub-Committee considered Report PED21090(d) titled “Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre” which recommended that:
    - a) That the Hamilton Public Library 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 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;
    - 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; and,
    - f) That the Hamilton Public Library refer to the Directions for the Discovery Centre’s Proposed Concept as contained in Appendix “E” to Report PED21090(d) in completing the Work Plan.

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**SUBJECT: Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary (PED21090(e)/HSC23073) (Ward 2) - Page 6 of 16**

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Upon consideration of the Report PED21090(d), the West Harbour Development Sub-Committee recommended that the Report be deferred to allow for further consultation, and directed the:

- Indigenous Relations Team staff to consult with the Indigenous community on the Discovery Centre Strategy project;
  - Municipal Land Development Office staff to organize a public engagement session, following Indigenous community consultation, preferably at the Discovery Centre; and,
  - Municipal Land Development Office staff to report back to the West Harbour Development Sub-Committee on the above consultation and public engagement session no later than the end of 2023.
- On June 7, 2023, Council approved West Harbour Development Sub-Committee Report 23-002 which deferred Report PED21090(d).

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Not applicable.

## **RELEVANT CONSULTATION**

As part of responding the Council's direction to conduct further consultation with the Indigenous community and public, the Municipal Land Development Office staff consulted with the Indigenous Relations Team and Hamilton Public Library.

Discussion about the consultation with the Indigenous Community and public is discussed within "Analysis and Rationale for Recommendation" section below.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

It should be noted that May 2023 Report PED21090(d) and November 2023 Report PED21090(e)/HSC23073 are inter-related reports.

The recommendations contained within Report PED21090(e)/HSC23073 are informed by the analysis and rationale contained within previous Report PED21090(d) and herein.

The discussion below:

- Recaps the description of the recommended "Preliminary Option" for the future use of the Discovery Centre, along with the strategic "Directions" that would be referenced by Hamilton Public Library's project team in developing the Proposed Concept;

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**SUBJECT: Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary (PED21090(e)/HSC23073) (Ward 2) - Page 7 of 16**

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- Summarizes the Indigenous community and public feedback about the Preliminary Option;
- Outlines the recommended work plan to be led by the Hamilton Public Library to take the high level “Preliminary Option” towards a detailed “Proposed Concept” through further study, collaboration with the Indigenous community, and public engagement; and,
- Summarizes the project governance and foundational community participation goals that would be used when preparing an Indigenous community and public engagement plan as part of developing the Proposed Concept.

### **Recap of the Preliminary Option for Future Use of the Discovery Centre**

May 2023 Report PED21090(d) described the Opportunity Study process, and the various inputs that led to the formulation of the “Preliminary Option” for the future use of the Discovery Centre building as a multi-use space that incorporates:

- **A Hamilton Public Library Services Area:**

Components of this space could include books, wi-fi, computers and printers, children’s play area, study space, leisure reading area and community resources.

- **Indigenous Community Gathering Space:**

Components of this space are currently undefined. The area would be led by and designed collaboratively with members of the Indigenous community through the city’s Indigenous Relations Team. This collaboration process forms a significant portion of the Hamilton Public Library-led work plan discussed below.

- **Exhibits and Gallery Space with Focus on Providing Heritage-Based Visitor Experiences:**

Components of this space could include rotating exhibits co-created with the community to tell local stories.

- **Café:**

This space could include food and beverage offerings and on-site catering.

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**SUBJECT: Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary (PED21090(e)/HSC23073) (Ward 2) - Page 8 of 16**

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- **Visitor Amenities Inclusive of Public Restrooms:**

This space could include restrooms and other amenities to support visitor experiences to be defined during the process.

This Report recommends the Preliminary Option as previously described in May 2023 Report PED21090(d) be approved and used as the basis for developing the Proposed Concept for a future Council Decision. Further, this Report identifies the Hamilton Public Library as the city's partner in developing the Proposed Concept for the Discovery Centre, and that the Hamilton Public Library lead the Work Plan to develop the Concept.

### **Recap of the Strategic Directions for Developing the Proposed Concept**

This Report recommends that the Hamilton Public Library refer to the Directions for the Discovery Centre's Proposed Concept as contained in Appendix "D" to Report PED21090(e)/HSC23073 in completing the Work Plan. The May 2023 Report PED21090(d) described how community and stakeholder feedback, and opportunities to advance objectives of several city strategic plans informed these "Directions". The intent of these Directions is that they be used to guide the development of the Proposed Concept.

### **Summary of Indigenous Community and Public Engagement, Summer 2023**

In June 2023, Council directed staff to consult further with members of the Indigenous community and with the public as part of the Discovery Centre Opportunity Study. The primary engagement objectives included:

- Informing people about the study process to date, the option for reuse of the Discovery Centre building that had emerged, what work would be required to move the project forward; and,
- Consulting with people to assess level of interest in the concept and hear what concerns and considerations people had if this project moved forward.

Themes received from the feedback are discussed below.

### **Indigenous Community Engagement**

The city's Indigenous Relations Team assisted in identifying opportunities for the Municipal Land Development Office and the Hamilton Public Library to attend Indigenous community events and meetings during the summer of 2023. The following section outlines the various events and meetings attended, along with the general summary of the feedback received to the following consultation questions:

1. What do you like about this concept?;

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**SUBJECT: Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary (PED21090(e)/HSC23073) (Ward 2) - Page 9 of 16**

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2. Are there any concerns or considerations in further developing this concept?; and,
3. If we proceed with the concept, do you have any suggestions for how best to engage with members of the Indigenous community? Who should be involved and what is their likely area of interest?

Staff attended the following events:

- National Indigenous People’s Day Community Gathering, June 21, 2023;
- Soaring Spirits Pow Wow, June 24, 2023;
- Circle of Beads, August 10, 2023; and,
- Indigenous Community Advisory Board, September 20, 2023.

### **Summary of Indigenous Community Feedback**

In summary, the feedback from the Indigenous community indicated general interest in the Preliminary Option and general support for the Hamilton Public Library moving forward with further work to develop the concept; however, it was also emphasized that clarifying aspects of governance is integral to the project in moving it forward. As part of proceeding, study governance needs to be defined early on to clarify involvement and role of the Indigenous community in decision making about defining components of the multi-use space, and that defining the future operating governance model of the facility is integral to the vision.

When discussing the question, “Are there any concerns or key considerations that should be factored into this project?” there were a number of feedback themes that emerged:

- Space Needs;
- Facility Operation Governance;
- Facilities and Exhibit Space; and,
- Communications, Consultation Strategy and Study Governance.

Feedback from consultation with the Indigenous community has been summarized in Appendix “A” to Report PED21090(e)/HSC23073.

**SUBJECT: Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary (PED21090(e)/HSC23073) (Ward 2) - Page 10 of 16**

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There are a number of key 'take-aways' from the feedback received this summer and are summarized below:

- Need to focus on trust-building and relationship development. The consultation with the Indigenous community needs to be integral from the beginning and needs to inform the broader building and program design;
- Need to involve willing Indigenous partners, and also consult with the wider Indigenous community to ensure broader representation and engagement;
- Dedicating significant time and organizational capacity to Indigenous community consultation was reinforced. This consultation is essential and thus requires the appropriate time and organizational resources;
- The Discovery Centre building is important, but so is the exterior space. The proximity of the building to the water, and the potential for outdoor space for events, celebrations, ceremony, sport, and learning is important to the Indigenous community;
- The governance of the Discovery Centre's operating model cannot be defined at this early stage, but it is critical that the consultation drives what the governance model will become;
- An ongoing relationship with the Indigenous community is critical for the success of this project. An operational plan will be required for how this concept can be supported and sustained in the long term;
- If the project goes forward, it is important that the operation of the building continues in a spirit of collaboration – continuing the relationships built over the planning and development stages; and,
- Important to communicate how this project advances the actions in the Urban Indigenous Strategy as well as the Truth and Reconciliation Commission's Calls to Action.

### **Public Engagement**

A survey was conducted to collect feedback about what people like most and whether there were any concerns about the preliminary option for the Discovery Centre building.

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The survey was made available on Engage Hamilton between August 17, 2023, and September 13, 2023. During this time 113 survey responses were collected.

In addition, a Discovery Centre Opportunity Study Open House was held on September 12, 2023, where participants were also provided an opportunity to complete a paper version of the online survey. Approximately 30 people attended.

In summary, the feedback indicated general interest in the concept and support in moving the project forward. Members of the public offered several considerations such as functional considerations of the site and building, desired amenities, programming ideas, as well as a few concerns in further developing the concept. This feedback will be referred to again during the development of the Proposed Concept. The findings of the public engagement are contained in Appendix “B” to Report PED21090(e)/HSC23073.

### **Updated Work Plan and Project Schedule**

The May 2023, Report PED21090(d) described the Work Plan items that would be required to build out the Preliminary Option into a Proposed Concept for a future Council decision, and detailed the five Work Plan items consisting of:

- Work Plan Item 1: Hamilton Public Library Program Design and Development Study;
- Work Plan Item 2: Hamilton Public Library Facility and Space Needs Assessment;
- Work Plan Item 3: Hamilton Public Library-Led Project Work;
- Work Plan Item 4: Indigenous Community Collaboration; and,
- Work Plan Item 5: Public and Stakeholder Consultation.

November 2023 Report PED21090(e)/HSC23073 recommends that the Hamilton Public Library be identified as the city’s partner in developing the Proposed Concept for the Discovery Centre building, based on the Preliminary Option. Also, the Report PED21090(e)/HSC23073 recommends that the Hamilton Public Library lead the Work Plan process as detailed in Appendix “C” to Report PED21090(e)/HSC23073 which identifies that the:

- Hamilton Public Library will deliver the Proposed Concept in Q1 2026 for city staff’s assessment; and,

**SUBJECT: Discovery Centre Strategy Framework: Preliminary Option for the Discovery Centre, Indigenous Community and Public Consultation Summary (PED21090(e)/HSC23073) (Ward 2) - Page 12 of 16**

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- Municipal Land Development Office will bring forward a staff recommendation report in Q2 2026 with the Proposed Concept for the West Harbour Development Sub-Committee's consideration.

Based on the Hamilton Public Library's evolved thinking about scope of work, reflection upon Indigenous community and public feedback received, and the passage of time since PED21090(d) was presented to the West Harbour Development Sub-Committee meeting in May 2023, some modifications are required to the recommended Work Plan and Schedule.

The first area of change is to extend the project schedule to 2026, where the Hamilton Public Library's Proposed Concept is delivered to the Municipal Land Development Office for assessment in Q1 2026, and a city staff recommendation report is submitted to the West Harbour Development Sub-Committee for consideration in Q2 2026. This schedule allows for more time to collaborate with the Indigenous community in developing the Proposed Concept, and for more engagement opportunities with principal stakeholders and with the public. Project support will be provided by the city's Indigenous Relations Team, the city's Facilities' section, the Municipal Land Development Office and Hamilton Public Library-retained consulting services.

Further, the updated schedule allows for several key communication and decision-making points throughout the duration of the project to the Library Board, as well as providing City Council progress updates along the way. The Proposed Concept will ultimately be brought forward to City Council for decision in Q2 2026.

The second area of change is to capture the increased scope of project work focused on determining appropriate green building strategies to create a healthy, environmentally sustainable, cost-effective building. Indigenous community members stressed the need for a building developed in relationship to the land which incorporates sustainable and Indigenous design principles. The scope of Work Plan Item 2: Hamilton Public Library Facility and Space Needs Assessment is broadened to include this work.

Staff are recommending approval of the Hamilton Public Library-led Work Plan as contained in Appendix "C" to Report PED21090(e)/HSC23073.

### **Project Governance and Community Participation Goals**

In response to the feedback received from the Indigenous community during the summer of 2023, the following table was prepared to further clarify the level of engagement in relation to the core elements of the Preliminary Option. The table outlines each component of the multi-use space of the Discovery Centre, along with the project governance and community participation goal. The table identifies foundational engagement goals, from which the

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Hamilton Public Library would build out the Indigenous and public Engagement strategy in moving forward with the project.

Table 1 – Participation Goals in Relation of Project Component

<b>Multi-Use Space Component</b>	<b>Project Component Description</b>	<b>Project Governance</b>	<b>Indigenous and Public Consultation Participation Goal</b>
<b>Library</b>	Books, WIFI, Computers and Printers, Children’s Area, Study Space, Leisure Reading Area, Community Resources Use of green building strategies, include an Indigenous collection of books and other library materials.	Library Board in collaboration with City of Hamilton and other funding partners.	INFORM, CONSULT and INVOLVE the Indigenous community and public on determining library design components and services offered.
<b>Indigenous Gathering Area</b>	TBD – Components of this space are currently undefined.	Area to be led by and designed collaboratively with members of the Indigenous community, through the city’s Indigenous Relations Team. Governance structure to be refined in partnership through the consultation process.	COLLABORATE with the Indigenous community to define and design the purpose and all components or programming therein.
<b>Exhibits and Gallery Space</b>	Rotating exhibits co-created with the community to tell local stories	Exhibition program developed collaboratively with City of Hamilton, Indigenous Relations Team, Indigenous and	INFORM, CONSULT and INVOLVE the Indigenous community and public on the exhibition program (topics, themes, audience, participation).

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		wider community stakeholders. Governance structure to be refined in partnership with stakeholders through the consultation process.	Collaboration with Indigenous guest curators and community groups on individual exhibitions.
<b>Café</b>	Food, beverage offerings and on-site event catering	Led by Hamilton Public Library in collaboration with, Indigenous partners, City of Hamilton and Hamilton cultural sector.	INFORM, CONSULT and INVOLVE the Indigenous community and public on the service model.
<b>Visitor Facilities</b>	Restrooms and other complementary amenities to be defined	Governance structure to be refined in partnership with stakeholders through the consultation process. Visitor facilities to support multiple user groups, programs and project goals with design input from each.	Governance structure to be refined in partnership with stakeholders through the consultation process. Visitor facilities to support multiple user groups, programs, and project goals with design input from each.

Note: CAPITALIZED terms are based on IAP2 (International Association for Public Participation) spectrum.

## ALTERNATIVES FOR CONSIDERATION

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

## APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED21090(e) / HSC23073 – Discovery Centre Opportunity Study (Preliminary Option): Indigenous Community Feedback Summary, Summer 2023

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Appendix “B” to Report PED21090(e) / HSC23073 – Discovery Centre Opportunity Study  
(Preliminary Option): Community  
Feedback Summary, Summer 2023

Appendix “C” to Report PED21090(e) / HSC23073 – Hamilton Public Library Work Plan and  
Timeline

Appendix “D” to Report PED21090(e) / HSC23073 – Directions for Discovery Centre’s  
Proposed Concept

AS/jrb

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### **Discovery Centre Opportunity Study (Preliminary Option): Indigenous Community Feedback Summary, Summer 2023**

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At the May 23, 2023, West Harbour Development Sub-Committee meeting, it was requested that additional consultation with the Indigenous community be undertaken with regard to the Discovery Centre Opportunity Study. The City’s Indigenous Relations Team (IRT) arranged for two sessions where staff from the Municipal Land Development Office (MLDO) and the Hamilton Public Library (HPL) presented information about the Discovery Centre Opportunity Study, outlined the Preliminary Concept for the future use of the building, answered questions and listened to feedback on the concept. The first meeting occurred August 12, 2023, with members of the Circle of Beads and the second on September 20, 2023, with members of the Indigenous Community Advisory Board (I-CAB).

The consultation questions consisted of the following:

1. What do you like about this concept?
2. Are there any concerns or considerations in further developing this concept?
3. If we proceed with the concept, do you have any suggestions for how best to engage with members of the Indigenous community? Who should be involved and what is their likely area of interest?

This document summarizes the themes of the feedback received during both meetings.

#### **Interest in Developing the Preliminary Concept**

- Feedback from the meetings indicated general interest in the Preliminary Option and general support for HPL moving forward with further work to develop the concept; however, it was also emphasized that clarifying aspects of governance is integral to the project in moving it forward. As part of proceeding, study governance needs to be defined early on to clarify involvement and role of the Indigenous community in decision-making about defining components of the multi-use space, and that defining the future operating governance model of the facility is integral to the vision.

#### **Space Needs**

**Appendix “A” to Report PED21090(e)/HSC23073**  
**Page 2 of 3**

- Dedicated space for use by the Indigenous communities in the Hamilton area is a challenge: there isn't enough of it and existing spaces are often not ideal for current and desired uses.
- There is a need for social and meeting space, cultural and ceremonial space, learning and storytelling space, artistic and creative spaces, indoor and outdoor space, and space for elders, youth, and everyone in between.
- There are significant differences in space needs across the Indigenous community, but there are also significant similarities. These overlapping needs could be well served by an integrated multi-use facility.

### **Facility Operation Governance**

- Developing a clearly defined governance framework should be an immediate and central focus to the next phase of the project. This will involve ongoing consultation and trust building with the Indigenous community to avoid becoming a 'box-checking exercise.'
- What parts of the decision making are autonomous from HPL and the City and what parts are a shared decision process; a clear path to decision making authority and conflict resolution mechanisms needs to be developed in the next phase.
- Clear facility operation governance is needed to minimize cultural clashes and carve out exceptions to bureaucratic 'red tape' barriers that could impinge on use by the Indigenous community, especially for ceremonial or traditional practices.

### **Facilities and Exhibit Space**

- Outdoor and indoor space at the Discovery Centre has tremendous potential for use by the Indigenous community. Emphasis on sustainability and Indigenous knowledge and design principles need to be central in any redevelopment and use plans.
- Emphasis on a safe and belonging space where Indigenous peoples can share their stories, histories and cultures. The first step in reconciliation is knowing and this vision was noted for its potential in learning and truth telling for Indigenous and non-Indigenous alike.

**Appendix “A” to Report PED21090(e)/HSC23073****Page 3 of 3**

- Sufficient indoor and outdoor access to washroom facilities for the Indigenous community and the public, especially if it becomes a frequent event or ceremonial space. Sufficient public parking in close proximity and close transit access, especially for Indigenous Elders with mobility and accessibility concerns.

**Communications, Consultation Strategy and Study Governance**

- Expand upon the work of the Indigenous Relations Team. Build trust and demonstrate long-term commitment through action and engagement with Indigenous agencies, grassroots organizations and the wider urban Indigenous community;
- Retain a well-informed Indigenous consultant who can provide a pathway to engaging with traditional knowledge holders in the community – involve the City’s Indigenous Relations Team in this process;
- Be mindful of a diverse Indigenous community – demonstrate how the project is informed by local groups, needs, traditional knowledge, and design principles;
- Share how the project advances specific goals put forward by the Indigenous community in the local and national context, i.e., the Urban Indigenous Strategy and Truth and Reconciliation Commission Calls to Action;
- Think carefully about communications with the Indigenous community - share information about how the Indigenous community has been engaged to date and moving forward, and how feedback has been considered to date. Involve several Indigenous organizations in the process, as well as broader Indigenous community; and,
- Need to work on drawing relationship of the facility to the land – often times Indigenous facilities have a direct and clear relationship to the land that it rests on; however, there are opportunities to draw connections in other ways.





**Discovery Centre Opportunity Study (Preliminary Option):  
Community Feedback Summary, Summer 2023**

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As part of revisioning how the property could be used, City staff conducted an Opportunity Study that identified a ‘preliminary option’ for the Discovery Centre building.

A survey was conducted to collect feedback about what people like most and whether there were any concerns about the preliminary option for the Discovery Centre building.

The survey was made available on Engage Hamilton between August 17, 2023 and September 13, 2023. During this time 113 survey responses were collected.

In addition, a Discovery Centre Opportunity Study Open House was held on September 12, 2023 where participants were also provided an opportunity to complete a paper version of the online survey.

This document provides a summary of the responses received from the online survey and the paper surveys and sticky notes collected at the Open House.

**Q1 What do you like most about this Preliminary Concept?**

A total of 129 responses were collected for this question.

- 113 online survey responses from Engage Hamilton
- 6 paper survey responses from Open House event
- 10 sticky note responses from Open House event

The following are the most common responses about what respondents liked most about the Preliminary Concept, listed with the more common ones first.

- the library
- the café
- the exhibits and gallery space
- the multi-use aspect, variety of uses
- the visitor facilities, washrooms
- the Indigenous community gathering area
- all aspects of the concept
- the space is inclusive, for everyone
- public/community space/area

- educational/learning component

**Q2 Are there any concerns or considerations in further developing this concept?**

A total of 133 responses were collected for this question.

- 113 online survey responses from Engage Hamilton
- 5 paper survey responses from Open House event
- 15 sticky note responses from Open House event

The following are the most common concerns and considerations respondents provided about further developing the Preliminary Concept, listed with the more common ones first.

- Space needs to be welcoming for everyone
  - concerns about Indigenous community space not being accessible/welcoming to others
  - space should be for public/everyone, should not be for just one race, religion, culture etc.
- Williams Café:
  - Interest in keeping Williams
  - concerns about competition with Williams, another café not needed.
- Dining options:
  - more food, dining and/or restaurant options should be available
  - suggestions for restaurant with view
- Availability of parking
- Space should promote tourism, attract more people
- Losing the skating rink
- Affordability, low/no fees to access

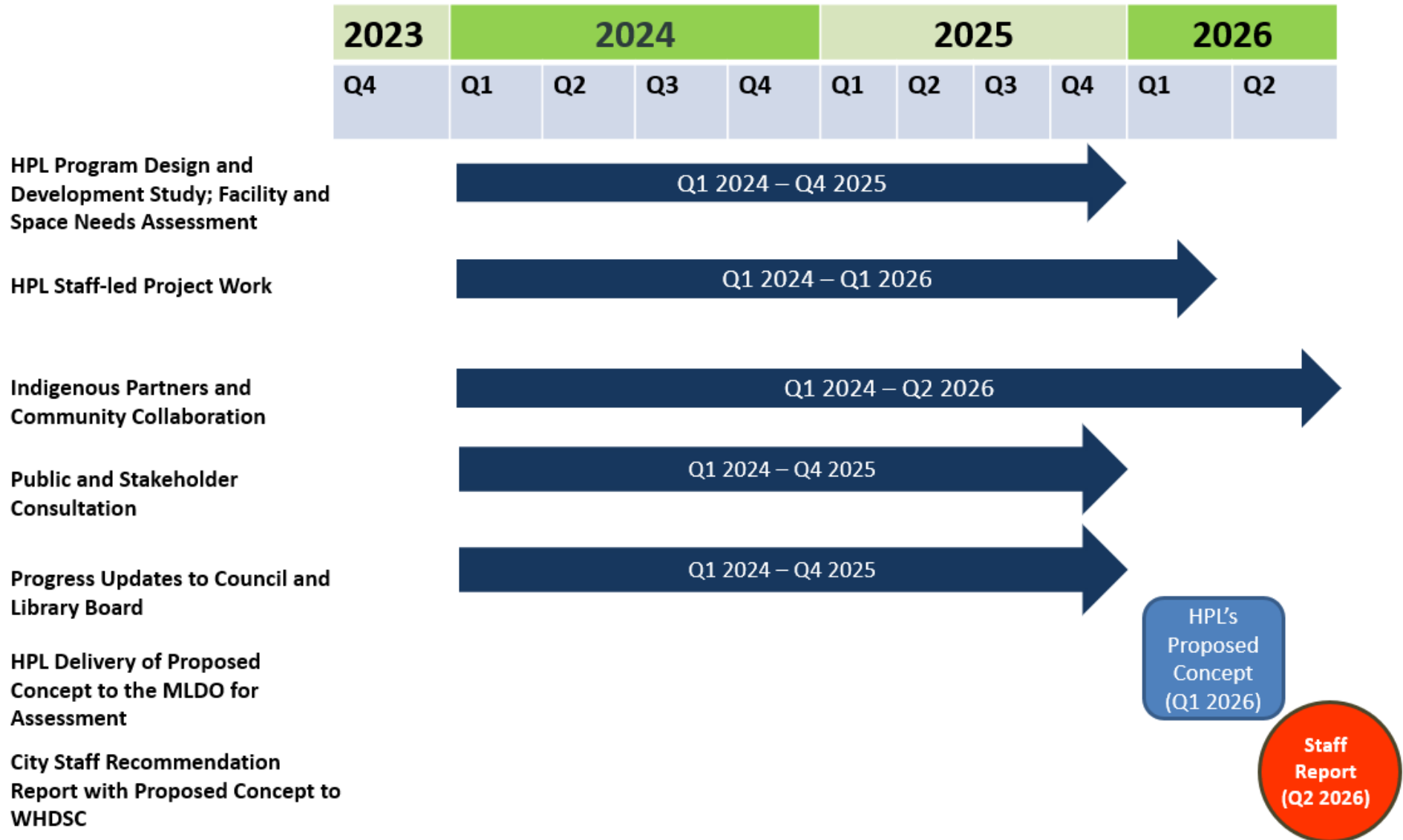
**Additional comments provided**

Beyond the more common themes of feedback from the two (2) survey questions about the preliminary concept, the following is a summary of some additional suggestions or comments provided by respondents:

- Ensure washrooms are always open and clean
- Use the space for:
  - showcasing Hamilton’s history
  - music performances, plays, arts
  - community gatherings
- Maximize usage of outdoor space
- Support car-free access with transit, pedestrian friendly features, bike parking
- Ensure accessibility considerations for washrooms, provide breastfeeding rooms
- Promote the inclusion of local businesses
- Environmental considerations such as protecting greenspace, incorporating green energy sources
- Ensure extended hours of operation into the evenings/weekends



Hamilton Public Library Work Plan and Timeline





**Appendix “D” to Report PED21090(e)/HSC23073  
Page 1 of 1**

**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 as 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 the area called 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.







**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>	November 7, 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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**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

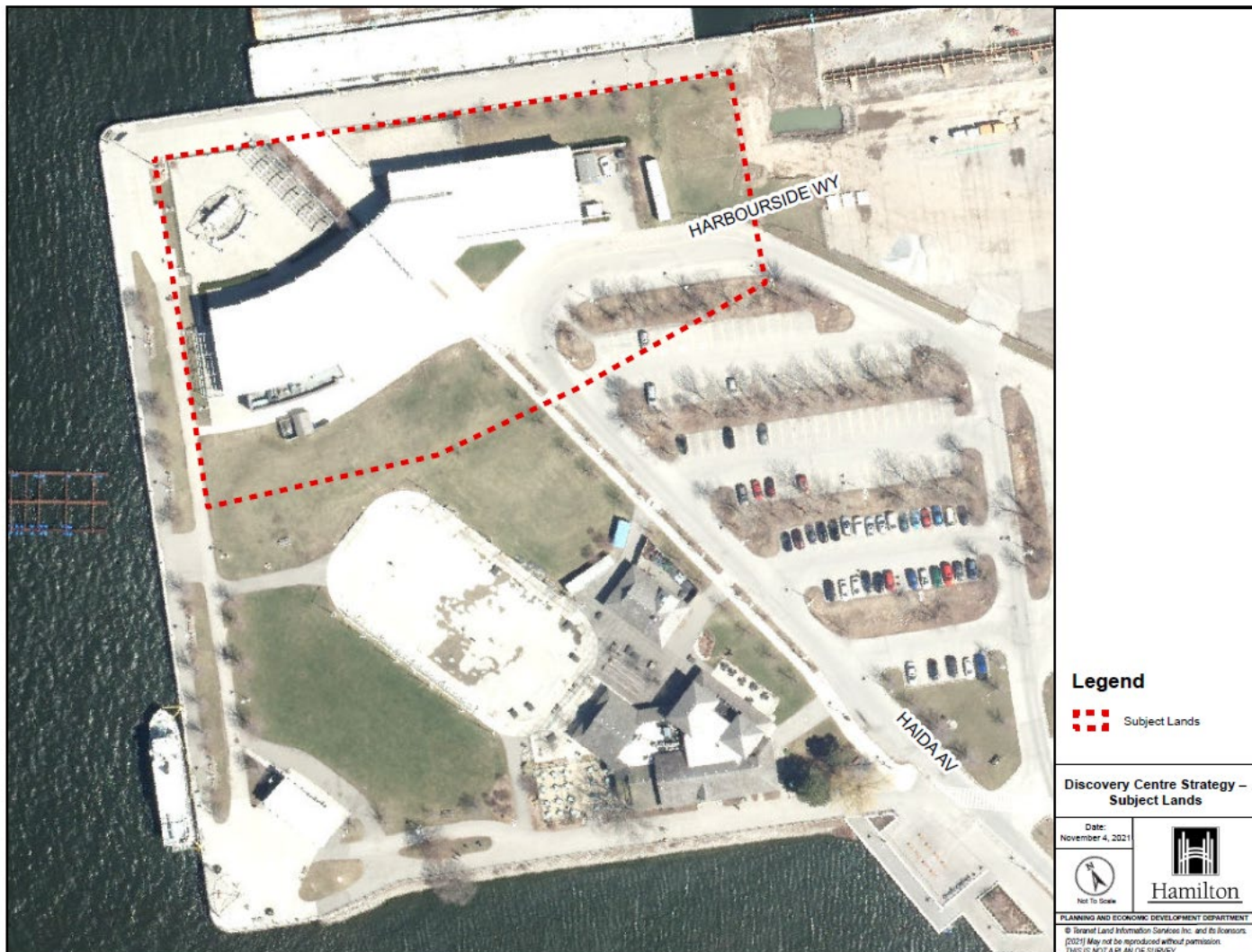
Appendix "C" to Report PED21090(d) - Hamilton Public Library's Vision Statement for  
Discovery Centre, dated February 15, 2023)

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

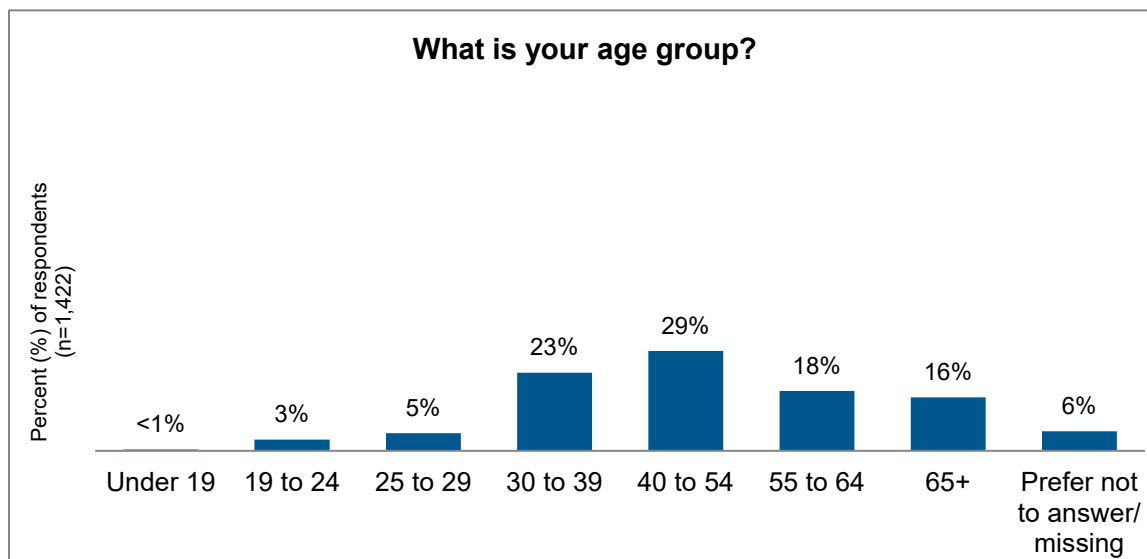
### Survey Method

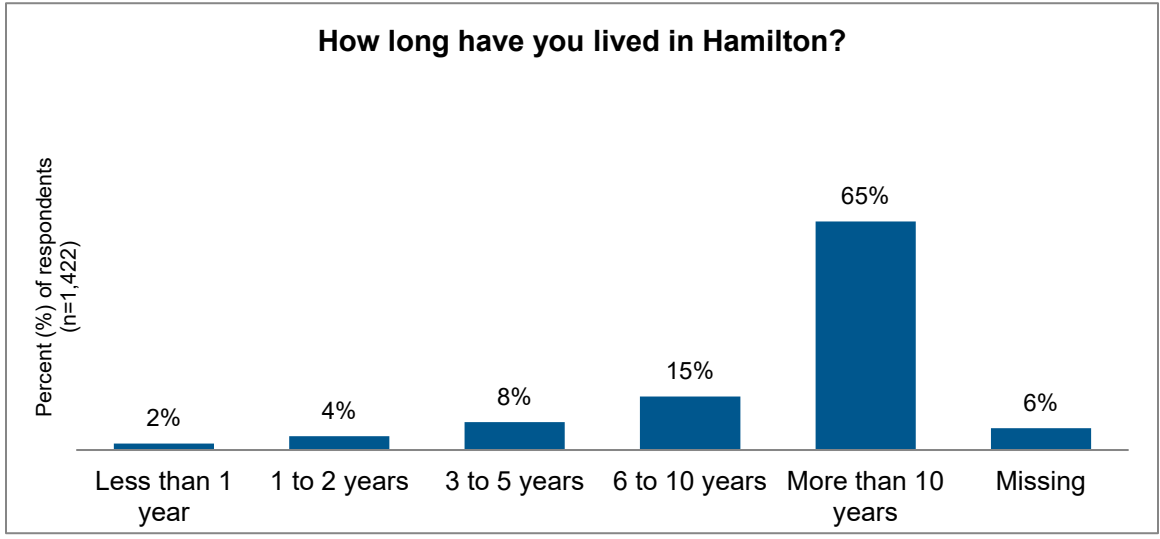
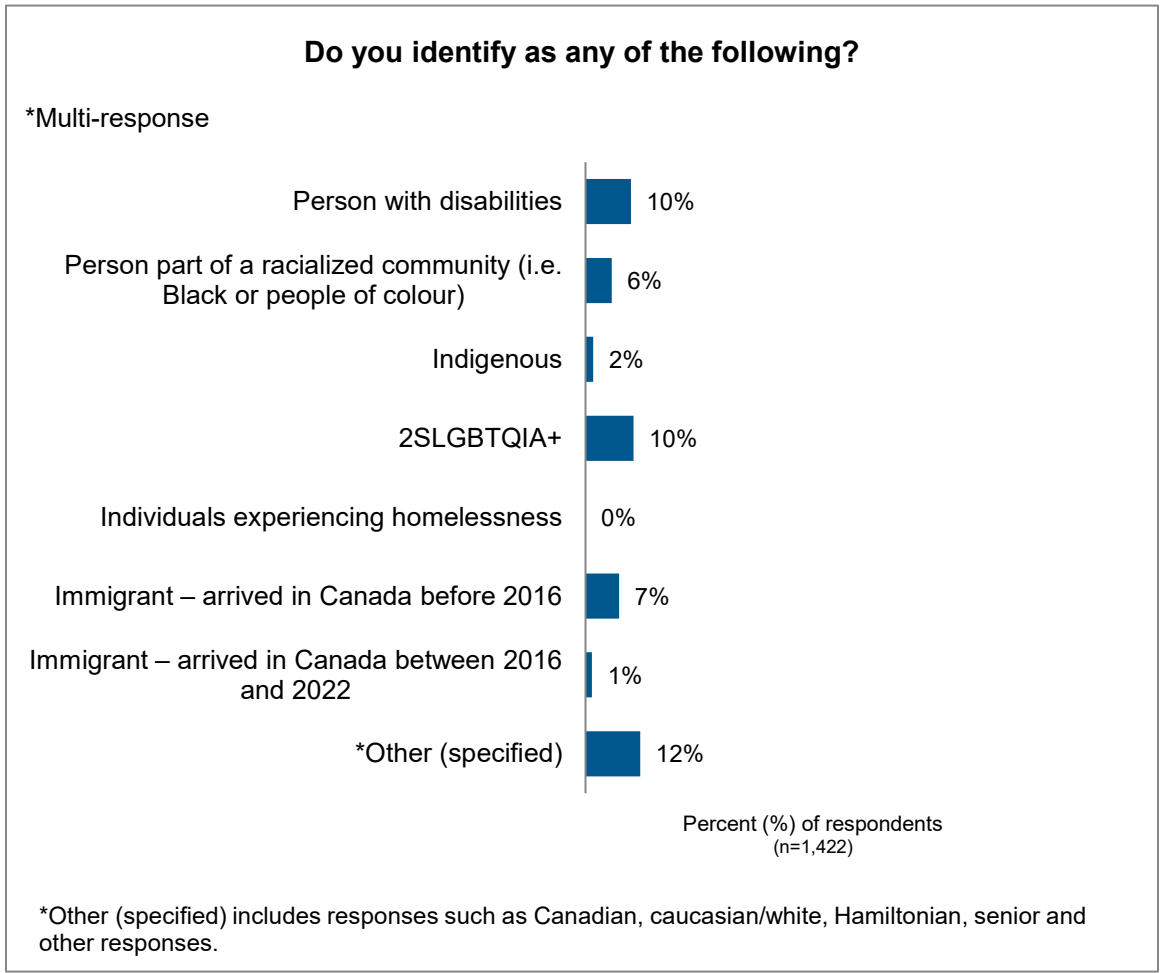
The Discovery Centre Site (Opportunity Study) Community Survey was made available online between August 8, 2022 and October 3, 2022. During this time, 1,419 surveys were fully or partially completed online.

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.

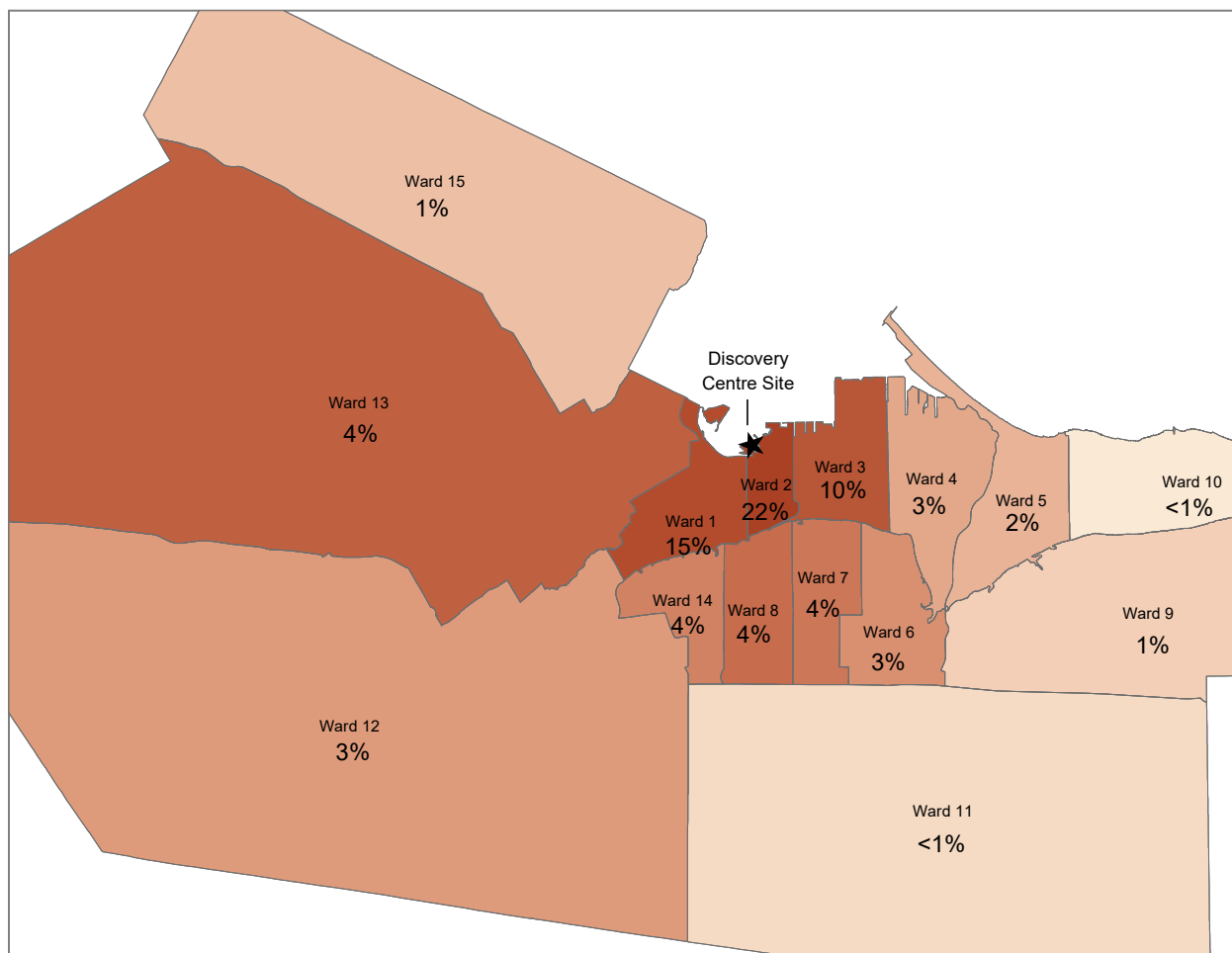
This document provides a summary of the 1,422 surveys collected. The universe of respondents (n) is provided for all questions. All text responses have been reviewed, summarized and presented either by most common themes or word clouds.

### The Respondents





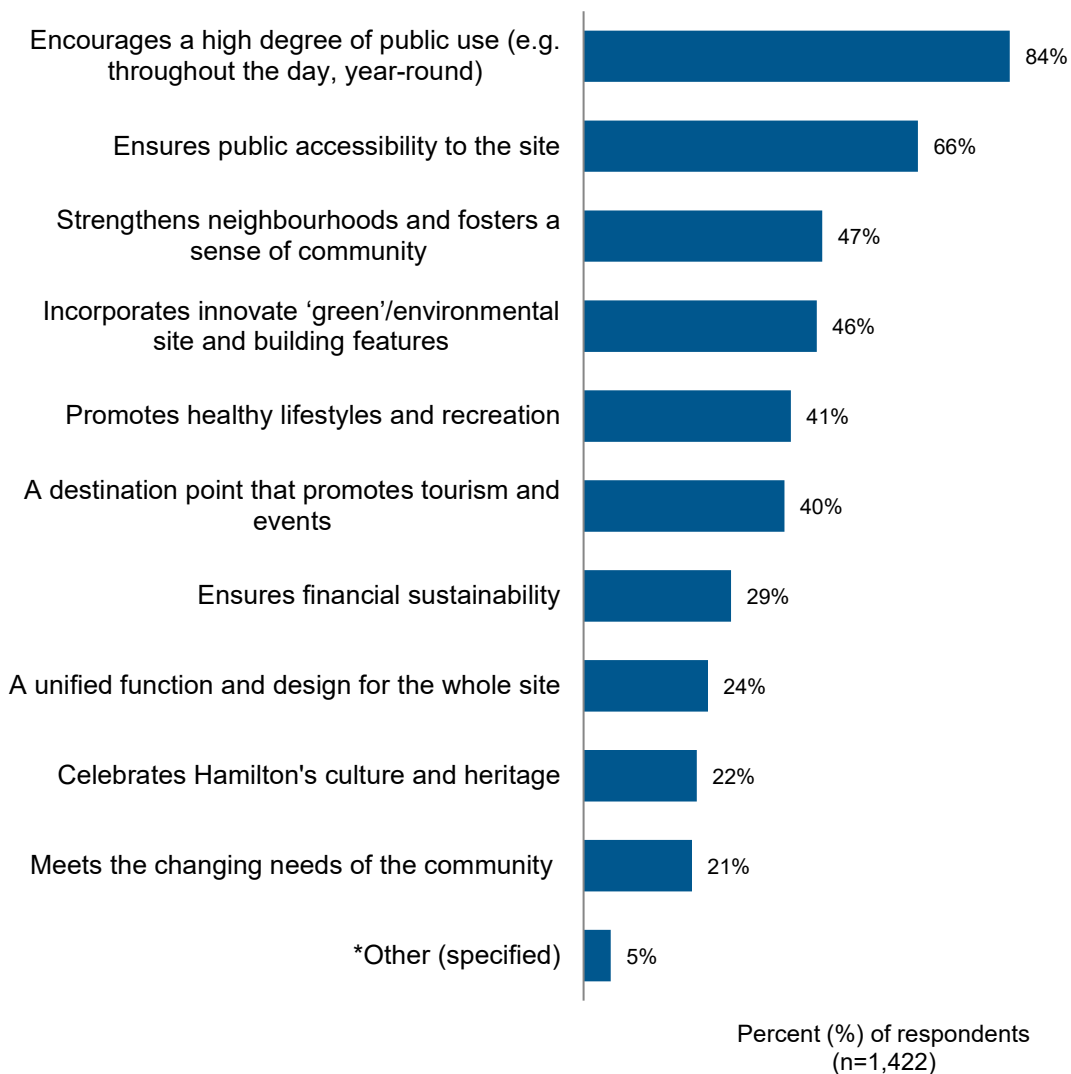
The following map shows the distribution of respondents by Ward based on the postal code provided by respondents. Note that the totals across Wards do not add up to 100% as only approximately 77% of respondents provided a valid postal code that could be mapped.



### 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.

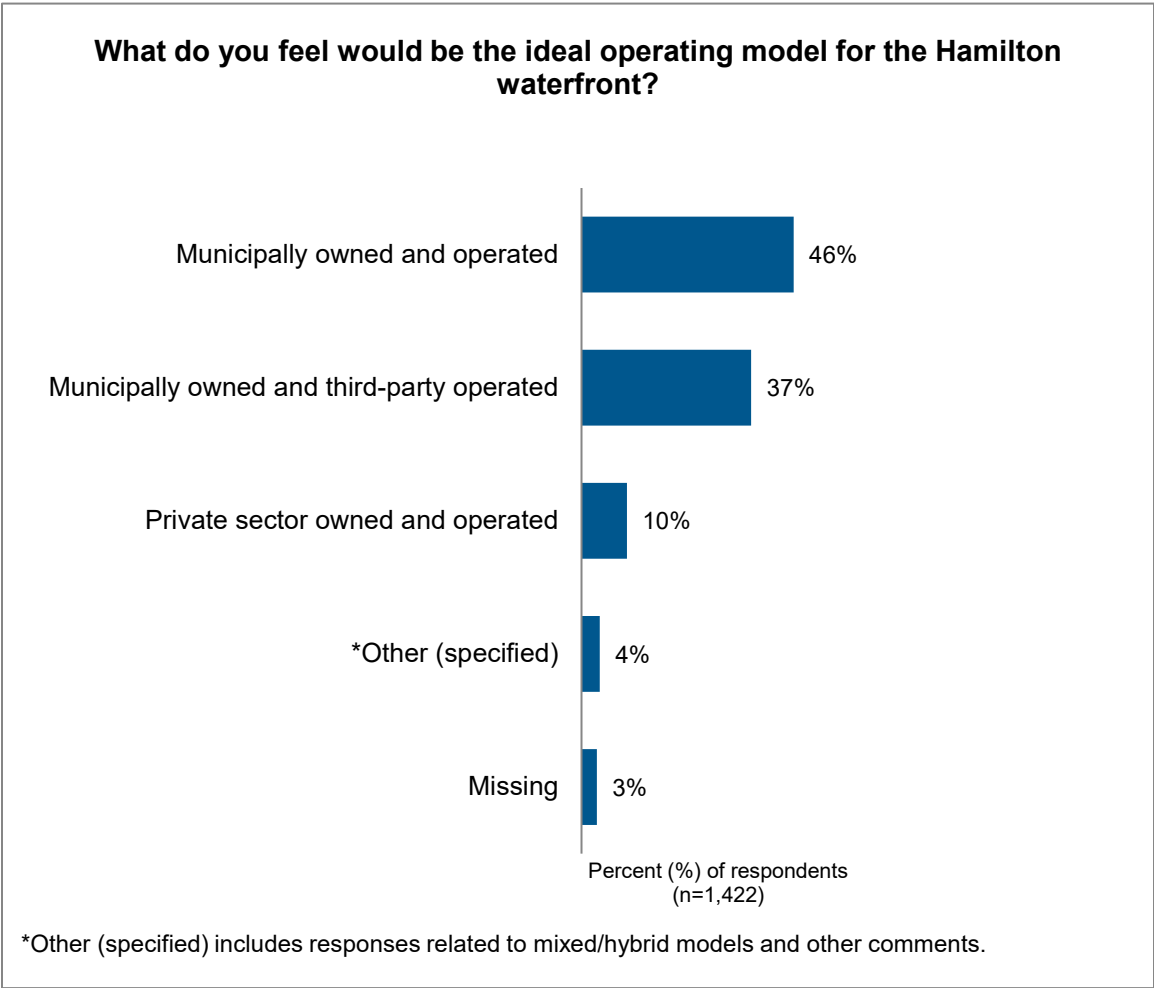
The 30 most commonly used words in responses to this question are shown in the word cloud below.

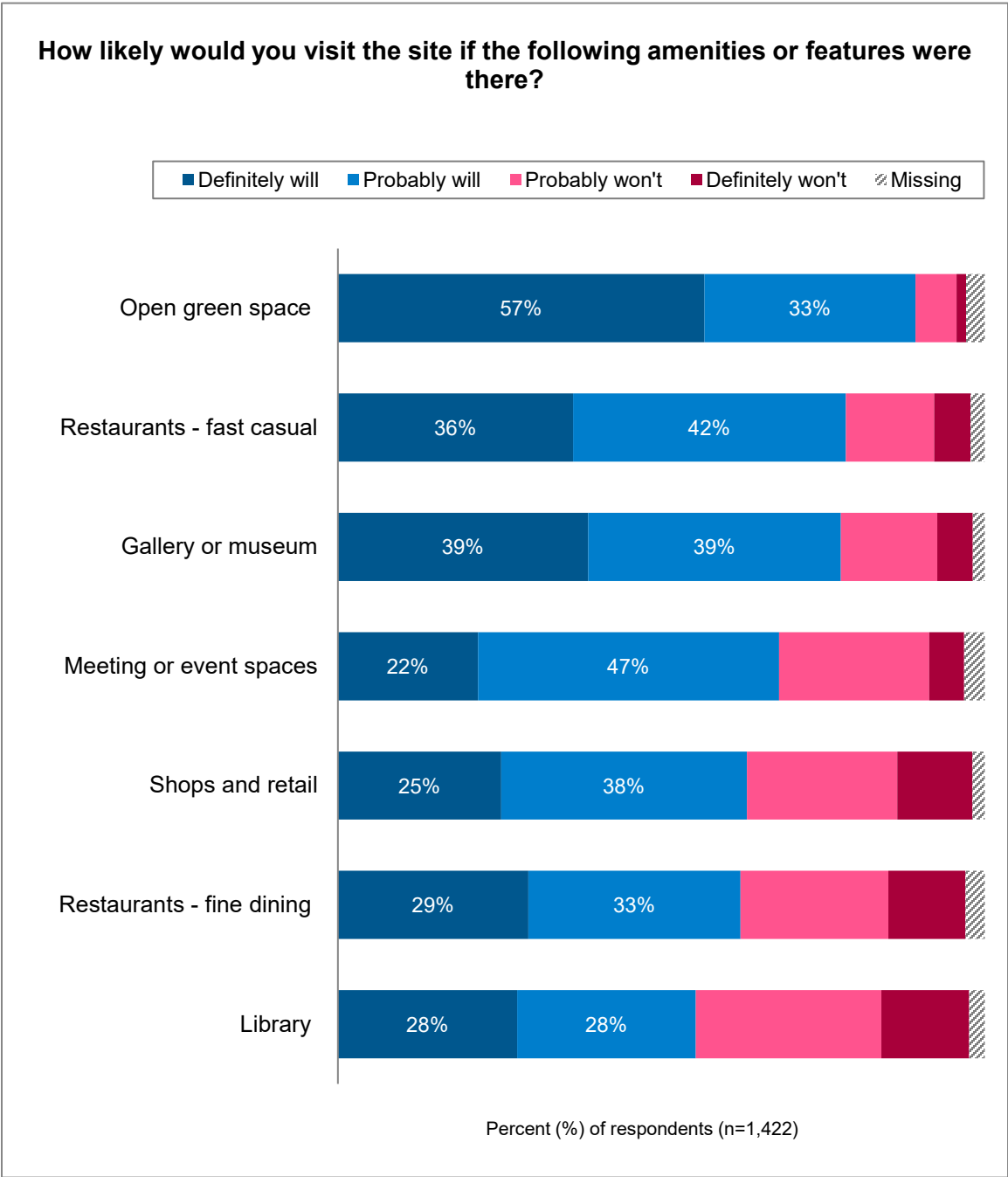


What do you feel is most important to consider in making decisions about the future of the site? - A destination that promotes tourism and events – please specify types/examples of events

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

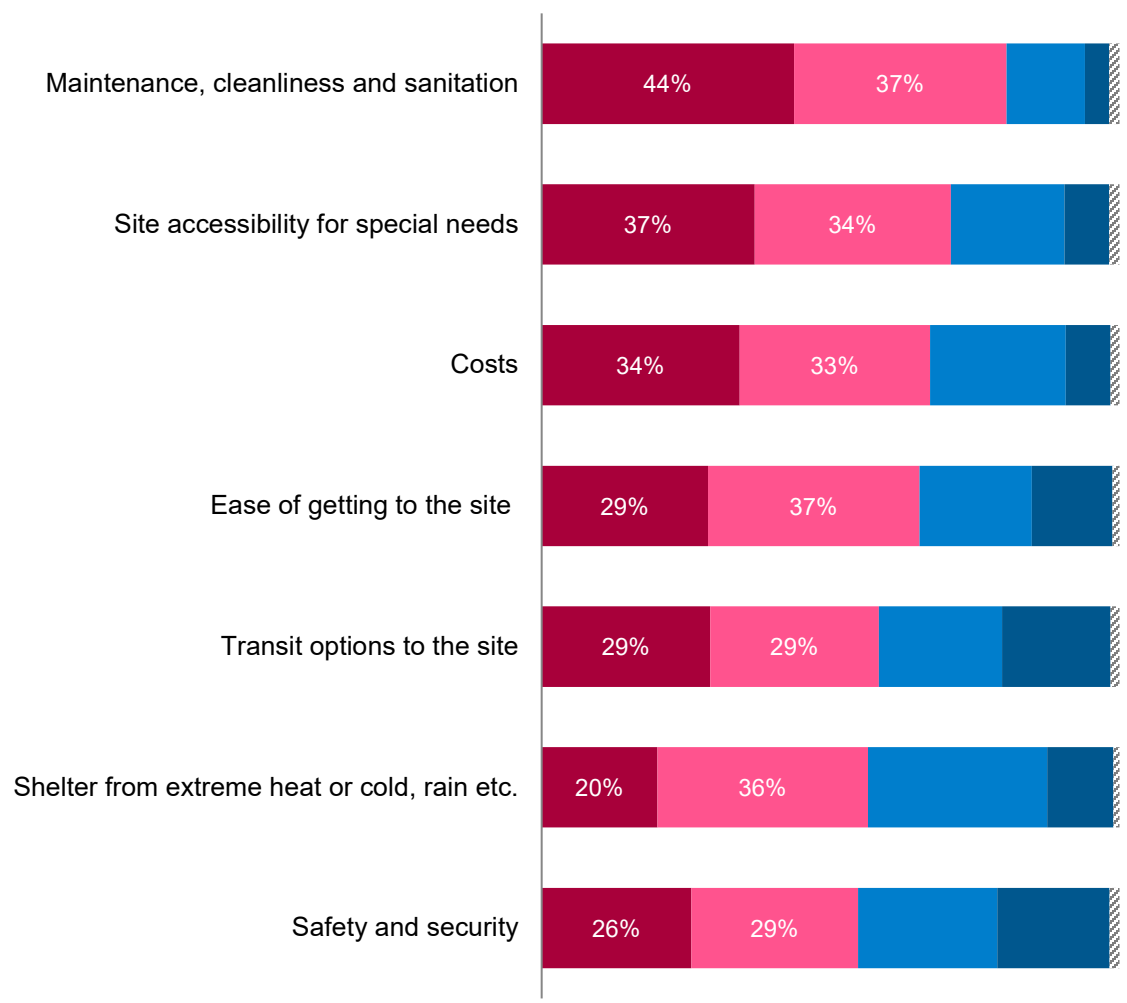






**How concerned are you about each of the following when thinking about visiting or spending time at the site?**

■ 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>


Response Theme	Includes comments and concerns primarily related to ...
Accessibility	- ensuring site is accessible
Multi-use	- multi-use/function, variety of options, changing uses,
Shelter and shade	- providing shade, shelter or covered areas - covered/indoor areas that protects against heat, cold, rain etc.
Seating	- ensuring there are benches, seating areas
For everyone	- ensuring there is a range of activities, events or space for everyone, people of all ages, diverse and different groups


Tell us what your vision for the Hamilton waterfront is by completing the following sentence. The Hamilton waterfront is a place where ...

Responses provided to complete this sentence most often contained the words or variations of the 30 words shown in the word cloud below.



## APPENDIX A: SURVEY TOOL



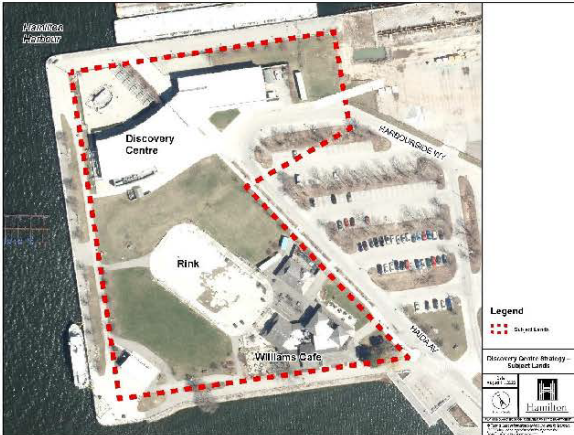


Discovery Centre Site:  
**OPPORTUNITY STUDY**

### 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: \_\_\_\_\_





Discovery Centre Site:  
**OPPORTUNITY STUDY**



**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.





Hamilton

# WEST HARBOUR DEVELOPMENT SUB-COMMITTEE

Nov 7, 2023

# Project Vision

A **gathering** place defined, led and staffed by local Indigenous peoples



A modern Library Branch with a full range of **services**.

**Shared** spaces that create a welcoming, accessible building.



A showcase for captivating cultural heritage-based experiences and **exhibitions**.



A relaxing café to **connect** with friends and colleagues



# Vision Inspiration



Ampersand Café, Halifax Public Library, Central Branch



Valley Park Branch, Hamilton Public Library



Radical Stitch, Art Gallery of Hamilton

# Vision Inspiration



PÎYÊSÎW WÂSKÂHIKAN (Thunderbird House), Edmonton Public Library



First Nations Circle, Halifax Public Library

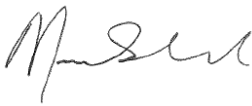


Ādisōke, Ottawa Public Library





## INFORMATION REPORT

<b>TO:</b>	Chair and Members West Harbour Development Sub-Committee
<b>COMMITTEE DATE:</b>	November 7, 2023
<b>SUBJECT/REPORT NO:</b>	West Harbour Re-Development Plan - Status Update (PED17181(f)) (Ward 2)
<b>WARD(S) AFFECTED:</b>	Ward 2
<b>PREPARED BY:</b>	Chris Phillips (905) 546-2424 Ext. 5304 Ed English (905) 546-2424 Ext. 5461
<b>SUBMITTED BY:</b>	Norm Schleeahn Director, Economic Development Planning and Economic Development
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

The West Harbour Development Sub-Committee periodically reviews the status of the West Harbour Re-Development Plan (the Plan), which consists of capital infrastructure and construction projects, as well as complementary projects necessary to facilitate private-sector and public-space development. The Plan is led and managed by an inter-departmental team of senior staff within the Planning and Economic Development and Public Works Departments, with significant and on-going support from Corporate Services department, including Finance, Legal Services, and others. Previous status reports during the past term of Council include:

- February 26, 2019, Report PED17181(a) entitled “West Harbour Re-Development Plan Implementation - Status Update”;
- February 26, 2019, Report PW17075(b) entitled “Status of West Harbour Implementation”;
- September 9, 2019, Report PW17075(c) entitled “Status of West Harbour Implementation”;

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- October 22, 2019, Report PW19090 entitled “West Harbour Strategic Initiatives Piers 5-7 Public Realm Capital Works”;
- December 2, 2020, Report PED17181(b) entitled “West Harbour Waterfront Re-Development Plan - Implementation Status Update”;
- January 17, 2022, Report (PED17181(c) entitled “West Harbour Re-Development Plan - Implementation Status Update”;
- July 19, 2022, West Harbour Re-Development Plan - Status Update (PED17181(d)) (Ward 2); and,
- April 14, 2023, West Harbour Re-Development Plan – Status Update (PED17181(e)).

To date, Council has approved approximately \$100 million of an original \$140 million capital plan to enhance the existing uses and enable the planned new uses within the Piers 6, 7 and 8 area. Completed projects include the following:

- Re-construction of the Pier 7 shorewall and creation of the new public waterfront boardwalk and temporary boat slips;
- Breakwater structure and city-owned Marina dock and boat slip renewal;
- Pier 8 shorewall rehabilitation;
- Relocation of the Hamilton Police Service (HPS) Marine Unit building;
- Decommissioning of the former Marina (Macdonald Marine) site;
- Parking and Parking Structure Location Studies;
- Pier 8 Underground Water & Sanitary Services and Above-ground roads;
- Pier 8 Wastewater Pumping Station and Forcemain;
- Cops Pier Park;
- Piers 6 and 7 shorewall rehabilitation, including purpose designed fish habitat infrastructure; and,
- Piers 6 and 7 water’s edge public boardwalk.

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OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

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This Report emphasizes the progress from Q.2 2023 to Q.3 2023.

**INFORMATION****1. Ceremony for All Our Relations Public Art Project on the National Day for Truth and Reconciliation**

A ceremony was held on September 30, 2023 to celebrate the City of Hamilton's newest work of public art: "All Our Relations" led by local Indigenous artist, Angela DeMontigny. The artwork consists of five 40-foot panels comprised of thousands of colourful glass beads representing traditional Indigenous teachings, the Thanksgiving Address (as shared by Haudenosaunee Elders and Knowledge Keepers), as well as Hamilton's rich biodiversity.

The event celebrated the installation of this striking and culturally significant public artwork while honouring the National Day of Truth and Reconciliation with remarks by Indigenous leaders and Knowledge Keepers, city Leadership, and the artist and team. The day also featured Indigenous music, food and ceremony.

In 2019, the city and the Hamilton Waterfront Trust completed a Public Art process to commission a permanent installation on the site. A volunteer citizen jury selected the work. "All Our Relations" by an artist team led by Angela DeMontigny and supported by Paull Rodrigue Glass, Cobalt Connects, LaFontaine Iron Werks Inc. and EXP.

**2. Piers 6 and 7 Shorewall, Boardwalk, Public-Space and Commercial Village Construction**

In January 2015, the city, and the Hamilton Waterfront Trust (HWT) entered into a Project Management Agreement (PMA) where the Hamilton Waterfront Trust would manage select city projects within the West Harbour waterfront. The Hamilton Waterfront Trust played an important role in forming stakeholder and public consensus with the West Harbour Waterfront Recreation Master Plan in 2010. Council's approval of the plan facilitated the decision for the Hamilton Waterfront Trust to project manage the capital projects within the Piers 5 to 7 area.

When complete, these projects will transform an old asphalt parking lot and boat storage and maintenance facility into a new four-hectare pedestrianized public-space, stretching from the foot of James Street North to the water's edge, and will include both public and commercial uses.

The project was divided into two phases. Phase 1, included new shorewall rehabilitation, proceeded with under-water fish habitat for ecological revitalization of the water quality within the Harbour, and concluded with the construction of the boardwalk,

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that cantilevers over the water's edge in many places. Phase 1 was completed in December 2022.

Phase 2 includes the above-ground surface areas including a new gateway plaza with a public art feature at the foot of James Street North, the construction of the tree-lined Waterfront Trail, a tree garden, and other landscaping features through the interior space, and a fixed pedestrian bridge connecting the new boardwalk to the existing Pier 7 boardwalk and boat slips.

The James Street Plaza will be a prominent new gateway, as visitors will be welcomed to enter the area directly from James and Guise Streets, with unobstructed views and access to the site. The plaza will include both a viewing platform at Guise Street, as well as fully accessible active transportation features, both stairs and ramping systems, to safely navigate the grade-changes from the site's south entrance to the water's edge amenities.

Construction on Phase 2 began in July 2022, with completion expected by the end of 2023.

### **3. New Piers 6 and 7 Public Buildings – Design and Construction Process**

A key element of the West Harbour Waterfront Re-Development Master Plan is the construction of two publicly owned buildings within the Piers 6 and 7 lands. With a vision of creating an indoor programming anchor to the new pedestrianized public-space at the water's edge, these buildings would allow for publicly accessible space that would complement the envisioned private uses intended to occupy the 4 development blocks of the commercial village.

Through the Capital budget process, and subsequently Report PW19090 entitled "West Harbour Strategic Initiatives Piers 5 to 7 Public Realm Capital Works", Council has approved funding for the various Piers 6 and 7 projects through capital project number 4411606103. Specifically, approximately \$1.682 million was allocated to the design and construction of the buildings in the 2022 capital budget and \$4.9 million was approved in 2023.

Staff have begun the process of preparing a design competition for the Piers 6 and 7 building design. Conceptually, the design competition would be conducted in three phases: Phase 1 will include creating a conceptual program for the buildings; Phase 2 would be the implementation of the design competition, and Phase 3 would be the construction phase.

Based in part to the success of the Copps Pier design competition, staff have re-engaged a community partnership with the Patrick J. McNally Charitable Foundation

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resulting in the Foundation contributing financially to both prepare and implement the competition, as well as providing the financial honorariums for the firms participating in the final competition. Staff have been proud of both the Patrick J McNally's contribution to past projects and are honoured at their continued generous support of striving for design excellence in the community.

Staff are preparing a high-level feasibility plan for the buildings and their respective programs and will be retaining a Professional Advisor to prepare and lead the design competition. Staff expect Phase 1 to be completed by the end of Q.1 2024. Phase 2 would begin in Q.2 2024 and be completed by the end of 2024, with Phase 3 beginning in 2025. Staff will develop a more detailed framework for the design competition and report back to the Sub Committee by the end of Q.1 2024.

**4. Pier 8 – Gateway Park**

With the south entrance located at the intersection of Guise St. and the new Discovery Drive, the Gateway Park will be a new park-space that welcomes visitors into the Pier 8 area. Stretching northward along Discovery Drive to the new Haida Avenue, this triangular shaped park will join and complement the Pier 7 Boardwalk and boat slips project that was completed and opened in 2016. To limit any construction conflicts and to ensure continuity with the adjacent Piers 6 and 7 projects, the project schedule has been delayed. Specifically, the eastside of the Piers 6 and 7 projects must be completed prior to the Gateway Park being both tendered and constructed. This coordination of activities is required to ensure a safe on-site working environment and to ensure public access adjacent to the site. Staff expect the Piers 6 and 7 work to be completed by the end of 2023. The main section of the Gateway Park will then begin construction in Q.1 2024, with completion expected by late spring 2024.

**5. Pier 7 Sailing School Retractable Bridge**

During the process of developing the West Harbour Waterfront Re-Development Master Plan, a conflict of uses was identified between the on-water activities within the Royal Hamilton Yacht Club Sailing School basin, and the desire to create the new public boardwalk built continuously along the water's edge. To address this conflict, the Master Plan calls for the design, build, and installation of a non-fixed moveable bridge in this location.

A high-level conceptual cost estimate was obtained in 2020, and \$1.5 million was approved in the 2019 Capital Budget for the design and construction of the bridge. Staff have begun the process of establishing detailed cost and scheduling estimates. Early indications reveal the cost estimate being in-line with expectations and that tendering could take place in 2024, with fabrication and installation expected in 2025. Staff will

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prepare a detailed timeframe and report back to the Sub-Committee by the end of Q.2 2024.

**6. West Harbour Tourism Opportunities**

With the success of the public improvements to the West Harbour waterfront and in-line with the West Harbour (Setting Sail) Secondary Plan, staff from the Economic Development and Tourism and Culture divisions, are working to bring further activation and animation to the West Harbour. The objective would be to seek to promote season-long and year-round enjoyment and appreciation of the waterfront, as well as support and encourage a diversity of marine activity. This could be done through having a variety of both land oriented and on-water activities that are suitable to the Harbour.

With the success of Hamilton's active transportation bike-share and scooter programs and the rise in visitor demand for outdoor recreational activities and wellness, staff seek to bring on-water recreational activities to the waterfront such as paddle boats, canoes, and kayaks, as well as services such as water taxis. These activities may require facilities for launching and docking recreational boats and may well be provided through agreements with reputable third-party operators.

Furthermore, in order to promote a variety of on-water uses, future opportunities could include waterfront attractions to enhance the city as a tourist destination. An immediate opportunity could be to seek a reputable operator to reintroduce a harbour cruise product. Harbour cruise examples could include lunch, dinner, and sunset cruises and private rentals for special events. Lastly, staff would seek to bring suitable small-scale cruise operators to Hamilton and test the suitability for being a port of call for Great Lakes Cruises.

Staff have posed these boating options to multiple waterfront stakeholders and have received positive support. Furthermore, staff have had active requests from operators for several of these opportunities. Staff expect to prepare a detailed plan and will report back to a future Sub Committee meeting.

**APPENDICES AND SCHEDULES ATTACHED**

Not Applicable.

CP/jrb