

# West Harbour Engagement Recommendations Report

March 2017

Prepared by Evergreen for the City of Hamilton's  
Planning & Economic Development Department



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## Overview

In January 2015, Evergreen launched into a partnership with the City of Hamilton’s Planning & Economic Development (PED) Department to support the development and implementation of a *Community Engagement and Public Consultation Strategy for Hamilton’s West Harbour*. The communities of Hamilton’s West Harbour area have been facing rapid and transformative changes in their neighbourhoods in the form of consistent and new development activities; increasing levels of growth and associated intensification impacts; and major infrastructure investment by the City of Hamilton to enable development-ready waterfront opportunities.

Evergreen was sought to provide on-going consultative support, process design, evaluation, community outreach, and recommendations for an engagement approach to be led by the City. The objective for Evergreen was to design, test, and monitor a process of engagement that supports a sustainable, inclusive, and prosperous West Harbour transformation that would benefit the City as a whole, and ensure the existing community is involved in their neighbourhoods’ evolution.

## About Evergreen

Evergreen is a non-profit organization dedicated to making cities flourish. Over 85% of Canadians now live in and around urban areas, making it more important than ever to connect the natural and built worlds. Through research, design, and collaboration, Evergreen moves ideas for sustainable city building into action. Since 1991, we have provoked bold action in transforming public landscapes into thriving community spaces with environmental, social and economic benefits. At the core of our work is the belief that involving people directly in community engagement and design processes positively affects the attitudes and behaviours that lie at the core of the sustainable city.

Since January 2015, Evergreen has engaged more than 50,000 Hamiltonians in solutions-focused dialogue and action for the City’s sustainable and inclusive future. This report outlines Evergreen’s recommendations to guide the City of Hamilton as staff continue to engage residents and stakeholders within Hamilton’s rapidly changing West Harbour.



**“The area in question represents the last piece of "developable" property at the west end of the harbour. We only have one chance to get it right” – North End Resident**

*Rendering of proposed West Harbour redevelopment provided by City of Hamilton Planning and Economic Development*

## Consultation Process

### **Phase 1: System Mapping and Pre-Consultation (January 2015 – May 2015)**

Between January and May 2015, more than 50 interviews, presentations, and meetings were hosted with resident groups, City of Hamilton staff, and established organizations within the West Harbour neighbourhoods to gain a better understanding of opportunities and challenges regarding the City of Hamilton’s approach to engagement. The results of these interviews and group conversations were compiled (Appendix A) and utilized to develop a community workshop to collectively create an engagement process for City of Hamilton projects in the area.



*The well-used chalk wall at 294 James Street North*

### **Phase 2: Implementation and Testing (June 2015 – April 2016)**

On May 28<sup>th</sup>, 2015, Evergreen worked with LURA Consulting to host an interactive workshop at Liuna Station with more than 120 residents from the affected neighbourhoods, with presentations and table facilitation provided and supported by City of Hamilton staff. City staff in attendance were all involved in West Harbour redevelopment in some way and came from a diversity of departments including PED, Public Works, Community and Emergency Services, and the City Manager’s Office. The purpose of this workshop was for the City of Hamilton to clarify the West Harbour Redevelopment Project and for residents to identify how they would like to be informed and engaged in future projects. The results of this workshop (Appendix B) identified resident challenges and priorities for engagement.



*A free marketplace event at 294 James Street North generates lots of conversation during a monthly Art Crawl*

Based on resident recommendations, multiple new tools and approaches to engagement were developed and implemented beginning in June 2015, with full roll-out in September 2015. Tools included, but were not limited to:

- A Community Storefront at 294 James Street North
- Monthly “Community Conversation” meetings
- A central webpage for all West Harbour projects
- Regularly monitored central contact email and phone
- Pop-up engagement activities and the ‘Convo Couch’

### **Phase 3: Evaluation and Recommendations (April 2016 – November 2016)**

In April 2016, after a year of hosting and supporting City- and community-led conversations, meetings, workshops, charrettes, community events, and other initiatives, Evergreen designed and proposed an engagement framework (Appendix C) to residents at the monthly West Harbour Community Conversation meeting based on the feedback heard and observations made throughout the process. Residents were invited to provide feedback at the meeting and in an online-survey distributed to past participants.

Initial resident feedback and survey data was collected between May and July 2016 and presented back to the community at the Community Conversation meeting at the end of July (Appendix D). Resident comments were predominantly positive, with the community storefront and regular check-in opportunities identified as the most valuable tools tested. A final ‘Conversation Couch’ – a facilitated group discussion by Evergreen and City staff - was hosted in September 2016, providing a forum for group dialogue and open feedback on the proposed recommendations. A first draft of recommendations was distributed in November 2016 for community input and are incorporated into this Final Report.

## Implementation and Evaluation Results

In the 12 months following the public workshop in May 2015, Evergreen and the City of Hamilton worked to test and implement the community identified recommendations (Appendix B). Evergreen was not hired to lead consultation efforts on behalf of the City of Hamilton but remained fully engaged in the process to maximize resident engagement and participation. Evergreen set up the required engagement and communications infrastructure, provided on-going evaluation and support to City of Hamilton staff and led the design and logistics management of City-led meetings and workshops.



*More than 200 comments on what residents feel is exciting, concerning, or curious regarding development in Hamilton's West Harbour*

Due to the nature of the rapid transformation of Hamilton's West Harbour, the testing phase was iterative: some tools proved more useful than others and our approach was adjusted accordingly. Because of the highly complex and often polarizing nature of many of the projects falling within the City of Hamilton's West Harbour portfolio, Evergreen focused on maximizing community engagement and public understanding of the issues, leading some activities independently from the City. Similarly, the City of Hamilton hosted engagement activities without Evergreen's involvement within the West Harbour: with the high number of projects unfolding and the multiple different departments involved, some projects were deemed more appropriate for testing new engagement approaches than others.

### **Community Storefront at 294 James Street North**

A physical storefront managed and maintained by Evergreen in the centre of the West Harbour district, 294 James Street North has served as a hub for in-person consultations related to West Harbour redevelopment and a shared community space for resident groups, organizations, and City of Hamilton staff. Launching in August 2015, the purpose of this space was to provide an informative, collaborative, and welcoming space for all residents of the West Harbour – and beyond – to learn about and get involved



*A local North End resident talks about East Harbourfront development with Mayor Eisenberger during a presentation by recent architecture graduates from South Dakota State University studying the area*

in changes taking place in their neighbourhoods. Although it still serves as an information depot and consultation space for West Harbour projects, the Community Storefront has evolved into a dynamic community hub that provides free meeting, event, and gallery space; promotes collaborations among user groups and organizations; and engages thousands of residents on a diversity of opportunities and challenges facing sustainable and inclusive city-building.

Though not all activities in the storefront were specific to West Harbour redevelopment, between September 2015 and September 2016, nearly 200 different groups utilized the space for more than 250 unique storefront activations. Ranging from book-launches and affordable housing exhibits to fundraising workshops and final student presentations, this space has provided information and opportunities for involvement in local redevelopment projects to more than 20,000 residents and visitors. Of all of the new engagement tools tested throughout this process, the Community Storefront has been identified by resident participants as the most valuable.

## Monthly Community Conversations and Regular Engagement Opportunities

An approach that ensures openness and transparency was identified as a main priority by both residents and City of Hamilton staff at the outset of Evergreen’s involvement in the West Harbour engagement process. To deliver on this shared priority, a regularly occurring community gathering was established on the last Thursday of every month to provide an open forum for City staff to share their updates and generate dialogue with resident. Beginning in September 2015, Evergreen hosted and co-hosted 11 ‘Community Conversation’ meetings for more than 800 attendees, with most taking place at the Community Storefront at 294 James Street North.



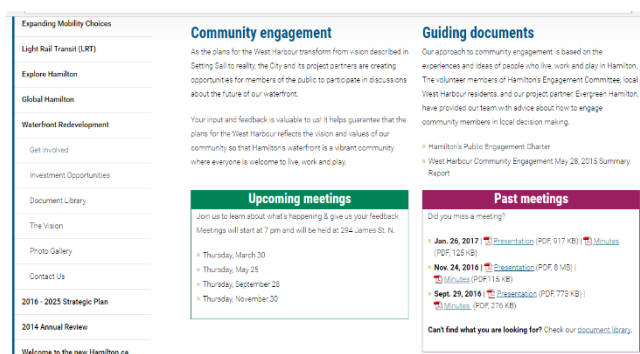
Community and City representatives hear from Chris Phillips, Senior Advisor with the City of Hamilton’s West Harbour Redevelopment Project, during a monthly Community Conversation meeting in 2016

Although generally following a standard format of staff presentations and preceded by resident questions, various different approaches have been put in place to ensure high-levels of engagement and benefits to residents as well as City of Hamilton staff.

These include resident-developed agendas, resident and community updates, minute-taking by both staff and residents for posting online, recording of un-answered questions for response at the proceeding meetings, and ensuring opportunities for open conversation and dialogue following the meeting. Of all the tools tested throughout this process, these monthly engagement opportunities were identified as highly valuable by residents.

## Central Webpage and Online Engagement

An early and frequent comment heard at the beginning of Evergreen’s involvement in Hamilton’s West Harbour was the need for an easily found and navigable webpage containing information about the entire planning precinct, in addition to information about individual projects. At the time Evergreen began engaging on this project, the City of Hamilton was finalizing a total website improvement process of the [www.hamilton.ca](http://www.hamilton.ca) domain. Although information could be found about many of the projects taking place in the West Harbour, the information was not centrally located or clearly linked to one another, and instead information could only be found on individual departmental or divisional webpages which can be hard to find without knowing which department was leading which project.



A screenshot of the City of Hamilton’s new web portal for the West Harbour, showing links to community engagement opportunities

To allow for better access to information, a new website [www.hamilton.ca/westharbour](http://www.hamilton.ca/westharbour) was created to create a ‘landing’ page for any and all projects taking place within Hamilton’s West Harbour. This includes project updates, technical reports, community engagement activities, online surveys, and meeting minutes. Although not highly interactive as commented on by residents, the breadth of information has been greatly improved and allows for easy sharing of information.

### Ongoing Communication and Increased Internal Capacity

A challenge shared among residents and community stakeholders early in this process was the lack of clarity around what department, and in particular what staff, were responsible for each of the many projects taking place in the West Harbour. In an attempt to ensure the broad diversity of inquiries being received by City staff were being received by the appropriate City staffer who could respond, a new email and telephone extension were established for improved communications between staff and residents. The monitoring of the email and extension were established originally for dispatch purposes, but the inquiries related to engagement were responded to by Evergreen staff.

In February 2016, the City of Hamilton created a new position within the Planning and Economic Development Department to increase the capacity of City staff to design and lead quality and meaningful engagement based on recommendations provided by Evergreen. Key benefits of the position include:

- 1) Streamlined internal processes for designing and delivering engagement activities resulting in greater internal efficiency, savings to staff time, and improved coordination between different groups;
- 2) Enhanced project clarity and public understanding of the City's work and the various staff roles;
- 3) Providing high quality and meaningful engagement opportunities, allowing residents more channels to provide input, opportunities for involvement, and to track how resident feedback is used

Additionally, this role is critical to providing "lessons learned" which can be shared with other City staff and departments to improving their internal capacity for engagement. This can include resources like templates, toolkits and training for City staff or hired consultants.



*A poster advertising pop-up, casual conversation opportunities about topics of high levels of interest or concern*

### Pop-up Engagement – Conversation Couch and 100in1Day

Another frequently heard comment from residents and stakeholders, from the beginning to the end of the process, is the need for City staff to be present in the communities about which they are making decisions. Although there is value in hosting workshops, meetings, and other engagement activities in appropriate facilities that may not always be easily available in the immediate vicinity of a project, it is also incredibly importance to go where the people you are trying to engage are more comfortable.



To test more informal forms of engagement, a travelling 'conversation couch' was purchased with the intent to travel to areas of Hamilton's West Harbour where projects were unfolding and to provide a comfortable spot to sit and talk with City of Hamilton staff. Although the Conversation Couch led to more than 50 residents being engaged in in-depth conversations with City staff on more than 8 different occasions, the capital required to move the physical couch – although lightweight – was high and it instead became a regular feature of the Storefront.

Although the travelling couch approach has been identified as one of the lesser valued tools (though still identified as valuable by residents), there is still immense value in pop-up engagement activities. One of Evergreen's programs, expanding outside of Hamilton's West Harbour, has seen more than 290 different pop-up activities take place in every ward between June 2015 and June 2016. Called *100in1Day Hamilton*, the initiative empowers residents, community groups, organizations, and passionate City staff to lead 100 or more actions – all on the same day. Evergreen provides workshops, coaching, an online platform, and other tools for engagement and neighbourhood activation that has led to new incorporated groups, new by-laws and policies, and new community-infrastructure directly impacting more than 50,000 residents.

City of Hamilton staff have participated in *100in1Day Hamilton* with highly positive results, engaging more than 100 residents in one day through pop-up trail engagement, Chedoke Stair animation, a book-club, beautification, and wayfinding projects. By participating in community-led events and working towards building connections through face-to-face connections in creative ways, new audiences can be reached who otherwise might not get involved in City projects and higher levels of trust can be established.

## Observations and Recommendations

Evergreen staff have spent more than a year working in the community and with the City of Hamilton to understand the unique challenges and opportunities for meaningful engagement in Hamilton’s West Harbour. Although Evergreen’s official role with the City of Hamilton to design, coordinate, and support engagement initiatives within the West Harbour has come to an end, community engagement is an on-going process.

With the objective of establishing a transparent, collaborative, and effective approach to informing, involving, and empowering residents in neighbourhood development projects, Evergreen has developed the Engagement Framework (Figure 1) found in Appendix C with residents and community stakeholders. Evergreen proposes that City of Hamilton staff adapt this Framework, coupled with the following recommended principles and actions, when seeking to engage residents of Hamilton’s West Harbour communities:

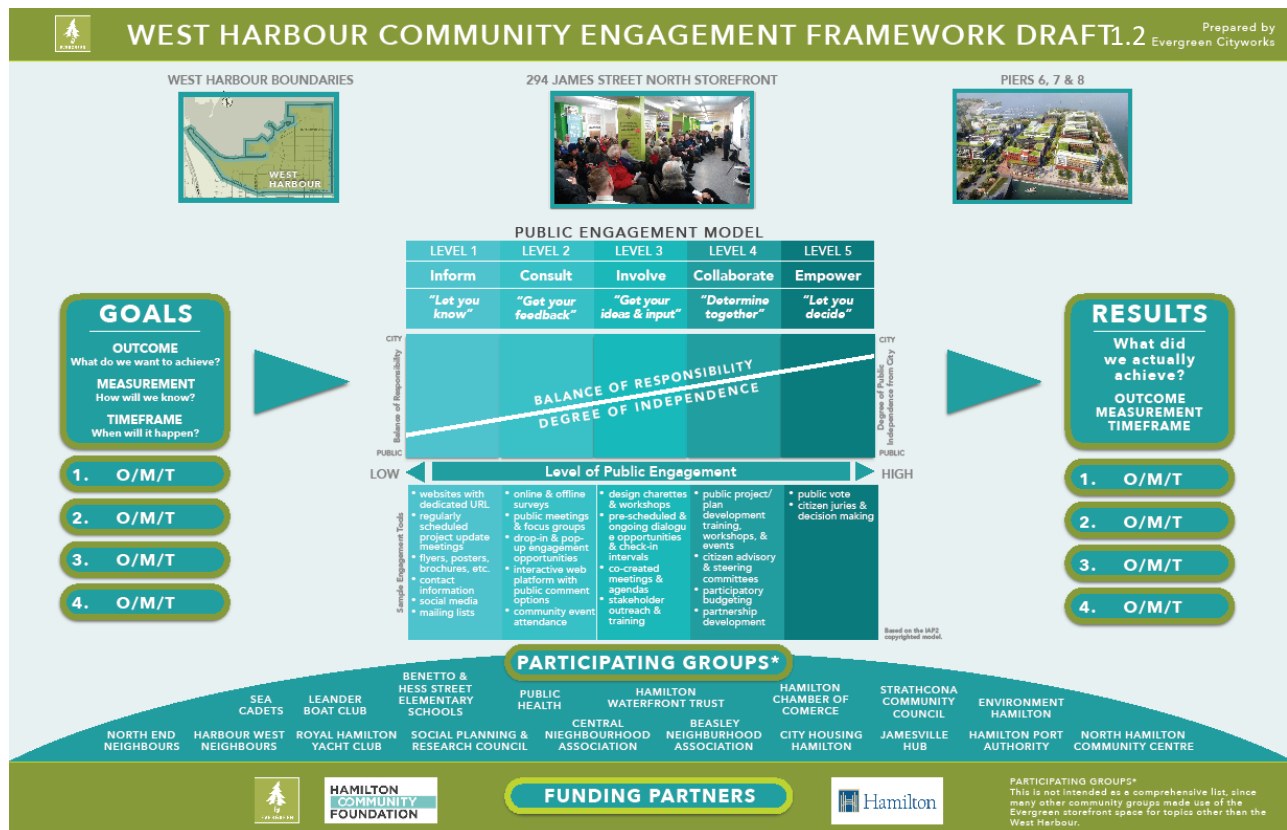


Figure 1: Proposed West Harbour Community Engagement Framework. Developed based on resident and stakeholder feedback, the Hamilton Engagement Committee's (HEC) Public Engagement Charter, and the International Association of Public Participation (IAP2) Spectrum of Public Participation.



1) **Equitable access to correct, timely, and consistent opportunities for information and dialogue is a shared priority**

A common theme identified by both residents and City of Hamilton staff is the need to access information about the many different projects taking place within the West Harbour precinct and existing opportunities for public participation. Methods for clearly and concisely communicating the most up to date information have been greatly improved by the addition of a new series of monthly meetings, the development of a growing mailing list, and the establishment of a dedicated West Harbour webpage on the City of Hamilton website, but feedback suggests that updates are inconsistent and project-specific information can be difficult to find.

To reduce misinformation and provide easy opportunities for information sharing among and between staff and residents, the development of shared resources – such as regularly scheduled and collaboratively planned update meetings between City staff and residents or online, interactive web platforms with opportunities for both public and City staff to provide updates – can greatly help streamline information distribution for both residents and staff. Without access to the most up to date and accurate information, residents will be unable to fully participate in higher consultation or collaboration exercises.

**Recommendations:**

- a. Establish a regular West Harbour-wide e-newsletter with project updates, upcoming meetings, and opportunities for involvement for both staff and residents;
- b. Explore options for improved web navigation and interactivity; pilot a new platform for residents to provide online feedback and public discussions between themselves and with City of Hamilton staff to improve the multi-directional flow and visibility of information
- c. Continue hosting regular update meetings and improve the involvement of residents and stakeholders by co-creating agendas, collaboratively planning sessions, and sharing both community and City updates



*Diedre Rozema (left), Special Advisor of Community Engagement, spends time during a monthly Art Crawl at the Community Storefront speaking with residents about upcoming projects and opportunities for involvement.*

2) **City projects should have clearly established goals and objectives for engagement, outlined at the beginning of the process and re-iterated throughout**

Without clearly articulated engagement goals for each project, the purpose of some City-led engagement activities was unclear to the public and participants felt they were unable to see how their involvement impacted decisions. These cases left some residents feeling like their involvement was meaningless, endless, or inconsequential after learning that certain decisions had already been made. This alienated them from participating in other projects due to lack of trust in City of Hamilton staff and engagement processes. Similarly, when City of Hamilton staff led engagement exercises without identifying the purpose of the engagement, some staff felt that engagement itself was too time consuming, endless, and not valuable to pursue. By establishing goals, engagement activities are planned more effectively to ensure they are providing value to residents, staff, and decision-makers.

**Recommendations:**

- a. City staff – and any others seeking to engage with community groups or stakeholders – should establish clear goals and objectives of engagement for each project taking place within the West Harbour – goals should be outcomes-based, measurable, and time-bound.
- b. The level of engagement needs to be clearly articulated at the very beginning of any project – not all projects will or should progress beyond the ‘Inform’ stage based on the stage of the project or previous resident participation. Articulation of what level of engagement a project is in is key to maintaining stakeholder trust and ongoing participation. It is important to note however, that without working to establish meaningful trust and relationships with the community being engaged, higher levels of engagement – Collaboration and Empower – will be much more difficult to achieve in a meaningful and effective way
- c. In order to deliver engagement activities that are meaningful to residents and results in information that is useful in Council's decision making, City staff and any consultants hired to conduct engagement must have access to a common set of appropriate community engagement tools, resources, and knowledge such as toolkits, templates, or training. The City of Hamilton should continue invest in the capacity for staff to deliver meaningful engagement.



*A close inspection of the chalk wall at 294 James Street North reveals a lot of Hamilton pride!*

### 3) *A diverse set of engagement tools are required for a diversity of participation*

There is no single engagement tool or technique that can be used to reach every individual: some residents prefer online opportunities, while others depend on traditional print media to obtain information and learn about upcoming meetings. The neighbourhoods within Hamilton’s West Harbour are greatly mixed and rapidly changing and therefore require a diversity of online, traditional, and creative tools to ensure the diversity of participants reflect the diversity of the changing neighbourhoods.



*Each colour represents whether respondents felt curious (purple), concerned (red), or excited (blue); this photo demonstrates the diversity of opinions found throughout the West Harbour.*

The proposed framework not only acts as a suggested process for staff to utilize when beginning engagement around a project by establishing goals, but also includes community-recommended tools at each of the different levels of engagement. However, it should be noted that these are non-exhaustive lists and a more fulsome representation can be seen in Appendix B.

#### Recommendations:

- a. A minimum of three tools should be used for each level of engagement – at least one online, one offline, and one creative or non-traditional approach should be used. For example, if Consulting, a minimum of three tools to Inform should be used – a website, mailing list, and news-advertisement – as well as three tools to Consult – an online survey, an in-person meeting, and a pop-up lemonade stand.
- b. Staff leading complex projects should seek to establish Community Committees to leverage knowledgeable individuals who live, work, and play in the West Harbour and their unique and diverse networks that aren’t always communicating among one another. Depending on the project and level of engagement, Terms of Reference for each committee should be collectively established and agreed upon. Similarly to how goals should be established, Terms of Reference should also be based on a set outcome, measurable in its progress, and time-bound to the project to ensure that everyone’s time and effort is maximized and valued.
- c. Increased staff presence in the community can be intimidating to some staff due to the highly polarizing nature of some neighbourhood redevelopment issues, and intensification more broadly, but it is critical that staff be present in the communities they work in. Event attendance, pop-up or drop-in engagement exercises, and presentations at community meetings should be leveraged to provide regular opportunities for relationship building and information sharing.



*The Community Storefront entrance, designed to look welcoming thanks to dedicated volunteers, community groups, and others driving positive change in Hamilton.*



*Students from a local school learn about West Harbour projects, opportunities for involvement, and the importance of sustainability and engagement in prosperous city-building*

## In Conclusion

Between January 2015 and November 2016, Evergreen worked closely with the City of Hamilton to support implementation of an open, transparent, and inclusive process of engaging West Harbour residents in the future of their neighbourhoods. Throughout this process, more than 50,000 residents were engaged through the Community Storefront and outreach activities that sought to build capacity, empower residents, and spark collaboration between diverse audiences. City of Hamilton staff should be commended on their improved and growing commitment to engagement, as proven by a majority of indicating a higher level of understanding and awareness of City projects. However, without proper resources and communications infrastructure in place – such as staff, training, or improved minimum engagement standards – resident trust and willingness to collaborate will diminish.

For all projects seeking engagement, there must be clarity around the purpose and goals of the engagement. Residents and community stakeholders deserve to know what decisions have been made, what input is still sought, what might change, what won't change, and why. Being transparent about this from the beginning is critical to ensuring on-going participation, collaboration, and helps to establish which level of engagement – from Inform to Empower – is most appropriate. When engagement is done well, it is hugely beneficial to all involved: not only does the community take more ownership over a project, but by providing decision-makers with reliable and representative data from the community, decision-makers are enabled to make difficult decisions with confidence and a more holistic understanding of the community's needs, values, and priorities.

Meaningful engagement that involves a broad diversity of residents and stakeholders with varying opinions and backgrounds from start to finish can be a challenging process due to polarizing viewpoints and trying to ensure a process that provides equitable opportunities for everyone's involvement. However, with a true commitment to involving and empowering all residents in the future development of their communities, a baseline level of trust and reciprocity can be established that will generate more productive relationships, meaningful collaborations, and a sustainable, inclusive Hamilton for everyone.

### Evergreen Engagement Highlights:

- 50,000+ residents engaged on local development issues and opportunities
- 1000+ followers on the Community Storefront's Twitter: @294JamesStN
- 250+ events, meetings, and engagement opportunities at 294 James Street North
- 500+ newsletter recipients



*Community groups, resident volunteers, and Community Storefront visitors are kept highly engaged during Supercrawl, 2016*

**For more information, please contact:**

**Jay Carter**

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 294 James Street North, Hamilton, Ontario  
[jcarter@evergreen.ca](mailto:jcarter@evergreen.ca)



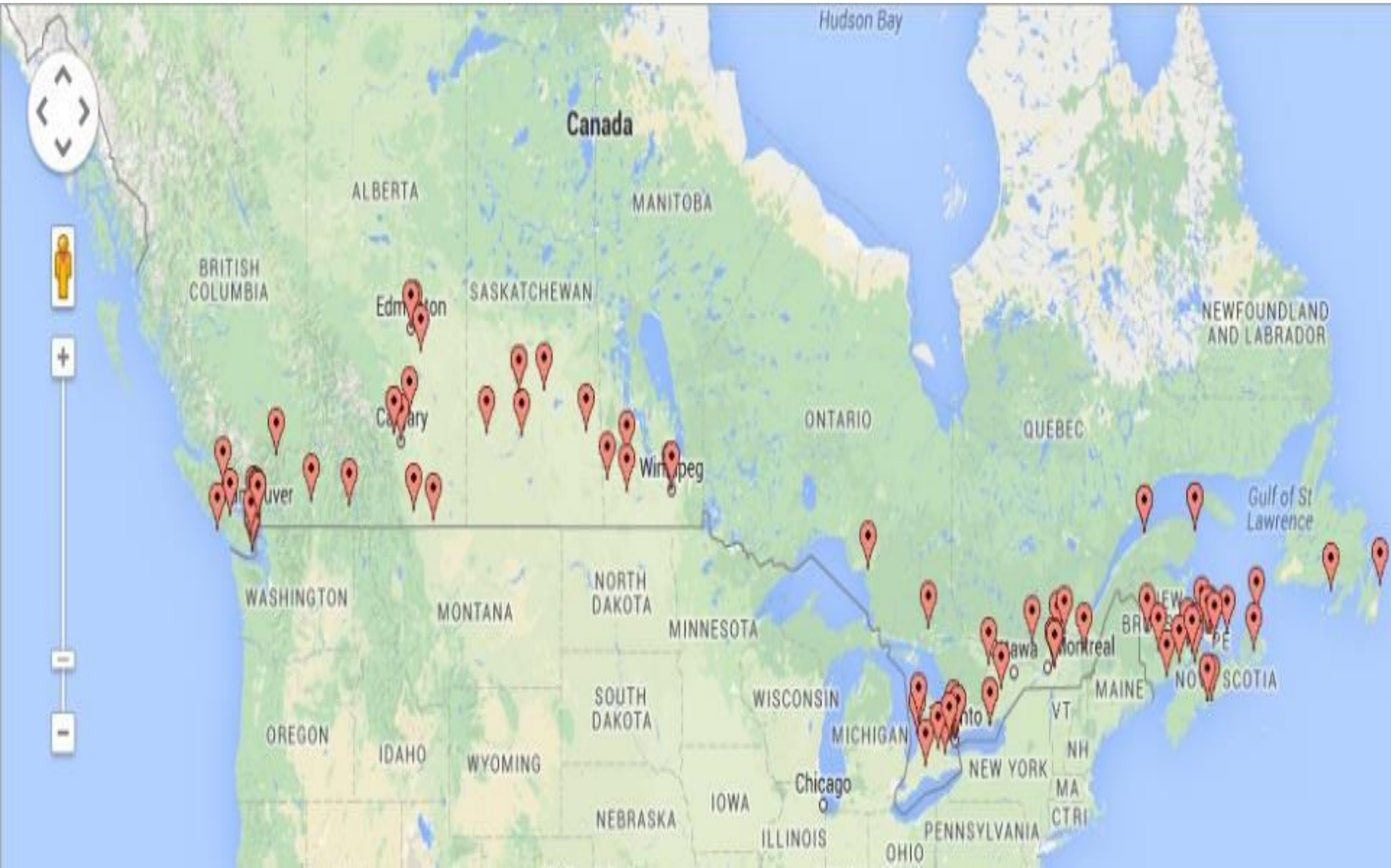
# (More) Possibilities for Engagement in Hamilton

**Jay Carter**  
Hamilton Project Coordinator  
Evergreen CityWorks

# What is Evergreen?



# National Reach





## Evergreen CityWorks

Moving ideas into action through multi-sectorial engagement, collaboration, and experimentation

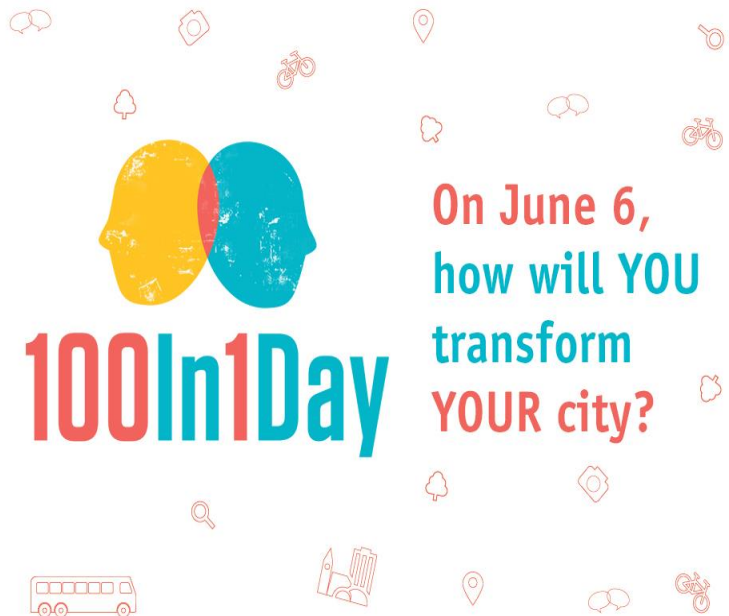
The idea here? Improved forms of community engagement for the City of Hamilton and West Harbour communities to inform, involve, and empower as broad a diversity of residents and stakeholders as possible.



# Evergreen in Hamilton & Work to Date



- **Community Engagement & Action**
  - 100in1Day Hamilton
  - Community & School-Ground Greening
  - Adaptive Re-use
- **Capacity Building**
  - Grant Programs & Recipient Support
  - Workshops & Roundtables
- **Convening & Connecting**
  - HWDSB School Partnership
  - Stakeholder Collaborations

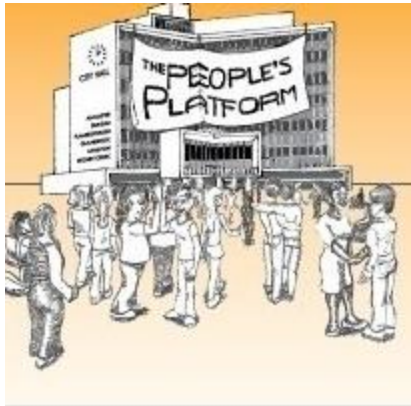
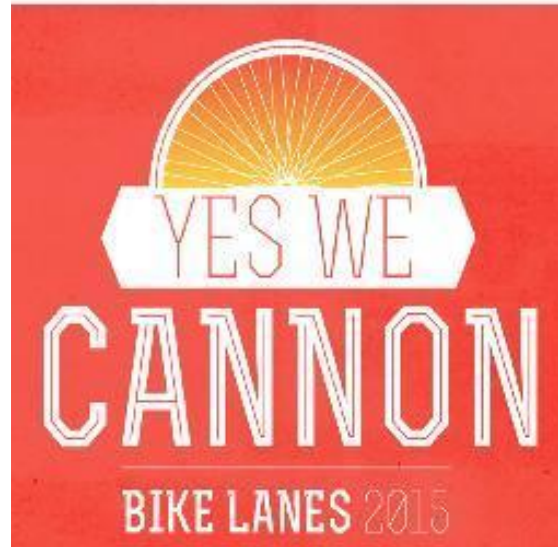


# Consultation & Outreach to Date

- Hamilton Chamber of Commerce
- CityHousing Hamilton
- Hamilton Dist. Apartment Association
- Hamilton Wentworth District School Board
- Social Planning & Research Council
- Hamilton HIVE & Groups
- ReNew Hamilton
- CoBalt Connects
- Ontario Trillium Foundation
- Hamilton Victory Gardens
- Raise the Hammer
- Hamilton Waterfront Trust
- EMPower Strategy Group
- Welcome Inn
- Earth Day Hamilton Burlington
- Hamilton Community Land Trust
- Hamilton Arts Council
- Green Venture
- North End Neighbours Association
- Central Neighbourhood Association
- Jamesville Hub
- Stratchona Community Council
- Beasley Neighbourhood Association
- Harbour West Neighbours Inc.
- Progressive North End Residents Association
- Volunteer Hamilton
- Hamilton Community Developer Network
- Environment Hamilton
- McMaster University
- Mohawk College
- BARC
- Centre for Community Study
- Hamilton Wentworth Catholic District School Board
- City of Hamilton Staff
- Hamilton Community Foundation
- Hamilton Conservation Authority
- Hamilton Naturalists' Club

# Community Engagement & Action in Hamilton

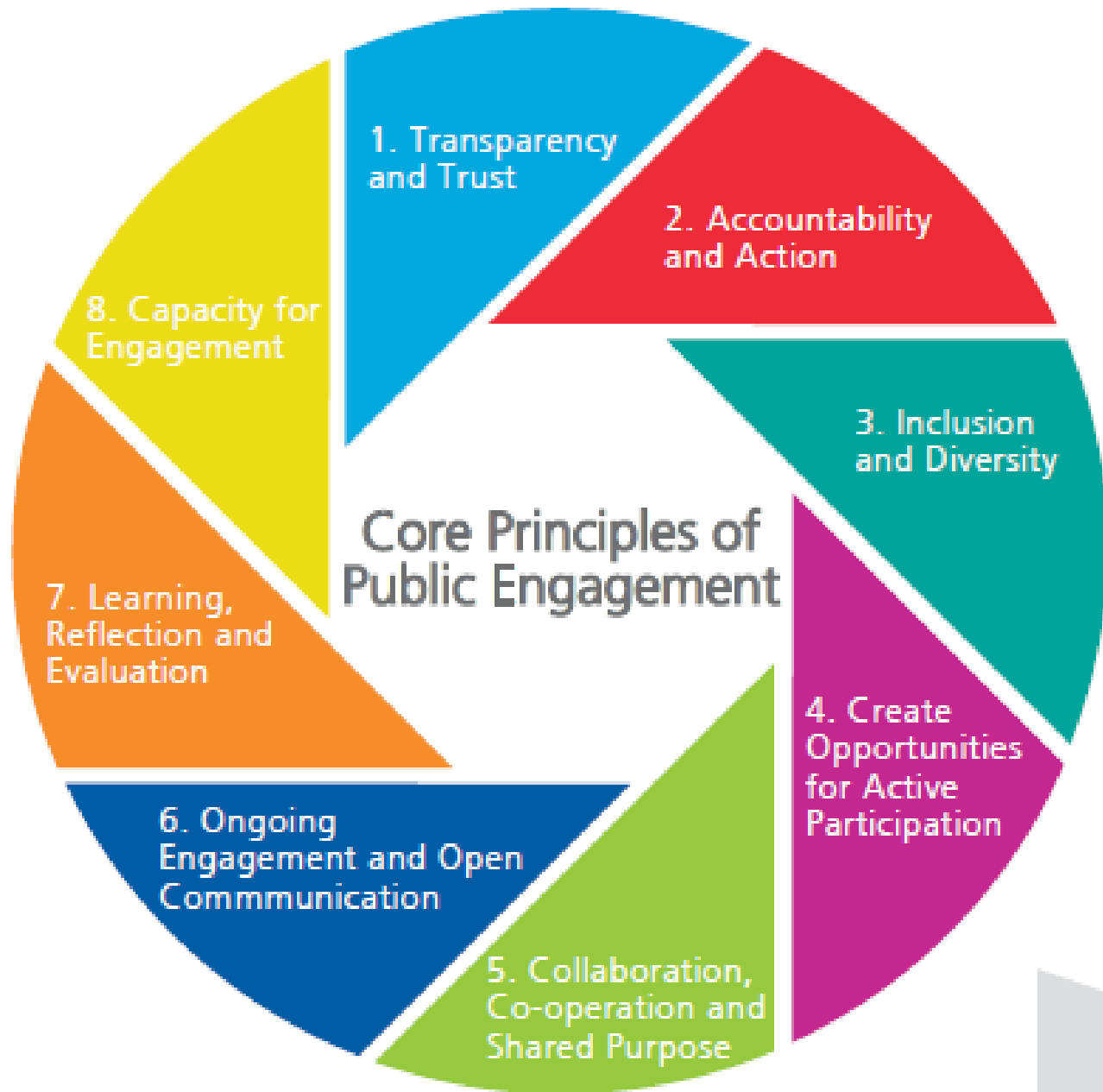
## Hamilton NEIGHBOURHOOD ACTION STRATEGY



And lots, lots more



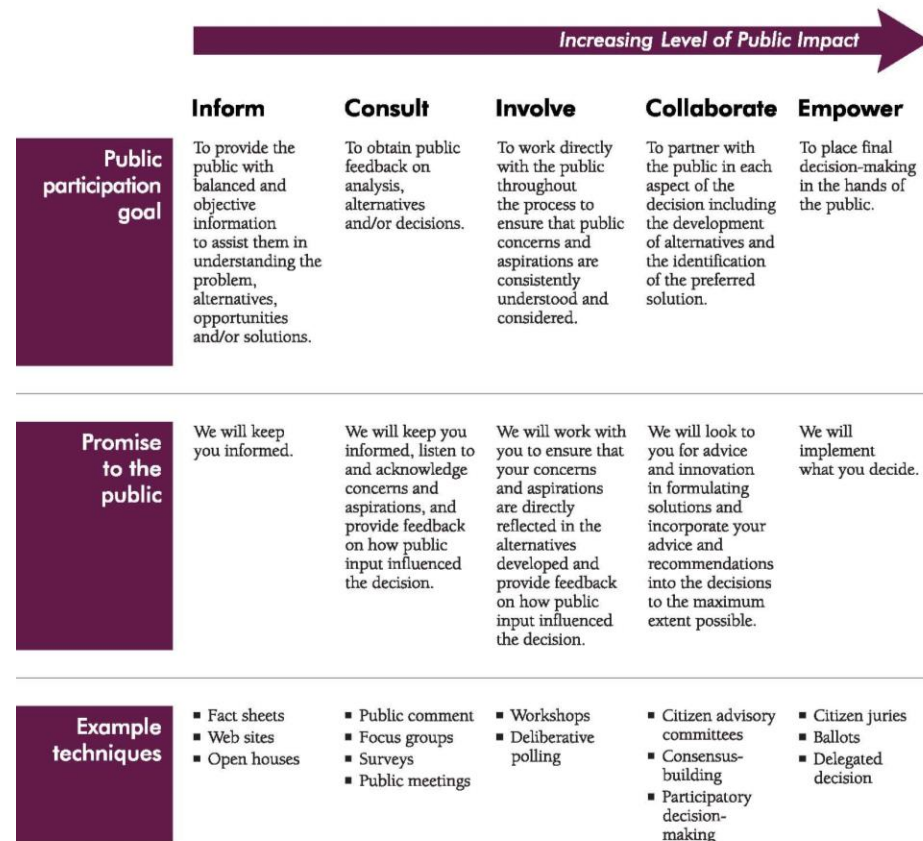
# Hamilton Engagement Committee's Engagement Charter Core Principles



# Defining Engagement

- Inform
  - Providing information
    - Website, flyers, posters
- Consult
  - Seeking to obtain feedback
    - Surveys, focus groups, meetings
- Involve
  - Working directly with the community in an ongoing way to understand hopes, fears, and concerns
    - Workshops, needs assessments
- Collaborate
  - Partnering with the public to incorporate as many community decisions as possible
    - Advisory committees,
- Empower
  - Implementing what the community decides
    - Elections, participatory budgeting

## IAP2 Spectrum of Public Participation



# What We've Heard From You

- It's nearly impossible to get an idea of everything that is going on in our neighbourhood – it feels like there is a new City project, plan, or development daily and there is no easy way to learn about them, let alone have influence
- There needs to be a way to get messages across to and feedback from everyone in my community, not just my immediate network
- I feel like we've been shut out by the City and that decisions have already been made
- It takes a lot of time out of our lives to attend every meeting, focus group, open house, etc.
- I would love to see a physical hub of engagement
- I want my voice to be heard
- The neighbourhood feels under siege

# What We've Heard from City Staff

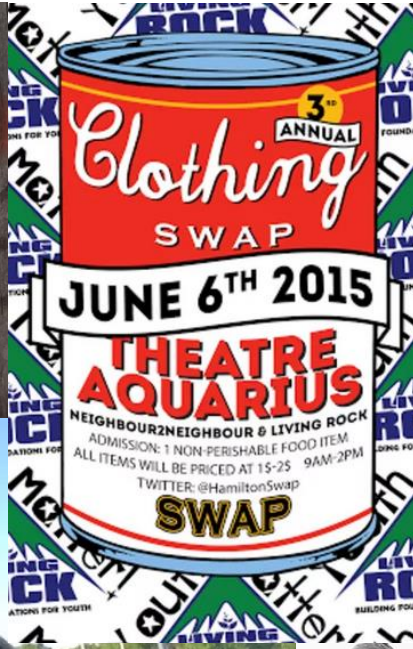
- There are a lot of new and creative ways I would like to engage with the community, but sometimes it isn't seen as a priority
- It can be very difficult to find out about all the other City projects led by different departments and divisions
- We need new and better ways to work with the community – even the language around 'PICs' needs to change
- How can we reach people who are being impacted, but don't attend meetings, participate in events, understand the effects, etc?
- We need a new toolkit that we can use, but that also meets the needs of the entirety of Hamilton – we are a very diverse city
- Our current forms of engagement are not reaching nearly as many people as they should be – we need a program, not “thanks for coming”

**So what?**

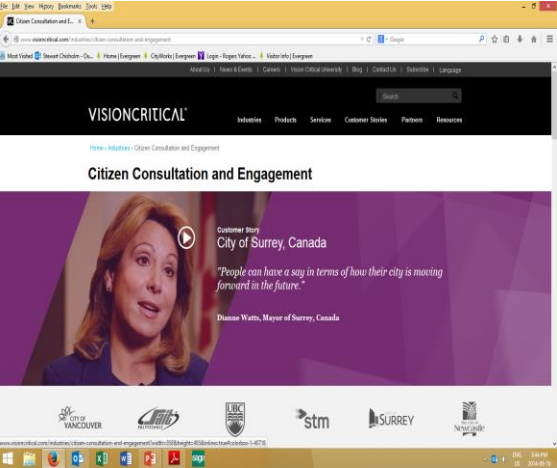
**So let's try something new**



# Example #1: 100in1Day Hamilton



# Example #2: Online Platforms



- Reviewed Ideas >
- PROJECT DETAILS
  - About the Project >
  - How It Works >
  - Who's Listening? >
  - Privacy Collection Statement >
  - Rules of Engagement >

Select Language  
Powered by Google Translate

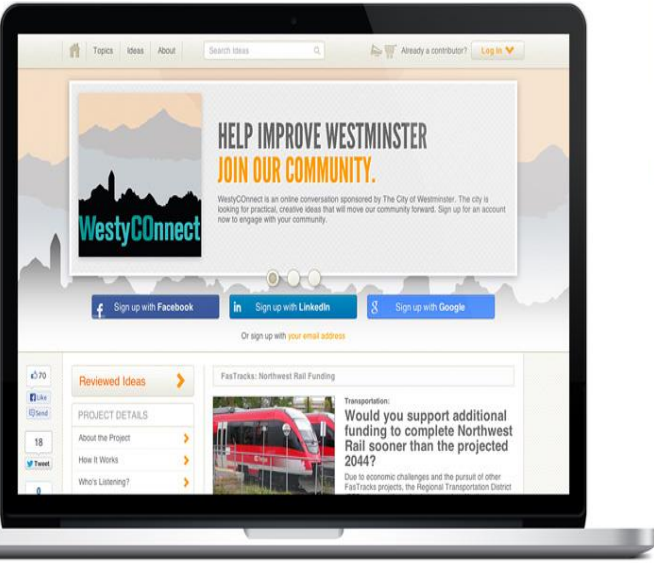
## WHO'S LISTENING?



**Jenny Setterfield**  
**Transportation Engineering Technologist**  
Transportation Planning is leading the City's Transportation Master Plan. We want to hear your comments and ideas!  
**Burlington's Transportation Master Plan** –  
goyourway@burlington.ca



**Lynn Robichaud**  
**Senior Sustainability Coordinator**  
The city, in partnership with Burlington Hydro, with the assistance of a group of community stakeholders, has developed a draft Community Energy Plan for Burlington. Please take a moment to share your input and insights on community energy issues in the City of Burlington. We welcome your feedback.  
**Community Energy Plan** – environment@burlington.ca



# Example #3: Charrettes & Round Tables



# Example #4: On-Site and Drop-In Engagement



# Example #5: 'One-window, one-door'

- A combination of online (one window), in-person (one door) and traditional tools (meetings, focus groups, liaison committees, etc.) to create a consistent forum of engagement allowing all residents and stakeholders the opportunity to present, review, comment on, and approve City and community initiatives on regular intervals
- Integrates the various consultations and initiatives underway in to improve the understanding of how they relate and connect



**Hungry for food trucks?**  
The City of Burlington wants to hear what you think about the operation of food trucks in our city. Tell us and have a say in the initiatives that help shape your community.

[View Topics](#) 68 Interactions



**Playgrounds - Have your say!**  
The City of Burlington is reviewing and updating our plan to improve playgrounds. In addition to a public meeting on June 18, this page is your chance to share your ideas and tell...

[View Topics](#) 359 Interactions



**Inspire Burlington artists - mural program**

**Burlington Mural Project**  
The Burlington Mural Project is designed to tell local stories using local artists. The program will commission small to medium-scale murals throughout the city, with one mural location...

[View Topics](#) 41 Interactions



**Community Trails Strategy**  
The City of Burlington is developing a city-wide Community Trails Strategy. The strategy will guide the development of recreational and utilitarian (for day-to-day travel) trails across...

[View Topics](#) 219 Interactions



# And many, many more!

- Surveys
- Newspapers
- Radio & TV
- Phone calls
- Blogs
- Door to door
- Teletown Halls
- Festivals & event attendance
- City visits
- Collaborative summits
- Incentives with online gaming
- City-voices “wiki” and ideas
- Computer applications
- Video games
- Webinars/online committees
- Map my City app
- Informed asset mapping
- Photos sent to public page about things to celebrate or challenges to overcome
- Common and consistent messaging
- One stop shop for all you need to know
- Communication partners
- Well know speaker series
- Message/story boards
- Information streaming
- Community coffee shops
- Neighbourhood/advisory committees
- Tactical urbanism, Flashmob
- Direct invitations to marginalized groups and individuals
- GPS hunt – bury information in neighbourhood, pieces of a puzzle
- Puzzles – of city of Hamilton, every piece of puzzle give new information
- Gamification/competition between...
- Free “Celebrate Hamilton” events in City-owned spaces currently off-limited to residents
- Teletown Halls
- “Drop in” engagement - post-its on boards - not staffed to reduce barriers
- Incentives for participation
- Community driven art projects
- Fishbowl meetings
- Public challenges (i.e. ALS ice-bucket)
- Tours
- Scavenger hunts
- Participatory budgeting
- Text to vote event
- Coffee/backyard bbq/any other event with your Councilor
- Neighbourhood Get-togethers
- Cross-community - discussion
- Workshops
- Classroom exercises
- Electronic billboards to create awareness, or direct traffic to an engagement site or interactive site

**List developed by  
Hamilton’s Engagement  
Committee  
Community Vision  
Working Group**

**So, what  
would you  
like to see?**

# Final Thoughts

- Need a broad diversity of tools and tactics to engage a broad diversity of residents and stakeholders
- Out of all levels of government, municipalities have the most direct influence on our daily lives – we also have the most direct influence on our local government
- Think of who isn't in the room – how can they become aware and involved? Why aren't they here?
- Learn by doing – it can be tough to take risks, but worth it!



# Thank You!



# Summary Report – West Harbour Engagement Strategy Workshop

May 28<sup>th</sup>, 2015

August 2015  
Draft



## FOREWORD

The communities of Hamilton's West Harbour area are facing unprecedented transformative changes in the form of new development activities and investment; increasing levels of growth and fears about gentrification, and; a Council mandate of having large portions of land in the Barton-Tiffany area and Piers 7&8 to be development ready by 2018. To leverage this opportunity of transforming Hamilton's waterfront while continuing to support and involve the existing diverse and thriving neighbourhoods found here, the City of Hamilton has asked Evergreen CityWorks to create a strategy that better informs, involves, and empowers the community in these changes.

Following months of conversations with City of Hamilton staff, community stakeholders, and local residents and service providers to understand the challenges and opportunities, a public workshop was held on May 28<sup>th</sup> to provide the stakeholders with an open opportunity to work together to co-create an engagement approach that can be implemented by the City of Hamilton. This report captures the feedback from the workshop and outlines the next steps of testing and implementation.

Based on what was heard at the workshop and engagement conversations since January, beginning in August 2015, a series of community-identified tools will be implemented and evaluated by the City of Hamilton and its partners over the course of the next six months. These include, but are not limited to:

- **Development of a West Harbour City of Hamilton Directory** – an online directory of current and future projects with the appropriate staff person(s) contact information provided. This will be available online at [www.hamilton.ca](http://www.hamilton.ca)
- **Central Contact Service** - A single email and phone number at the City of Hamilton is being developed that will be available for anyone interested in learning more about ongoing City-led activities taking place in the West Harbour. This will be [WestHarbour@hamilton.ca](mailto:WestHarbour@hamilton.ca).
- **West Harbour Community Conversation Meetings** – Starting in September, the City will be hosting monthly West Harbour Community Conversation that will feature all City projects taking place in the West Harbour with the staff available to provide updates, gather input, and hear concerns. These will take place during the last Thursday of every month beginning on September 24<sup>th</sup> and taking place again in October, November, and January.
- **Pop Up Engagement Activities** – A variety of different pop-up activities will take place, including thus use of a traveling, visible, and welcoming couch by City staff located in public areas within the West Harbour to provide information, seek input on specific projects, and discuss existing or proposed plans, policies, and other West Harbour activities taking place. Watch for it next at 294 James St. North on Thursday, August 20<sup>th</sup>.
- **Opening of a physical engagement hub at 294 James St. North** – Led by Evergreen CityWorks in collaboration with the City of Hamilton, Cobalt Connects, and you – the community – this collaboratively-designed space is meant as a testing ground for new forms of community- and City-led engagement activities: a place that works to increase information and participation in the West Harbour's development; fosters new relationships to collaboratively solve problems; and to provide a space for a diversity of community and City uses.

The impact that these activities have on engagement will be evaluated throughout their implementation to ensure that needs are being met, residents are involved, and new relationships are fostered. A final recommended engagement strategy will be submitted to the City of Hamilton in December, 2015.

If you have any questions or comments regarding the summary, please contact:

**Jay Carter**, Evergreen CityWorks, [jcarter@evergreen.ca](mailto:jcarter@evergreen.ca) or

**Liz Nield**, Lura Consulting, [lnield@lura.ca](mailto:lnield@lura.ca)

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## 1. INTRODUCTION

### Meeting Purpose

The purpose of the West Harbour Engagement Planning Stakeholder Workshop (held on May 28, 2015 at Liuna Station, Hamilton) was to provide stakeholders with an opportunity to work together to co-create an engagement approach. A key outcome of the workshop was to identify an approach that aligns and coordinates engagement activities for projects and plans in the West Harbour by building upon existing efforts and discussing new ideas to inform, involve, and empower a broad diversity of residents and community stakeholders. Over 120 people attended and a copy of the meeting agenda is attached as **Appendix A** and the presentations are attached as **Appendix B**.

### Welcome and Introductions

Hamilton City Councillor Jason Farr welcomed community members to the West Harbour Engagement Planning Stakeholder Workshop.

Jason Thorne, General Manager of Planning and Economic Development with the City of Hamilton, outlined that the purpose of the workshop was to think about and discuss how the City, project consultants and community can work together on plans in the West Harbour. Jason Thorne stated that the City is committed to taking a more coordinated approach to consultation and reach as many people as possible.

Facilitator Liz Nield of Lura Consulting described Lura's role as the independent facilitator and reviewed the workshop agenda.

### Presentation

Chris Phillips and Michelle Sergi of the City of Hamilton provided an overview of current and ongoing projects that have happened in the West Harbour as well as the projects and plans that are currently underway.

A presentation outlining the possibilities for engagement and an overview of the community feedback collected to date was provided by Jay Carter of Evergreen.

### Q&A

Following the presentation by Chris Phillips and Michelle Sergi, a question and answer period took place. These questions and the responses provided can be found in **Appendix C**.

## 2. SUMMARY OF PARTICIPANT FEEDBACK

Following the presentation, participants worked in small groups to identify and discuss their vision and priorities for engagement in the West Harbour. The small table discussion was guided by the following six questions:

### Exercise 1: Our Goal and Audiences

1. What do you love about the West Harbour?
2. What are your core principles for engagement in the West Harbour?

### Exercise 2: Engagement Tools and Techniques

3. Thinking about the tools and techniques that have been used in the past, or were presented tonight - what tools could be used to engage our community? How can we use these tools to inform, consult, involve, collaborate and empower our community
4. Who are the audiences that we need to engage? Who is not here? As an example, how can we best engage and empower a diversity of audiences (youth, new Canadians, seniors, etc.)?
5. Are there any other ideas of comments that you would like to include?

### Exercise 3: Next Steps

6. Thinking about the results of your conversations – what priority engagement tools should the City, Evergreen, the Hamilton Community Foundation, and the community groups focus on?

Participants were also provided with the Principles of Engagement as developed by the Hamilton Engagement Committee (Appendix C) and the Spectrum of Engagement as developed by the International Association of Public Participation (Appendix D) to help guide conversation and to demonstrate other engagement activities taking place across the City of Hamilton.

### Highlights of the Discussion

This summary of key highlights reflects the participant feedback shared during the table report backs. Participants were asked to share some key highlights from their table discussions with the larger group.

### Principles of Engagement

- Build trust by being transparent, honest, inclusive and accurate
- Create a direct and open approach
- Consult and collaborate with the public at the onset of the process - don't wait until the idea is developed
- Participants need to believe and trust that they have a direct impact on decision-making
- Provide ongoing engagement
- Ensure there is an open line of communication between the City and the community
- Ensure there is collaboration and communication between the City and Neighbourhood Associates
- Report the results of various engagement activities back to the participants in a timely manner
- All partners in the engagement process must demonstrate a belief in a collaborative decision-making process
- Provide more opportunities for collaborative relationships and co-creation between the City and the community
- Support and encourage citizen-led projects in addition to City-led projects
- Send 'Save the Date' notifications out well in advance of engagement activities

- Increase transparency by having maps, signs and plans at the physical location where development is proposed
- Establish a committee or organization to ensure there is sustained engagement over time (e.g., something like the BARC that can follow through the process and ensure it keeps moving after people have left the table)
- Recognize that the principles of engagement are universal
- Communicate what the added value is for different audiences in order to motivate people to participate and commit
- Educate the community on the decision-making process

### **Engagement Tools**

- Establish storefronts so people can go and speak to people and learn on their own time
  - Have multiple storefronts to reach many parts of the city
- Engage people by going where they are (e.g., host pop-ups/places and spaces)
- Include information about the projects at recreation centres and/or at the marina
- Provide message boards and engagement kiosks in public places
- Locate neighbourhood information depots throughout the City that provide information-out (i.e., information about the project) and accept information-in (i.e., feedback)
- Create a list of project-specific email addresses where residents can send their questions and receive responses in a timely manner
- Create and share a list of accountable staff members and their contact information
- Think beyond the traditional engagement mechanisms used by planners
- Develop one central website with regularly updated information, including (but not limited to):
  - Timelines of processes, phases and milestones
  - Opportunities to provide comments and engage in online discussions (e.g., moderated Facebook chats)
  - Visuals
  - Key staff members and their contact information
  - Repository of information/feedback gathered at meetings
  - Send email notifications when the website updated
- Use mixed media to reach a large audience (e.g., social media, newspapers, flyers, corkboards)
- Use local radio ads to promote activities and share information
- Engage high school students through school presentations and civic class (encourage them to attend community meetings)
- Undertake door-to-door consultation
- Provide more time for participants to ask questions during public workshops
- Use visuals to communicate ideas
- Offer both in-person and online engagement opportunities
- Leverage programs and initiatives that already exist (link with these events)
- Use a variety of engagement tools - don't just focus on one mechanism
- Focus on face-to-face engagement
- Host public workshops that provide participants with the opportunity to work in small groups
- Think creatively about what consultation means
- Develop fact sheets on all plans and projects in multiple languages and make them available through various distribution channels (not just electronically)

**Target Audiences**

- Engage the silent voices in the community (e.g., cultural groups, residents in subsidized/ social housing, youth)
- Provide everyone with a voice (including naysayers)
- Tailor engagement activities to different groups (e.g., consider age, disabilities, interests, etc.)
- Engage youth
- Consult with natural heritage clubs, marinas, and other community organizations
- Link with well-developed platforms, such as Councillor Twitter accounts, to reach as many people as possible
- Develop a centralized stakeholder list that the City is responsible for engaging

**Feedback from Small Table Discussions**

A summary of the feedback collected during the small table discussions is provided below and organized according to the questions above. A total of 12 small table discussion forms were submitted and included in the following summary.

**Exercise 1: Our Goal and Audiences**

Participants shared what they love about the West Harbour. A number of participants identified the welcoming atmosphere and their friendly neighbours as what they love most about the area. Access to the waterfront and parks/open spaces were also highlighted as important features of the West Harbour. A summary of all the positive characteristics of the Harbour are included in the following table. The bolded points were mentioned by 5 or more participants.

What do you love about the West Harbour?	
<ul style="list-style-type: none"> <li>• <b>Welcoming atmosphere and friendly neighbours</b></li> <li>• <b>Trails and paths for walking and cycling</b></li> <li>• <b>Access to water</b></li> <li>• <b>Boating and sailing</b></li> <li>• <b>Parks and open space</b></li> <li>• <b>Beautiful views (water, sunset, sunrise, storms)</b></li> <li>• <b>Greenspace and trees</b></li> <li>• <b>Diversity of the area</b></li> <li>• <b>Rail yards</b></li> <li>• <b>Walkable</b></li> <li>• <b>Bayfront Park</b></li> <li>• Quiet and calm</li> <li>• Ken Soble Towers</li> <li>• Traffic calming</li> <li>• Williams Cafe</li> <li>• No wholesale commercial</li> <li>• Proximity to downtown</li> <li>• Sense of scale and place</li> <li>• Safe</li> <li>• Places for picnics and gathering</li> </ul>	<ul style="list-style-type: none"> <li>• Family-friendly</li> <li>• Neighbourhood conversation and engagement</li> <li>• Convenient services and amenities</li> <li>• Multiple recreation opportunities (ice rink, roller blades, Dragon Boat racing)</li> <li>• Hamilton Waterfront Trust</li> <li>• Waterfront is not over-built</li> <li>• Public volunteers</li> <li>• Tree-lined streets</li> <li>• Low skyline</li> <li>• Book boxes/pop-up libraries</li> <li>• Time for reflection</li> <li>• Serenity of the space</li> <li>• “In Memory of” benches in park</li> <li>• Cohesiveness</li> <li>• Social capital</li> <li>• Scoops Ice Cream Bar</li> <li>• Public art</li> <li>• Light Rail Transit</li> <li>• Sarcoa Restaurant Bar</li> <li>• Hamilton Harbour Queen Cruise</li> </ul>



What do you love about the West Harbour?	
<ul style="list-style-type: none"> <li>• Great neighbourhood with potential</li> <li>• Gardens</li> <li>• Nature</li> <li>• Small town feel</li> <li>• Guise Street Housing Co-op</li> <li>• Central Park</li> <li>• Diverse social and economic mix</li> <li>• Affordable social housing</li> <li>• Accessibility</li> </ul>	<ul style="list-style-type: none"> <li>• Swans and geese</li> <li>• GO Station</li> <li>• Accessible to surrounding areas by bike (Westdale, Cootes, and waterfront)</li> <li>• Eastwood Park and Arena</li> <li>• Hutches Waterfront</li> <li>• The Haida</li> <li>• Pier 4</li> <li>• Job opportunities</li> </ul>

Participants identified opportunities for improvement within the West Harbour, including:

- Reducing noise pollution;
- Maintain public and private access to the water;
- Bringing more density to the area;
- Maintain and enhance important open space and parkland;
- Developing a Recreation master Plan and Pier 8 Plan ;
- Preserving greenspace (do not permit development on greenspaces);
- Preserving the diversity of the West Harbour and developing a sense of community (ensure new development aligns with the existing character of the area);
- Identifying the key things that can be changed and making it happen; and
- Developing the Harbour.

Participants were asked to identify the top 4 core principles that they feel are most appropriate from a list of eight. Based on the small table discussions, the most important core value is “transparency and trust”, followed closely by “inclusion and diversity”, “ongoing engagement and open communication” and “accountability and action”. A list of all eight core values as developed by Hamilton’s Engagement Committee is outlined below:

1. Transparency and trust (x43)
2. Inclusion and diversity (x36)
3. Ongoing engagement and open communication (x36)
4. Accountability and action (x35)
5. Create opportunities for active participation (x33)
6. Collaboration, co-operation, and shared purpose (x28)
7. Learning, reflection and evaluation (x11)
8. Capacity for engagement (x5)

Following this Core Principles activity, participants were provided with the opportunity to list any other core values for engagement. A complete list is included in the following table:

What are your core values for engagement in the West Harbour?	
<ul style="list-style-type: none"> <li>• Demonstrate that the City is listening</li> <li>• Direct and open approach</li> <li>• Follow-up on the public meetings afterwards (ensure feedback is captured and used to</li> </ul>	<ul style="list-style-type: none"> <li>• Equal opportunities for diverse population</li> <li>• Include those in affordable housing</li> <li>• Engage seniors and cultural groups where they are</li> </ul>

What are your core values for engagement in the West Harbour?	
<ul style="list-style-type: none"> <li>make decisions)</li> <li>• Provide timely access to information</li> <li>• Frequent updates to the website (current)</li> <li>• Fast communication and up-to-date information</li> <li>• Better advertising for engagement activities</li> <li>• One-on-one engagement</li> <li>• Place-based engagement</li> <li>• Listen to the residents</li> <li>• Two-prong approach for boat owners vs. those who live there</li> <li>• More influence from public and private boating communities</li> </ul>	<ul style="list-style-type: none"> <li>• Be a city-led, citizen-led, and collaborative engagement process</li> <li>• Use less jargon and provide clear definitions</li> <li>• Use consistent format for all studies</li> <li>• Keep it informal (host picnics/BBQs)</li> <li>• Seek collaboration from School Boards, community centres, neighbourhood associations, health centres, churches, etc.</li> <li>• All parties need to follow these principles</li> <li>• Find balance between public (residents, tourists) and private access</li> <li>• Provide direct contact with City Council Sustainability</li> <li>• Holistic planning</li> </ul>

**Exercise 2: Engagement Tools and Techniques**

Thinking about the various engagement tools and techniques used in the past and discussed at the workshop, participants were asked to identify the tools that *should* be used to engage the West Harbour and surrounding community. Ideas on how to inform, consult, involve, collaborate and empower the community were identified by participants.

Thinking about the tools and techniques that have been used in the past, or were presented tonight - what tools could be used to engage our community (near term and longer term – i.e. committee, storefront applications, one-window, forums, tours, open houses, online platforms, etc.)? How can we use these tools to inform, consult, involve, collaborate and empower our community?	
<b>Tools to Inform</b>	
<ul style="list-style-type: none"> <li>• Newspaper, flyers</li> <li>• Website with dedicated URL</li> <li>• Email</li> <li>• Radio to inform about meetings and share results</li> <li>• Post materials at community centres, arenas, pools, library, schools</li> <li>• Faith organizations, cultural and social organization with translations</li> <li>• Councilor reports/newsletter</li> <li>• Send information from/through city communications such as tax bills</li> <li>• Face-to-face engagement - ensure message is understood in a 2-way conversation especially for those not at the table (such as residents in social housing)</li> </ul>	<ul style="list-style-type: none"> <li>• Social media</li> <li>• Public corkboards</li> <li>• Information kiosks at marina</li> <li>• Signs sharing vision of what is to be developed</li> <li>• Maps and information at key locations</li> <li>• Straight forward language without jargon</li> <li>• Be clear and set expectations</li> <li>• Fact sheets</li> <li>• Targeted groups meetings</li> <li>• Online incentives</li> <li>• Youth, work with school groups through civics class</li> <li>• Volunteers to promote</li> <li>• TV commercials, cable 14 and CHCH</li> </ul>
<b>Tools to Consult</b>	
<ul style="list-style-type: none"> <li>• Provide key information spots with potential interaction</li> <li>• Better plans shared with everyone that are</li> </ul>	<ul style="list-style-type: none"> <li>• Storefront display panels</li> <li>• Better public notices with no jargon</li> <li>• Social media</li> </ul>

Thinking about the tools and techniques that have been used in the past, or were presented tonight - what tools could be used to engage our community (near term and longer term – i.e. committee, storefront applications, one-window, forums, tours, open houses, online platforms, etc.)? How can we use these tools to inform, consult, involve, collaborate and empower our community?	
<ul style="list-style-type: none"> <li>clear and concise</li> <li>• Receive answers to all questions</li> <li>• Electronic portal with information, comments, status updates – one-stop-shop</li> <li>• Reposition for PowerPoint presentations and reports</li> <li>• Online comments on the website (not a PDF form)</li> <li>• Clarity on the purpose of consultation</li> <li>• Public meetings and public comments</li> <li>• Targeted groups meetings</li> <li>• Neighbourhood liaison point of contact with city of Hamilton/councilor’s office</li> </ul>	<ul style="list-style-type: none"> <li>• Face-to-face engagement</li> <li>• Door-to-door engagement – going to where people are</li> <li>• Meetings in cultural centres geared to the cultural groups in their own language</li> <li>• Focus groups with all parties</li> <li>• Open houses</li> <li>• Online forums</li> <li>• Online incentives</li> <li>• Focus group survey</li> <li>• Youth, work with school groups through civics class</li> </ul>
Tools to Involve	
<ul style="list-style-type: none"> <li>• A space that is central to the neighbourhood for continuous engagement</li> <li>• Regular meetings and project updates</li> <li>• Conversations getting on the same page</li> <li>• Don’t involve too many outside companies at meetings</li> <li>• City to hand out information that is factual/agreed-upon</li> <li>• Community events such as BBQs, community stores (i.e., Williams)</li> <li>• Targeted groups meetings</li> <li>• Youth, work with school groups through civics class.</li> <li>• Continue to update the community at regular intervals to keep everyone informed</li> <li>• Provide low-income housing with information</li> </ul>	<ul style="list-style-type: none"> <li>• Face-to-face engagement</li> <li>• Door-to-door engagement</li> <li>• Focus group survey</li> <li>• Social media</li> <li>• Consult with everyone at all key decision points</li> <li>• Host multiple meetings to accommodate everyone</li> <li>• Provide enough time or notice for the meetings</li> <li>• Host pop-ups</li> <li>• Have storefronts</li> <li>• Involve community members at health centres, schools, arenas, recreation spaces, places of worship, etc.</li> </ul>
Tools to Collaborate	
<ul style="list-style-type: none"> <li>• Follow-up on promises and focus on accountability</li> <li>• Collaborate on a project plan for every project with the whole group</li> <li>• Need for more accurate reflection of neighbourhood opinions in decisions</li> <li>• Predictable stakeholder meetings with “Save the Date” notices</li> <li>• Provide answers to the questions from previous meetings, with a cumulative approach</li> <li>• Need for more dialogue and connection-building between opposing citizens</li> </ul>	<ul style="list-style-type: none"> <li>• Social media</li> <li>• Community agencies and room for individuals</li> <li>• Face-to-face engagement</li> <li>• Piggyback on programs that are well-attended</li> <li>• Create a Civic Advisory Council with a Terms of Reference</li> <li>• Youth, work with school groups through civics class</li> <li>• Include Beasley and Strathcona residents</li> <li>• Provide enough time for Q&amp;A at meetings with no jargon rather than listening to people from Evergreen speak</li> </ul>

Thinking about the tools and techniques that have been used in the past, or were presented tonight - what tools could be used to engage our community (near term and longer term – i.e. committee, storefront applications, one-window, forums, tours, open houses, online platforms, etc.)? How can we use these tools to inform, consult, involve, collaborate and empower our community?	
<ul style="list-style-type: none"> <li>• City-organized meeting where everything is put on the table</li> <li>• Use storefronts as they cannot be monopolized</li> <li>• Reach out to all stakeholders</li> <li>• Be clear about decision-making criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Trust is broken because of previous engagement on the West Harbour where there was 15 pages worth of recommendations from the community but nothing was changed in the Plan</li> </ul>
Tools to Empower	
<ul style="list-style-type: none"> <li>• Decision-making with Council</li> <li>• Maintain this delicate balance</li> <li>• Prioritize residents</li> <li>• Include residents in the design phase</li> <li>• Allow for participatory budgeting</li> <li>• Use of hubs or citizen juries</li> <li>• Hold committee votes</li> <li>• Voting power</li> </ul>	<ul style="list-style-type: none"> <li>• Social media</li> <li>• Place stakeholder list in hands of community rather than consultant</li> <li>• Allow referendums</li> <li>• Youth, work with school groups through Civics Class</li> <li>• Transparency and trust</li> <li>• Peer educators (building capacity)</li> </ul>

Participants outlined the key target audiences for engagement, highlighting the “hard to reach” audiences and individuals/organizations that were not present at the workshop. Participants emphasized the need to engage youth, seniors and ethnic/cultural groups. A list of the key target audiences is included in the following table.

Who are the audiences that we need to engage?	
<ul style="list-style-type: none"> <li>• Youth</li> <li>• Seniors</li> <li>• Ethnic/cultural groups</li> <li>• Multi-language households (e.g., create multi-language documents)</li> <li>• Social housing residents</li> <li>• Residents</li> <li>• Individuals with disabilities</li> <li>• Religious leaders in the community</li> <li>• Young families (provide child care at meetings)</li> <li>• LGBTQ</li> <li>• Community members of all income levels</li> </ul>	<ul style="list-style-type: none"> <li>• Community members that are not part of Neighbourhood Associations</li> <li>• Business community</li> <li>• Boating community</li> <li>• People living below the poverty line</li> <li>• Natural heritage clubs</li> <li>• Dofasco Angling Club</li> <li>• SoBi</li> <li>• Builders and developers who will be involved in the projects and who will be benefiting from the projects</li> <li>• Bankers/investors</li> </ul>

During this conversation, participants discussed ways to engage and empower a diversity of audiences. A number of engagement mechanisms and locations for consultations were identified.

Where and how can we engage these audiences?	
<ul style="list-style-type: none"> <li>• Engage youth during civic classes, through presentations, school newsletters, breakfast clubs, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Use multiple avenues for engagement (offline and online)</li> <li>• Provide information in newspapers</li> </ul>

Where and how can we engage these audiences?	
<ul style="list-style-type: none"> <li>Engage seniors through the establishment of Seniors Advisory Groups and having a presence at Health Centres and Recreation Centres/Arenas</li> <li>Identify groups that aren't participating and go where they are (e.g., places of worship, community centres, schools, shopping plazas)</li> <li>Have conversations at libraries</li> </ul>	<ul style="list-style-type: none"> <li>Post information in Health Centres/ medical offices</li> <li>Host pop-up conversations in booths in parks</li> <li>Have conversations at grocery stores and Arenas</li> <li>Host conversations in coffee shops</li> <li>Post information to Sunday Bulletins</li> </ul>

### Exercise 3: Next Steps

At the end of the small table discussion period, participants worked together to outline 2-3 priority engagement tools that the City, Evergreen, the Hamilton Community Foundation, and the community groups should focus on.

Thinking about the results of your conversations – what priority engagement tools and action items should the City, Evergreen, the Hamilton Community Foundation, and the community groups focus on? Work with your group to pick your top 2-3 to report back on.
<ul style="list-style-type: none"> <li>Structure/organization to ensure sustained engagement over time (i.e., BARC)</li> <li>Engagement tools that will increase trust between the public, the City and the developer</li> <li>Educate the community on the decision-making process (e.g., timelines)</li> <li>Communicate what the added value is for different audiences in order to motivate people to participate and commit</li> <li>Storefronts and pop-up location suggestions: places of worship, schools, recreation centers</li> <li>Collaborating with the public early and constantly</li> <li>Prioritize the quality of life in the community</li> <li>Ensure the waterfront is accessible to all people for all water uses</li> <li>Engagement meetings with the Neighbourhood Associations</li> <li>Plan for a mixed income, low-rise community with waterfront access for all</li> <li>Committing to and demonstrating a belief that collaborative decision-making gets the best results</li> <li>Trust your partners at all stages in the process</li> <li>Mixed media (e.g., social media, newspaper, flyers, corkboards)</li> <li>Face-to-face engagement (i.e., meeting people where they are):             <ul style="list-style-type: none"> <li>Door-to-door, phone, survey, workshops and smaller groups (helps to build relationships with City staff and neighbours), small neighbourhood events</li> </ul> </li> <li>Centralized stakeholder list using the City's data base and event/project list</li> <li>Electronic West Harbour portal with timelines, updates on milestones/phases, visuals, FAQs, presentations, key contacts and the opportunity to leave comments             <ul style="list-style-type: none"> <li>Send email updates when the portal is updated</li> </ul> </li> <li>Outreach tools targeted to high school engagement</li> <li>Predictable stakeholder meetings - "Save the Date"</li> <li>Cumulative approach with answers to questions from previous meetings + status updates</li> <li>Fact sheets on all the plans and projects with clear expectations</li> <li>Signs/maps/plans at each development area with information on what will be coming and the opportunity to provide comments</li> <li>Post communication via kiosks</li> <li>Post information using informal and formal notice/message boards at:</li> </ul>

Thinking about the results of your conversations – what priority engagement tools and action items should the City, Evergreen, the Hamilton Community Foundation, and the community groups focus on? Work with your group to pick your top 2-3 to report back on.

- James St. and Strachan St.
- Strachan St. and Bay St.
- Strachan St. and Mary St.
- Bay St. and Burlington St.
- Boat clubs
- Recreation centers
- Health centers
- Community booths at local community centers, plazas, health centers, pier 4
- Follow-up with people who participate in consultation with information on decisions using public participation gathered
- Having a variety of tools is important
- We are getting better at online engagement
- Need to be creative
- Offer incentives at meetings/events (e.g., provide food, offer prizes)
- Tools that reach people that don't have a voice
- All areas of the IAP2 spectrum are important

### 3. NEXT STEPS

Over the course of the next six months, City of Hamilton staff with the support of Evergreen CityWorks will be working directly with neighbourhood associations and community groups, local engagement leaders, service providers, not-for-profits, and individual residents to test and implement a variety of recommended tools of engagement. The following list outlines the variety of methods that will be implemented and tested over the next six months within the West Harbour. This list does not include all of the tools that will be included in the final strategy to be prepared by Evergreen in December:

- **Development of a West Harbour City of Hamilton Directory** – It was identified that it is difficult to know who to contact for specific West Harbour activities led by the City, so we are putting together a directory of all past, present, and future projects with the appropriate staff person(s) contact information provided. This will be available online at [www.hamilton.ca](http://www.hamilton.ca)
- **Central Contact Service** – The West Harbour communities asked for more accessible and streamlined communication channels with the City of Hamilton, so we have created a single email and phone number at the City of Hamilton that is available for anyone interested in learning more about ongoing City-led activities taking place in the West Harbour. This will be set up by September and communicated at the first Community Conversation meeting.
- **West Harbour Community Conversation Meetings** – Residents have asked for more detailed and holistic meetings that were open to all and involved as many voices as possible. Starting in September, the City will be hosting monthly West Harbour Community Conversation that will feature all City projects taking place in the West Harbour with the staff available to provide updates, gather input, and hear concerns. Mark your calendars now! These will take place during the last Thursday of every month beginning on September 24th and taking place again in October, November, and January at 294 James St. North.
- **Pop Up Engagement - The Conversation Couch** – We've heard that you want to see as many people engaged and informed as possible about the future of the West Harbour. So one initiative that we will be piloting is The Conversation Couch. City staff will utilize a traveling, visible, and welcoming couch located in public areas within the West Harbour to provide information, seek input on specific projects, and discuss existing or proposed plans, policies, and other West Harbour activities taking place.
- **Opening of a physical engagement hub at 294 James St. North** – The West Harbour communities told us that they would like to see a physical hub of community engagement to better inform and involve a broad diversity of community stakeholders on their own time. The City is partnering with Evergreen to launch such a space at 295 James St. North, just south of Barton Street. This collaboratively-designed space is meant as a testing ground for new forms of community- and City-led engagement activities: a place that works to increase information and participation in the West Harbour's development; fosters new relationships to collaboratively solve problems; and to provide a space for a diversity of community and City uses.

The impact that these initial activities have on engagement will be evaluated throughout their implementation to ensure that needs are being met, residents are involved, and new relationships are fostered. We will be discussing the effectiveness of these approaches at our monthly Community Conversations. We look forward to working with you!



## Appendix A – Meeting Agenda

### West Harbour Engagement Planning - Stakeholder Workshop Agenda

Thursday, May 28<sup>th</sup>, 2015, 6:00pm – 9:00pm

LiUNA Station – Continental Express Room, 360 James Street North

#### **Meeting Purpose**

The purpose of this meeting is to work together to co-create an approach that aligns and coordinates engagement activities for projects and plans in the West Harbour by building upon existing efforts and discussing new ideas to inform, involve, and empower a broad diversity of residents and community stakeholders.

**6:00 Welcome from Jason Farr, Hamilton City Councillor**

**6:05 Introductions and Purpose of Meeting from Jason Thorne, City of Hamilton**

**6:15 Agenda Overview from Liz Nield, Lura, Facilitator**

**6:20 Updates & Presentation:** Brief update on current and ongoing projects – projects, plans, and activities that have happened in the West Harbour as well as the projects and plans that are currently underway – Chris Phillips and Michelle Sergi, City of Hamilton

**6:45 Possibilities for Engagement:** Overview of possibilities for engagement, what we have heard through our conversations, ideas for tools, and topics and questions for discussion – Jay Carter, Evergreen

**7:00 Facilitated Discussion – Co-Creating an Approach for Engagement for the West Harbour**

#### **Exercise 1: Our Goal and Audiences**

- 1) What do you love about the West Harbour?
- 2) What are your core principles for engagement in the West Harbour?

#### **Exercise 2: Engagement Tools and Techniques**

- 3) Thinking about the tools and techniques that have been used in the past, or were presented tonight - what tools could be used to engage our community (near term and longer term – i.e. committee, storefront applications, one-window, forums, tours, open houses, online platforms, etc.)? How can we use these tools to inform, consult, involve, collaborate and empower our community?
- 4) Who are the audiences that we need to engage? Who is not here? As an example, how can we best engage and empower a diversity of audiences (youth, new Canadians, seniors, etc.)?
- 5) Are there any other ideas of comments that you would like to include?

#### **Exercise 3: Next Steps**

- 6) Thinking about the results of your conversations – what priority engagement tools should the City, Evergreen, the Hamilton Community Foundation, and the community groups focus on? Work with your group to pick your top 2-3 to report back on.

**8:25 Report Back**

**8:55 Next Steps**

**9:00 Adjourn**



## Appendix B – City of Hamilton Slides



“West Harbour”  
Engagement  
Planning



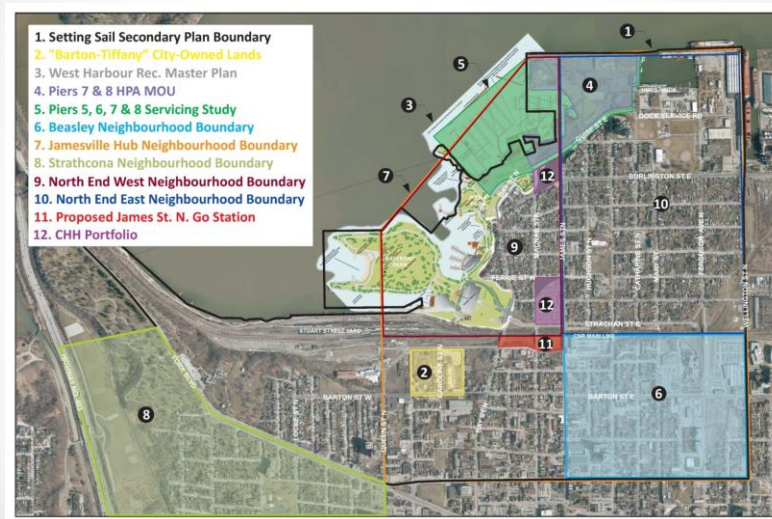
Hamilton

## Waterfront Re-Development

- **It’s a journey.**
  - Waterfront Re-Development is a “journey” with Long Term Benefits.
- **It’s dynamic.**
  - It’s the realization that Waterfront Re-Development is a dynamic process.
- **It’s ever changing.**
  - Circumstances can and will change over time.
- **It’s about our future.**
  - Investments made upfront lead to future City-Building benefits.



## “West Harbour” Waterfront



## West Harbour Waterfront Re-Development Plan

### Our Achievements

- Approval of the “*Setting Sail*” Secondary Plan;
- North End Transportation Management Plan;
- Termination of lease for Pier 7 and 8 lands
- Transition of the city-owned Marina
- Land assembly in the “Barton-Tiffany” area
- Approval of Class EA - Sanitary pumping station on Pier 8
- Approval of the Barton-Tiffany Urban Design Study
- Complete Servicing Strategy and Development Business Plan for proposed Pier 7&8 private-sector development
- 2014-2018 City Capital Budget Financing Strategy
- Termination & Re-location of Pipeline leases
- Environmental Testing on Piers 5-8 lands

# West Harbour Waterfront Re-Development Plan

## 2015-2018 Implementation Plan

- **West Harbour Community Engagement Program**
- **Detailed Design and Construction**
  - Pier 7 Shoreline and Transient Docks
  - Pier 4 and Pier 8 Repairs
  - “Breakwater” Structure
  - Sanitary Pumping Station - Pier 8
  - Municipal Servicing (sanitary / water / roads)
  - Marina Dock Replacement & Shoreline Rehabilitation
  - Public Open-Space (trails/ boardwalks/ Pier 8 Promenade)
  - Rehabilitation of former HPA Buildings - Pier 6
  - Bayfront Park Beach and Park Improvements
- **West Harbour Real Estate & Land Disposition Strategy**
- **West Harbour Investment Strategy & Framework**

5

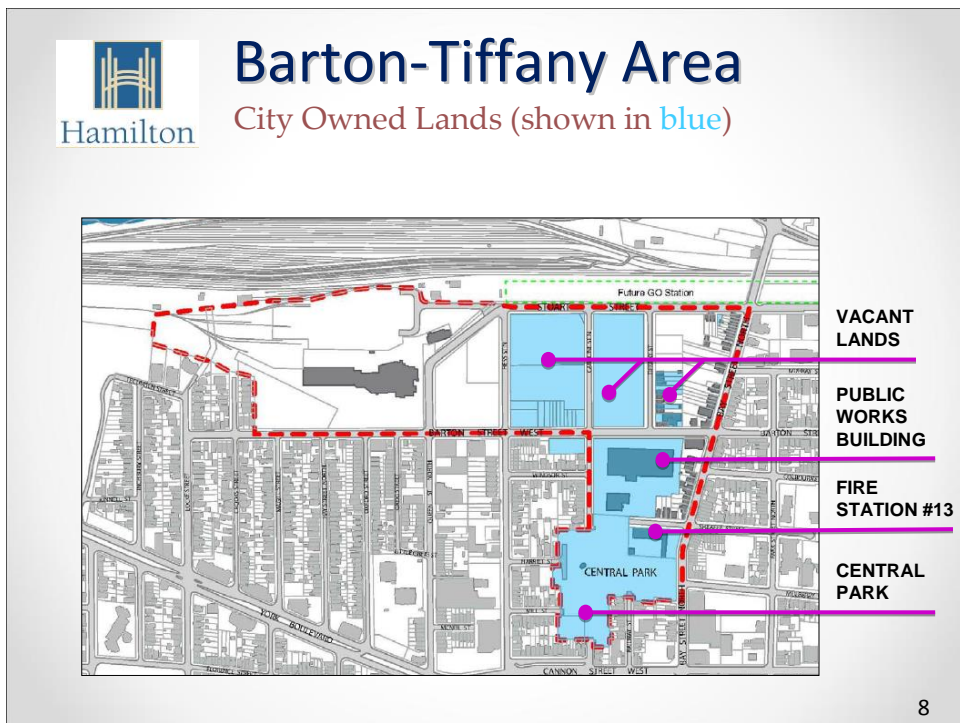
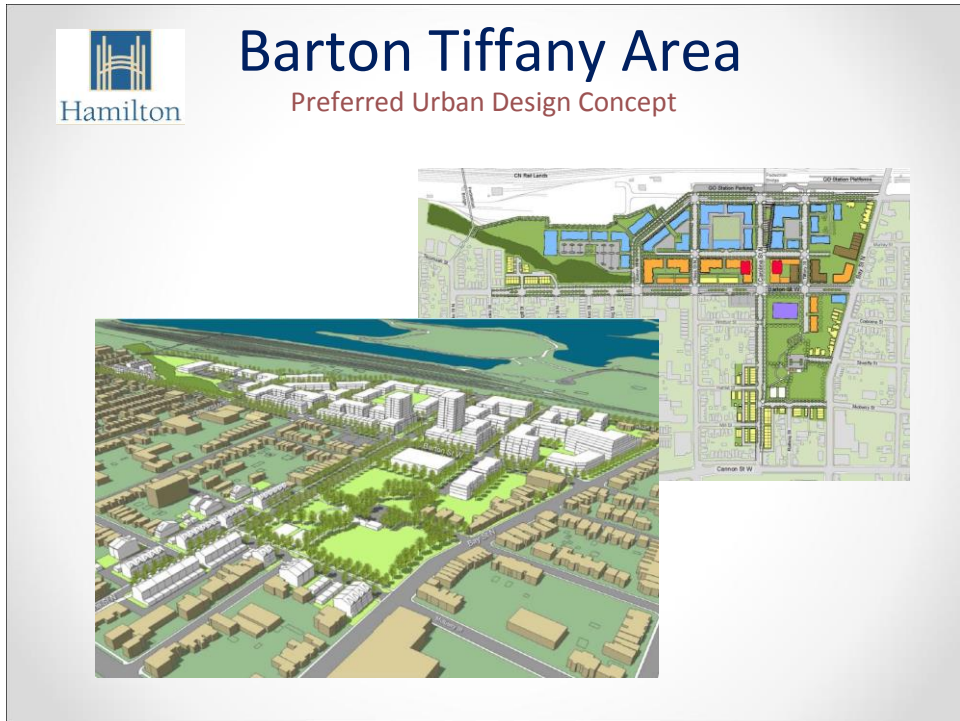



# Waterfront

## Official Plan and Zoning By-law Amendments


- Marine Recreational to Waterfront Commercial
- Medium Density Residential 2 to Waterfront Commercial
- Local Commercial to Waterfront Commercial
- Prime Retail to Waterfront Commercial
- Open Space to Waterfront Commercial
- Special Policy Area 1a and 1b






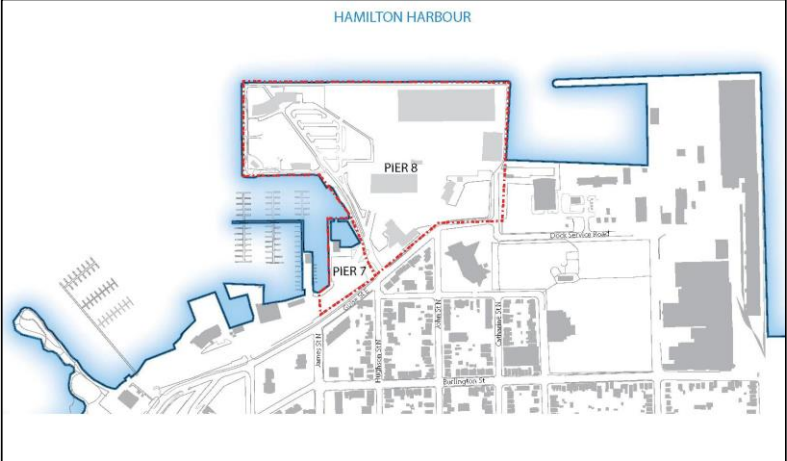
 **Corridors of Gradual Change**  
**James Street North Go Station Mobility Hub Study**

Mobility Hub Study Area



9

 **Pier 7 and 8 Urban Design Study**



10

## Appendix C – Questions of Clarification

Participants were given an opportunity to ask questions of clarification following the presentation. A summary of the discussion is provided below. Participants' questions are identified with a 'Q', comments with a 'C', and responses from the Project Team in italics are identified with an 'A'.

### **Q. What is the City's relationship with Evergreen and what was the procurement process?**

**A.** the Hamilton Community Foundation (HCF) had private donors that wanted to invest in general community engagement activities within the West Harbour area in the hopes of enhancing and accelerating the work already underway by various people, groups, and organizations. The HCF presented City Council with an opportunity to leverage City investment with this philanthropic donation, and Council approved this plan. Evergreen was hired to provide recommendations on strategies for different types and styles of public and community engagement, as well as to work with local community groups to build momentum of community-building projects that will bring community animation to the area. A well respected professional planning firm; *Planning Alliance* was retained to round-out the team. Their work will primarily concentrate on simplifying and distilling the City's planning in a way that encourages investment from small single home owners, to small-scale builders, and finally to large-scale developers. .

### **Q. Was there a procurement process (...in retaining Evergreen Cityworks) for this project?**

**A.** The HCF was approached by David Young & the Young Foundation as they were interested in contributing to the momentum that they were seeing in Hamilton. The Young Foundation had a very keen interest in the great community building work undertaken by Evergreen Cityworks across Canada, in particular in Toronto, and offered to fund a partnership opportunity between the HCF and Evergreen Cityworks for a series of initiatives in Hamilton. When presented with the opportunity to partner with this philanthropic effort, City Council approved a further financial contribution and identified the desire to ensure this effort strengthened the West Harbour community. The HCF is proud of the way it has collaborated in many neighbourhoods in the City and is more than willing to engage when the need arises and asked by those within the communities. The HCF saw this opportunity as a way to help the community, the City, and to introduce a respected organization like Evergreen Cityworks to Hamilton.

### **Q. Can you elaborate on the areas you are referring to with regards to real estate redevelopment of City Land in the West Harbour?**

**A.** The City's plans are really focused solely on the city-owned lands within the West Harbor area. These would include the 22 acres of land the City initially purchased for the Pan-Am Stadium location in the "Barton-Tiffany" area. It includes the lands known as Piers 7 (the lands adjacent to the Harbour West Marina) and Pier 8 (the lands just east of Discovery Drive), all on the West Harbor waterfront. The City has also included all other city-owned assets within this area such as the Public Works building on Barton Street and the Fire vehicular depot on Bay Street.

### **Q. How is the City going to protect the current parkland? It is concerning that the parks (such as Bayfront Park) are listed as "public space", instead of as "parks".**

**A.** In order to protect the intended use, the City of Hamilton designated the waterfront lands as "Public Space" in the "Setting Sail" Secondary Plan, which limits the number and type of additional uses that can

be added to the park space. Within the West Harbour area, there is no large scale development intended in either Bayfront Park or Pier 4 Park. Re-development is exclusively concentrated within the Piers 7&8 and “Barton-Tiffany” lands. Through an extensive public consultation process, City Council approved the West Harbour Waterfront Recreation Master Plan which foresees small-scale amenities to be added at Bayfront Park to facilitate multiple uses, but these would be very tightly controlled by the City, similar to those contained in other City owned-parks and recreational destinations across the City.

**Q. Those representing power and sail boat operators in the area, are concerned about and opposed to any new bridge structure that may be built across Macassa Bay (as shown on slide 2 of Appendix B).**

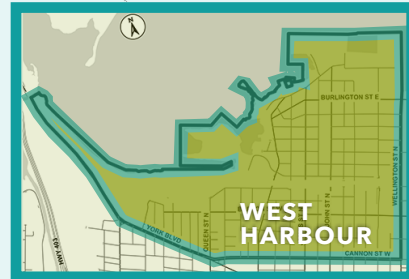
**Specifically they are concerned about the negative impact of any structure that would limit the size of sail masts and/or vessels in this area. Does the City have a plan to build a structure or a bridge in this location?**

**A.** The City does not have any plan for either a bridge or a new structure within this area. The City does not want to limit either the size of sail mast or vessels within Macassa Bay or any other part of the West Harbour marina. The West Harbour Waterfront Recreation Master Plan was approved by Council with direct consultation with all of the boating clubs and organizations in the West Harbour, including the support of the Macassa Bay Yacht Club. The Plan as it exists today is the same plan as approved by Council in 2010. Any future versions of the mapping will explicitly recognize that there is no bridge or structure planned.

**Q. In recent months I’ve been impressed with the engagement strategy process map (IAP2). Can you comment on how you see this group of citizens being engaged in this process?**

**A.** Tonight’s session is designed completely for receiving your feedback on how, when, and where citizens should be engaged in this process.

WEST HARBOUR BOUNDARIES



294 JAMES STREET NORTH STOREFRONT

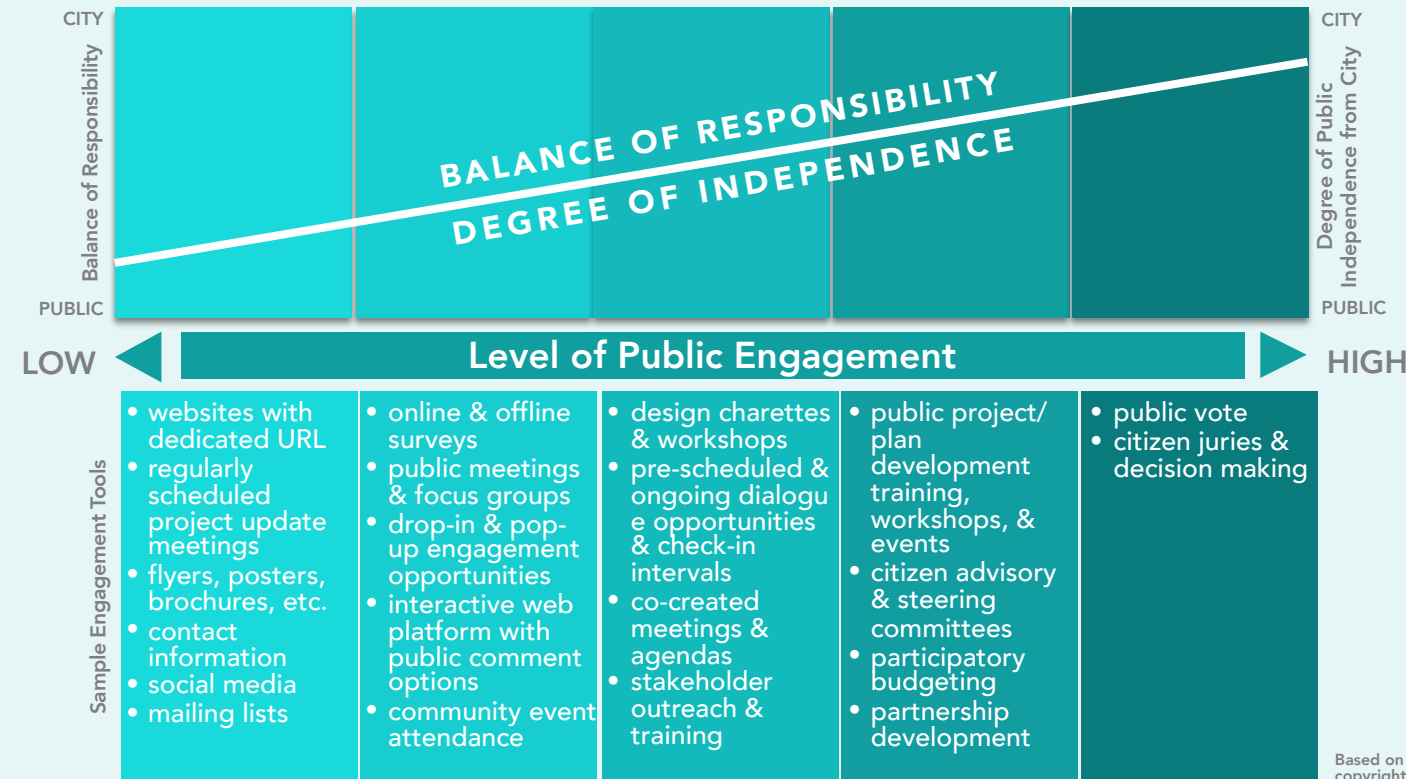


PIERS 6, 7 & 8



## PUBLIC ENGAGEMENT MODEL

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<i>"Let you know"</i>	<i>"Get your feedback"</i>	<i>"Get your ideas &amp; input"</i>	<i>"Determine together"</i>	<i>"Let you decide"</i>



Based on the IAP2 copyrighted model.

## GOALS

**OUTCOME**  
What do we want to achieve?

**MEASUREMENT**  
How will we know?

**TIMEFRAME**  
When will it happen?

1. O/M/T

2. O/M/T

3. O/M/T

4. O/M/T

## RESULTS

**What did we actually achieve?**

**OUTCOME**  
**MEASUREMENT**  
**TIMEFRAME**

1. O/M/T

2. O/M/T

3. O/M/T

4. O/M/T

## PARTICIPATING GROUPS\*

- SEA CADETS
- LEANDER BOAT CLUB
- BENETTO & HESS STREET ELEMENTARY SCHOOLS
- PUBLIC HEALTH
- HAMILTON WATERFRONT TRUST
- HAMILTON CHAMBER OF COMERCE
- STRATHCONA COMMUNITY COUNCIL
- ENVIRONMENT HAMILTON
- NORTH END NEIGHBOURS
- HARBOUR WEST NEIGHBOURS
- ROYAL HAMILTON YACHT CLUB
- SOCIAL PLANNING & RESEARCH COUNCIL
- CENTRAL NIEGHBOURHOOD ASSOCIATION
- BEASLEY NEIGHBURHOOD ASSOCIATION
- CITY HOUSING HAMILTON
- JAMESVILLE HUB
- HAMILTON PORT AUTHORITY
- NORTH HAMILTON COMMUNITY CENTRE

## FUNDING PARTNERS



**PARTICIPATING GROUPS\***  
This is not intended as a comprehensive list, since many other community groups made use of the Evergreen storefront space for topics other than the West Harbour.



# **WEST HARBOUR COMMUNITY CONVERSATION**

Thursday July 28, 2016

294 James St N



• **WEST HARBOUR** •  
HAMILTON



Hamilton

Start Time	Agenda item	Presenter / Facilitator	Participation Style
7:00	Welcome & Agenda Overview	Diedre Beintema	
7:05	Community updates (if any)	Community members	Inform
7:20	Implementation of Public Space Projects	Ed English & Chris Phillips	Inform
7:40	Community Engagement Evaluation	Jay Carter & Diedre Beintema	Inform
8:00	Q & A	Diedre Beintema	Inform
8:20	Key Upcoming Dates	Diedre Beintema	Inform
8:30	Close		



# COMMUNITY UPDATES



• WEST HARBOUR •  
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Hamilton

# IMPLEMENTATION OF PUBLIC-SPACE PROJECTS

Guidelines to Conceptual  
Design to Construction



# IMPLEMENTATION OF PUBLIC-SPACE PROJECTS

1. Framework for Implementing Public-Space Projects
  - General Framework
  - Framework for the Pier7 Boardwalk & Public Dock Project
2. Where does Community Input fit into the Process?
3. Explanation of the Pier 7 Boardwalk & Public Dock Project



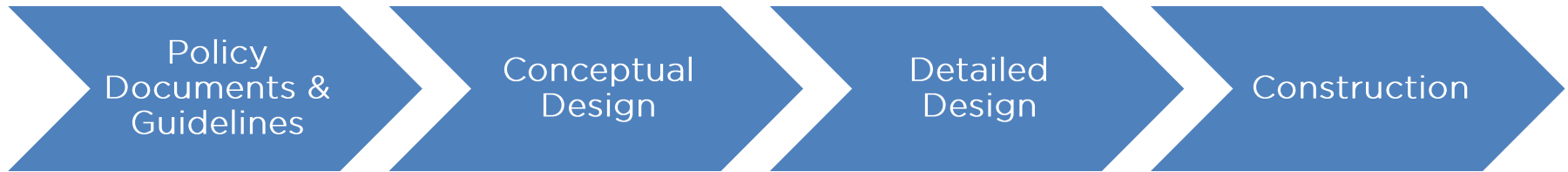
# FRAMEWORK FOR WEST HARBOUR PROJECTS



- “*Setting Sail*” Sec. Plan
- West Harbour Waterfront Rec. Master Plan
- Pier 7&8 Urban Design study
- The Plan takes shape from a vision to a **scaled model**
- **Priorities** are established
- **Conceptual Design** will lead to a high-level budget estimate
- Takes a Conceptual Plan and turns it into **detailed construction drawings**
- Allows for the project to be **tendered** for construction
- Requires **technical expertise**
- Revisions at this stage normally impact construction **timing and budget**



# COMMUNITY INPUT AT EACH STAGE



Community Input

Consult-Style  
Involve-Style

Community Input

Consult-Style  
Involve-Style

Community input

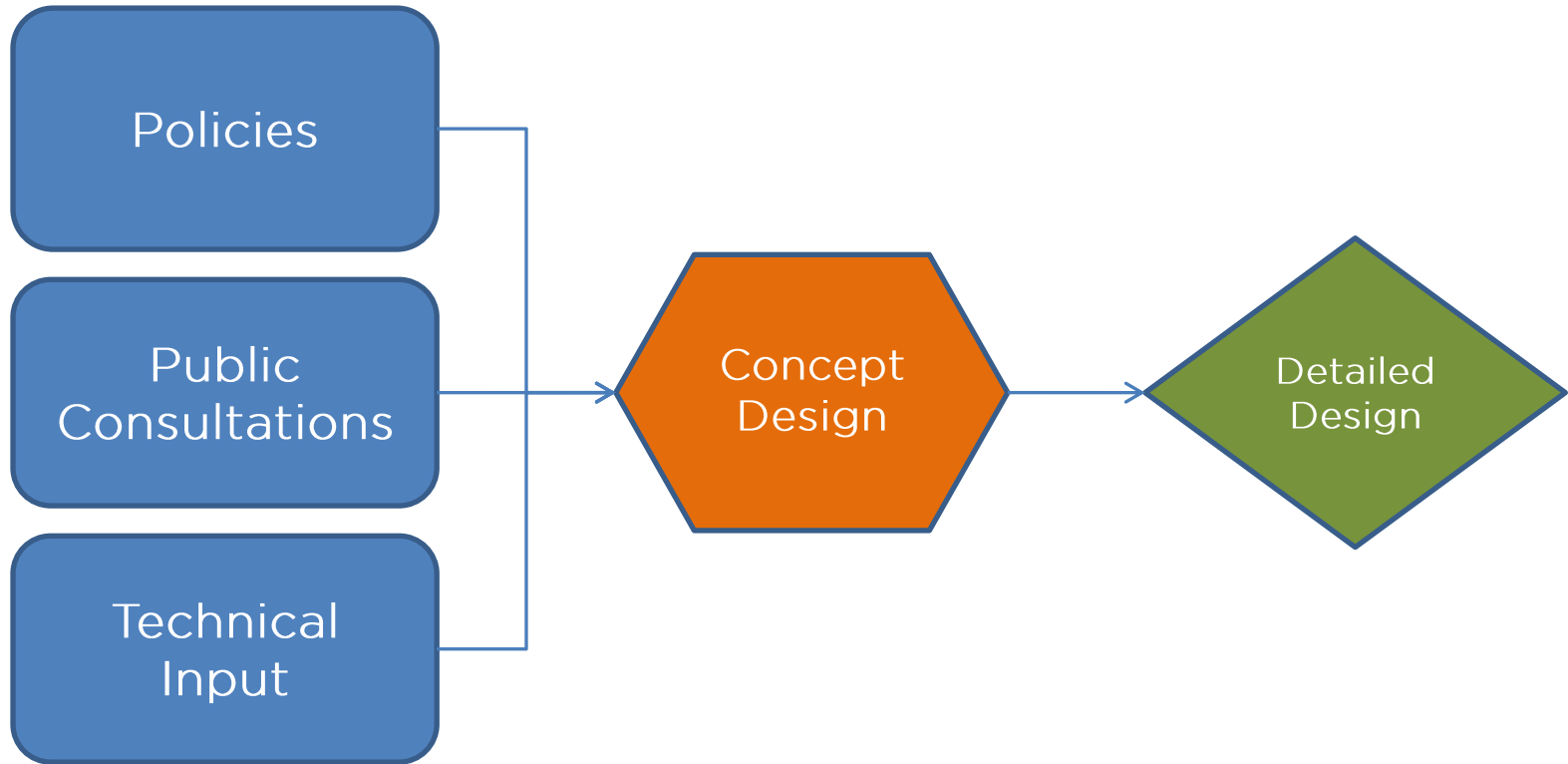
Inform-Style  
Consult-Style

Community input

Inform-Style



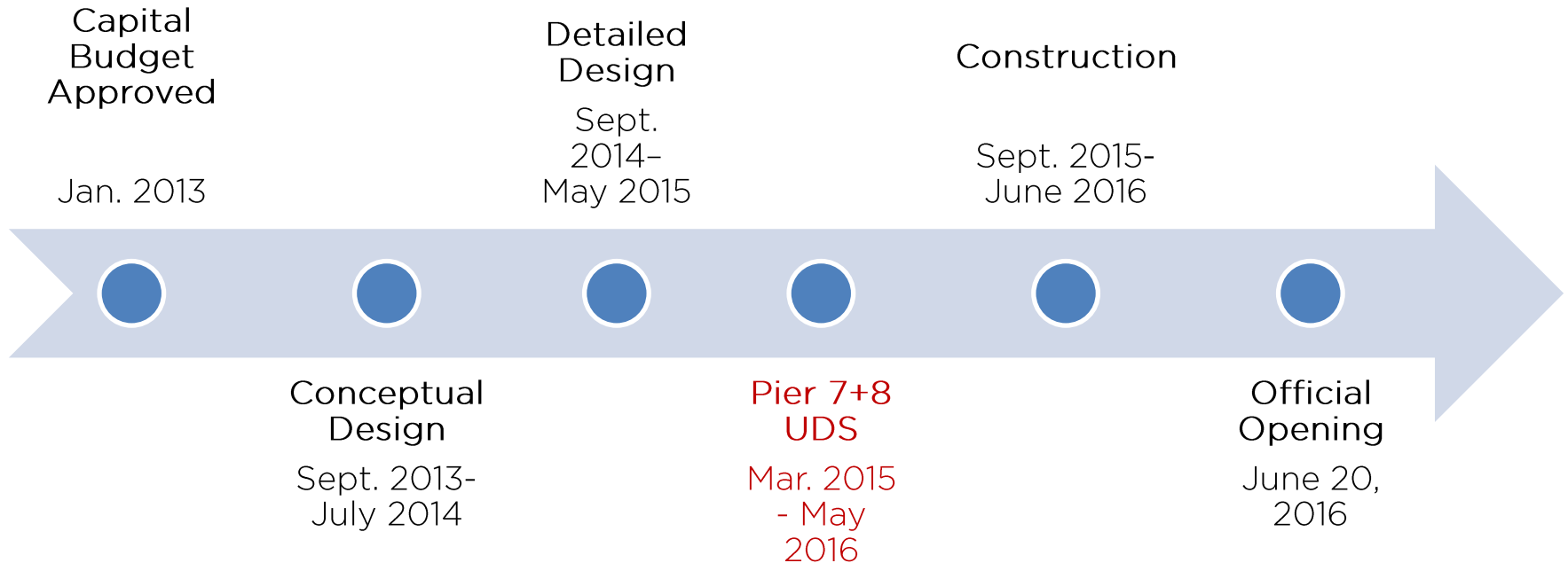
# BALANCE OF INTEREST



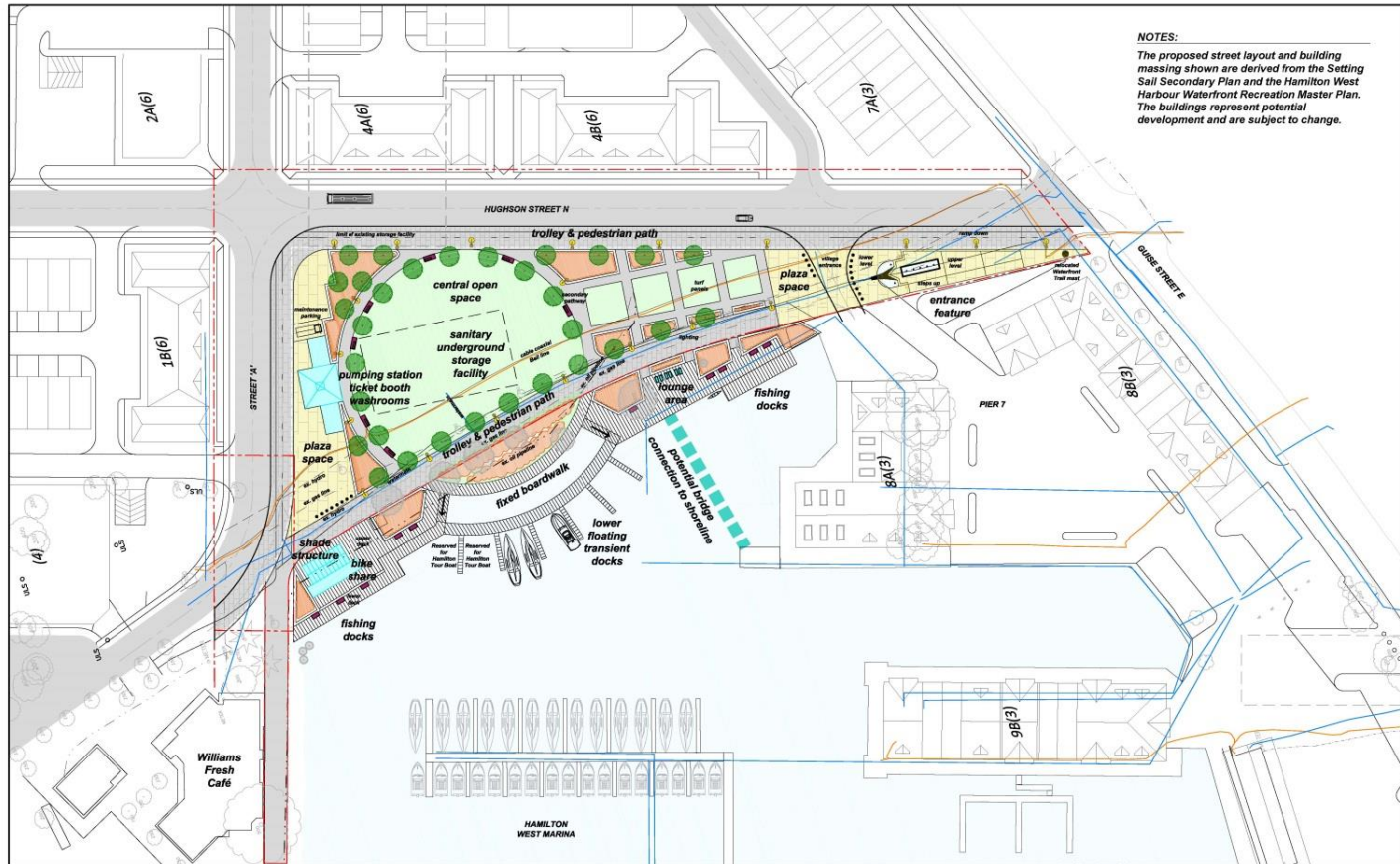


# PIER 7 BOARDWALK & DOCK PROJECT

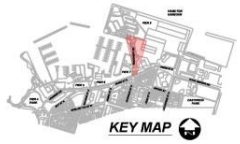
*Timeline: February 2013 – June 2016*



# CONCEPTUAL DESIGN



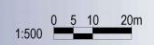
**NOTES:**  
 The proposed street layout and building massing shown are derived from the Setting Sail Secondary Plan and the Hamilton West Harbour Waterfront Recreation Master Plan. The buildings represent potential development and are subject to change.



- LEGEND**
- ROADWAY
  - TRAM ROUTE
  - POTENTIAL BRIDGE CONNECTION
  - PS PUMPING STATION/ ANCILLARY BUILDING
  - PLAZA PAVING
  - SANITARY UNDERGROUND STORAGE FACILITY
  - PLANTING
  - PROPOSED TREE
  - EXISTING TREE
  - SHADE STRUCTURE
  - LIGHT STANDARD
  - BENCH
  - BOLLARD

- OPTION #1 - KEY ELEMENTS**
- Entrance Plaza & Water Feature
  - Limestone Retaining Wall
  - Potential Bridge Connection to Shoreline
  - Curvilinear Boardwalk connecting Fishing Docks
  - Central Open Space
  - Combined Pumping Station, Ticket Booth and Washroom Building with Shade Structure and Plaza Paving
  - Lower Dock System separate from Boardwalk

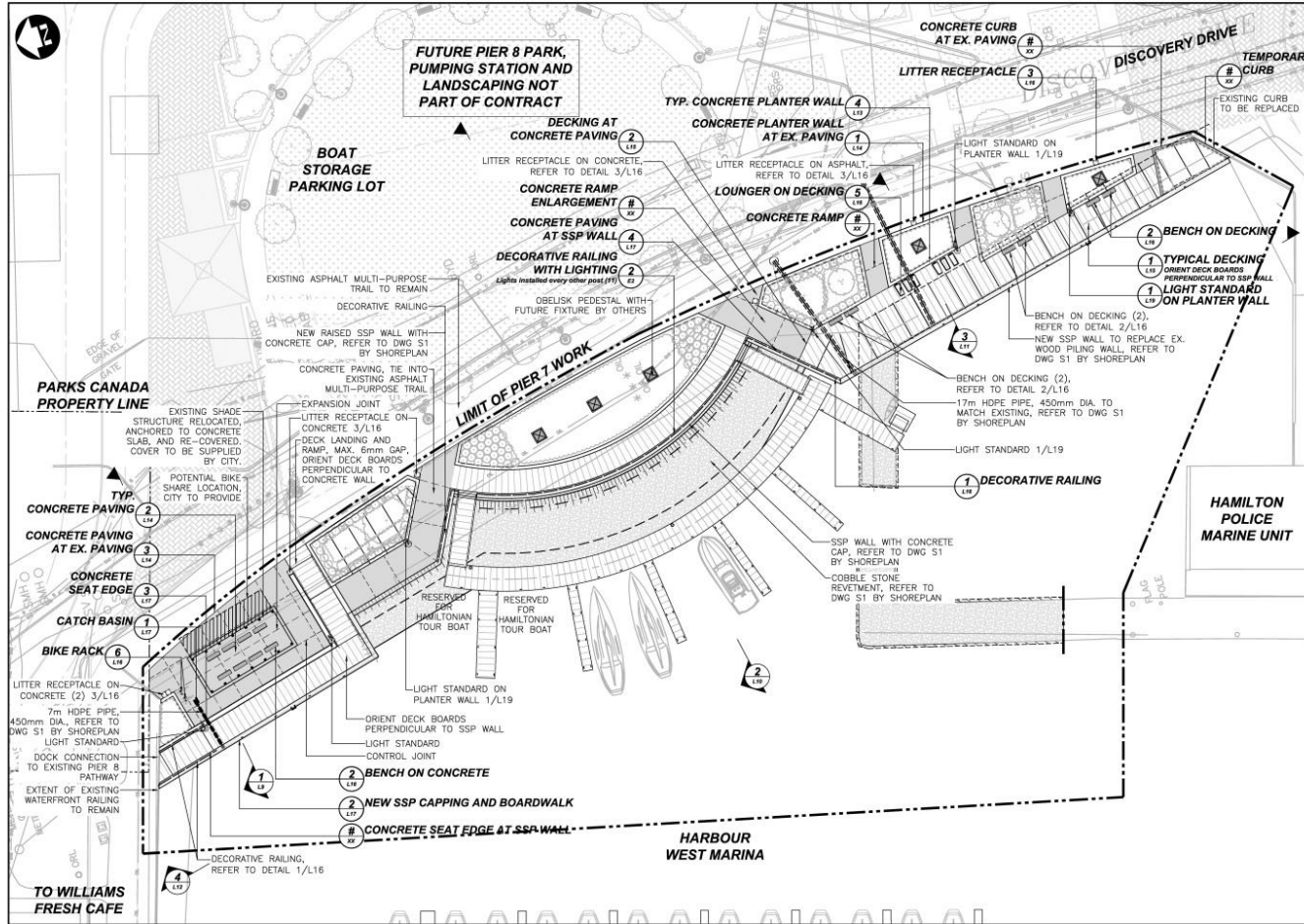
OPTION #1  
 1:500



# DETAILED DESIGN

PIER 7 SHORELINE IMPROVEMENTS & TRANSIENT DOCKS

14-P-17 (L5)



CONTRACT No. C15-08-15 (P) SHEET No. 5 OF 25  
 DRAWING No. 14-P-17 (L5)  
 FILE No. 14-9171

PROJECT SITE

KEY MAP  
 K.T.S.

NOTE: CONTRACTOR TO REVIEW LAYOUT OF PROJECT ON SITE WITH CITY REPRESENTATIVE PRIOR TO CONSTRUCTION. DIMENSIONS SHOWN ON PLAN ARE IN MILLIMETRES UNLESS OTHERWISE NOTED.

**LEGEND**

**GENERAL**

- LIMIT OF WORK
- BENCH
- LOUNGER
- LITTER RECEPTACLE
- BIKE RACK
- LIGHT STANDARD
- BOLLARD LIGHT
- DECORATIVE RAILING
- HANDRAIL
- FUTURE OBELISK
- SAFETY LADDER
- MOORING CLEAT

**PAVING**

- CONCRETE PAVING
- WOOD DECK - COLOUR 'GREY'
- WOOD DECK - COLOUR 'REDWOOD'
- CONCRETE PLANTER CURB
- SSP WALL CONCRETE CAP
- CULVERT
- CONCRETE SEAT EDGE
- EXPANSION JOINT
- CONTROL JOINT
- STONE REVEMENT

**GENERAL NOTES:**

1. PLAN SHOWN ON EAST SIDE OF LIMIT OF PIER 7 WORK IS THE FUTURE CONCEPT PLAN FOR PIER 8 PARK AND IS PROVIDED FOR INFORMATION ONLY OF FUTURE WORK BY OTHERS.

**DRAFT**

NO.	REVISIONS	INITIAL	DATE	DRAWN BY LB	DATE: AUGUST 2014
1.	Issued for 1st Submission	DW	14.08.13	REFERENCE MATERIAL: Power Plans Water Plans	
2.	Issued for 2nd Submission	DW	14.09.13		
3.	Issued for 3rd Submission	DW	14.10.13		

Regional Surveyor / Mackay, Mackay & Paters Limited, 2013.06.21  
 Geospatial Bench Mark Index No. 0100000000



Supervisor, Landscape Architectural Services  
 Lawrence Stasuk, B.L.A., O.A.L.A., C.S.L.A.  
 Manager, Waterfront Development  
 Gavin Norman, P.Eng.

City of Hamilton  
 Public Works Department

PIER 7 SHORELINE IMPROVEMENTS & TRANSIENT DOCKS  
 Materials Plan

L5

# PIER 7+8 UDS

0.1.1. EXECUTIVE SUMMARY OVERVIEW PLAN <sup>12</sup>

LAKE ONTARIO

**Proposed Community Structure**

1. Waterfront Park (Future Corridor)
2. Waterfront Park (Existing)
3. Gateway Park
4. The Greenway (Storm Water Garden and pedestrian walkway)
5. Green Roofs (Throughout as shown)
6. Marina Expansion
7. Institutional Building
8. Residential Building
9. Mixed-Use Building with Central Public Parking Structure
10. Mixed - Use Building with Residential Above
11. Community Plaza
12. Continuous Waterfront Cycling and Pedestrian Trail
13. Mid-block Connection
14. Pump Station and Park Pavilion

**Future Programming Considerations**

15. Sunset Amphitheatre
16. Sunrise Gathering Circle
17. View Terminus Plazas
18. Programmable Park Areas
19. Beach Area
20. Green Park
21. Retail Park Pavilions
22. Cultural Plaza
23. Splash Pad / Water Feature
24. Playground

**Existing Area Features**

25. Skating Rink
26. William's Coffee Pub
27. Hamilton Waterfront Trust Centre



# QUESTIONS?

Ed English

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Waterfront Development  
Office

City of Hamilton

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Senior Advisor, Planning & Ec.  
Dev.

City of Hamilton

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905-546-2424 ext. 5304



• WEST HARBOUR •  
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# COMMUNITY ENGAGEMENT EVALUATION



• WEST HARBOUR •  
HAMILTON



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# ENGAGEMENT STRATEGY WORKSHOP

- Key Recommendations:
  - West Harbour City of Hamilton Staff Directory
  - Central Contact Service
  - West Harbour Community Conversation Meetings
  - Pop Up Engagement Activities
  - Physical Community Engagement Hub



# YEAR IN REVIEW

- Online staff directory
- Central Contact Service
- West Harbour Community Conversation Meetings
- 294 James St N
- Community Engagement staff person
- Pop-up activities
- Project branding



- Webpage improvements
- Events schedule & timeline
- Vision working group
- UDS and Pier 7 boardwalk
- Summer workshops





# KEY SURVEY RESULTS

- All tested tools identified as “Valuable” – some more than others
- **Many** great comments, suggestions for improvement & new tool ideas:
  - Open & transparent online discussion forum;
  - Inclusive stakeholder committee(s);
  - Collaboratively planned & delivered sessions;
  - Live-recording & live-streaming of meetings;
  - Consultant, Topic Specific, & Community Forums/Open Houses;
  - More frequent, early, & community-led engagement with City & decision-makers;
  - Traditional media – radio, posters, TV, etc.



# KEY SURVEY RESULTS

- Desire for greater partnership, trust, & collaboration
- More awareness & understanding about West Harbour redevelopment & local planning issues
- Appreciation for City staff willingness to listen & provide opportunity for dialogue and conversation
- People noted that they have had mixed experiences (positive and negative) & would like a check-in to discuss and confirm next steps
- Many people noted a concern that they still feel that they have not had as much influence on decisions as they would like, or are unsure about what is on & off the table for impact & consultation



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# OBSERVATIONS

- City of Hamilton, hired consultants, developers, & community at large all have a **duty to engage**
- Without clearly communicated **goals** of engagement, participation can feel meaningless and endless
- Goals help to determine the **level of engagement required**, and clarity of **which** level of engagement we're at in the process is critical – what decisions have been made and what is up for discussion?
- Investment in **previous levels of engagement is crucial** in order to move to through the spectrum – i.e. can't consult without informing



# OBSERVATIONS

- On-going & consistent opportunities for dialogue and information help reduce tension & mistrust
- Meaningful engagement requires a **broad diversity of tools** to ensure a broad diversity of participants
- There are lots of opportunities for **testing of new approaches & learning by doing**;
- Collective & **regular check-ins / evaluation** help to clarify where we are in the process & how it's going
- Need to link between **local** engagement and broader **city-wide** engagement
- A small formalized group of residents and stakeholders can play an **advisory role** to City staff, act as a **sounding board** for new ideas and assist to **bridge the gap** between community priorities/concerns and City's mandate





# WEST HARBOUR COMMUNITY ENGAGEMENT FRAMEWORK

## WEST HARBOUR BOUNDARIES



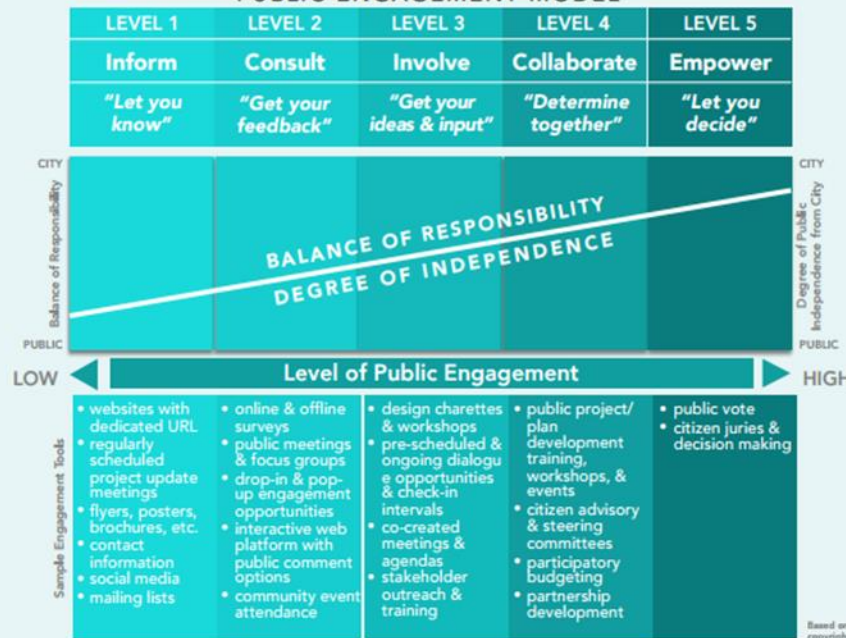
## 294 JAMES STREET NORTH STOREFRONT



## PIERS 6, 7 & 8



## PUBLIC ENGAGEMENT MODEL



## GOALS

**OUTCOME**  
What do we want to achieve?

**MEASUREMENT**  
How will we know?

**TIMEFRAME**  
When will it happen?

1. O/M/T

2. O/M/T

3. O/M/T

4. O/M/T

## RESULTS

What did we actually achieve?

OUTCOME  
MEASUREMENT  
TIMEFRAME

1. O/M/T

2. O/M/T

3. O/M/T

4. O/M/T

## PARTICIPATING GROUPS\*

- SEA CADETS
- LEANDER BOAT CLUB
- BENETTO & HESS STREET ELEMENTARY SCHOOLS
- PUBLIC HEALTH
- HAMILTON WATERFRONT TRUST
- HAMILTON CHAMBER OF COMERCE
- STRATHCONA COMMUNITY COUNCIL
- ENVIRONMENT HAMILTON
- NORTH END NEIGHBOURS
- HARBOUR WEST NEIGHBOURS
- ROYAL HAMILTON YACHT CLUB
- SOCIAL PLANNING & RESEARCH COUNCIL
- CENTRAL NIEIGHBOURHOOD ASSOCIATION
- BEASLEY NEIGHBOURHOOD ASSOCIATION
- CITY HOUSING HAMILTON
- JAMESVILLE HUB
- HAMILTON PORT AUTHORITY
- NORTH HAMILTON COMMUNITY CENTRE



HAMILTON  
COMMUNITY  
FOUNDATION

## FUNDING PARTNERS



PARTICIPATING GROUPS\*  
This is not intended as a comprehensive list, since many other community groups made use of the Evergreen storefront space for topics other than the West Harbour.

# NEXT STEPS FOR CITY STAFF

1. Evaluate existing engagement tools using Evergreen framework
2. Do a “Stop, continue or start” review with the community
3. Establish a workplan for implementation



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# SAMPLE “STOP, CONTINUE, START” REVIEW

STOP	CONTINUE	START
<i>Which engagement methods...</i>		
<ul style="list-style-type: none"><li>• Are not working?</li><li>• Are not having the desired outcome?</li><li>• Have proven to be impractical?</li></ul>	<ul style="list-style-type: none"><li>• Work best for this community?</li><li>• Should we keep doing but with changes or improvements?</li></ul>	<ul style="list-style-type: none"><li>• Have been recommended by Evergreen?</li><li>• Were suggested but currently aren't being used?</li><li>• Haven't been considered before?</li></ul>

# THANK YOU!

## QUESTIONS / COMMENTS?

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Evergreen CityWorks

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# GENERAL Q & A



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# UPCOMING DATES

## **WEST HARBOUR SUB-COMMITTEE**

- Thursday, August 4 (10:00 AM at City Hall)

## **CONVERSATION COUCH SESSIONS**

- Thursday, August 4 and Thursday August 18 (3:30-5:30 PM at 294 James St N)

## **LAND SOLICITATION WORKSHOPS**

- Thursday, August 11 (6:30 – 8:30 PM at New Beasley Community Centre, 145 Wilson St)
- Thursday, September 8 (6:30 – 8:30 PM at Good Shepherd Bishop Tonnos Apartments, 10 Pearl St)

## **COMMUNITY CONVERSATION MEETING**

- Thursday, September 29 (7:00 – 9:30 PM at 294 James St N)

**THANK YOU!**



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