

BAYFRONT STUDIO DISTRICT

Hamilton, ON

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Aeon Studio Group

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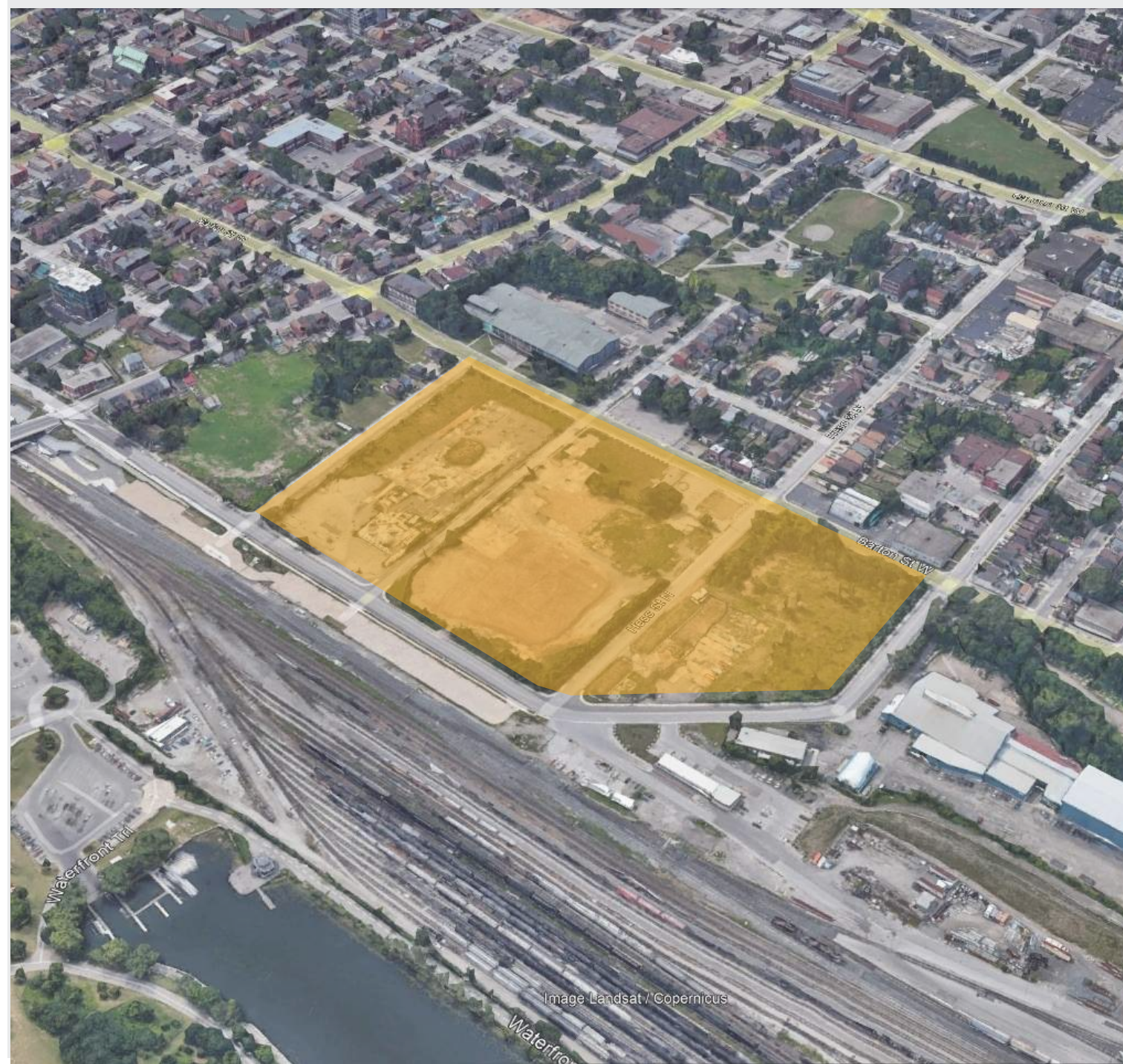


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EXECUTIVE SUMMARY

The Bayfront Studio District will be a live-work-play hub for the creative industries on the Barton Tiffany lands, and on surrounding properties, in Hamilton's West Harbour.

In the May 1, 2019 MOU signed between Hamilton Studios Ltd ("Aeon") and the City of Hamilton, Aeon committed to present a concept plan for the site, and to consult with stakeholders and the general public to collect feedback on that plan.

This report summarizes the efforts Aeon has undertaken to fulfill those commitments.

Aeon's objective now is to acquire the properties contemplated in the MOU, and get to work building the Bayfront Studio District.

01 | INTRODUCTION

1.1 Vision

The Bayfront Studio District sets out a framework for the vision and development of a new, mixed-use creative arts and film district for the Barton-Tiffany area. The site is a +/- 14 acre brownfield area, to be part of a larger +/- 25 acre campus, in Hamilton Centre, bound by Queen Street North, Barton Street West, Tiffany Street and Stuart Street and the CN rail lands to the north. The future vision for this area places a significant focus on establishing a unique, animated public realm that creates a continuous, active pedestrian network, linking surrounding communities, open spaces and street networks within the City of Hamilton. In addition to the film production studios, the Master Plan incorporates institutional, office, retail, hospitality and residential uses, through an architecturally significant and sensitive built form.

1 **Lights, Camera, ACTION**
Thriving Film & Creative Arts District

2 **Vibrant Social Hub**
Live, Work, Play

3 **Anchor to West Harbour Area**
Positive Community Impact

4 **The Walkable Neighbourhood**
Pedestrian Focused Design

5 **Something for Everyone**
Inclusive & Diverse Programs & Design

6 **Building for Tomorrow**
Sustainable, Resilient & Innovative Design

1.2 Aeon Studio Group



Jeff Anders

Jeff is a media industry entrepreneur who has founded companies in the real estate, advertising, and publishing sectors.



Mike Bruce

Mike is a film studio operator, real estate entrepreneur, and Location Manager in the Director's Guild of Canada.



Phil Lefko

Phil Lefko is a lawyer specializing in complex commercial transactions, including real estate land banking, land acquisitions, real estate ownership and development structuring, debt and equity financing and related matters.



Robbie David

Robbie David is a TV and film Producer with extensive relationships with industry unions, suppliers and other stakeholders. He has been filming in Hamilton for more than a decade.



Stephany Mandin

Stephany Mandin is a lawyer specializing in civil, administrative and municipal law, focusing on complex commercial transactions and large scale development projects.



1.3 Project Team

Aeon's plans to date have been developed in partnership with world class providers (in alphabetical order):

Aercoustics – An engineering consultancy specializing in acoustics, noise reduction and vibration control.

BDP Quadrangle – An architecture, design and urbanism practice that designs for the full spectrum of the built environment including mixed-use, residential, workplace, retail, transit, media, education and health, with particular expertise in studio facility design.

Finnegan Marshall – A multidisciplinary real estate and development cost consulting company.

GSP - A practice based in Kitchener and Hamilton that specializes in land use planning, urban design, landscape architecture, GIS and graphic design to deliver projects that are embraced by communities.

McCallum Sather - An integrated team of architects, mechanical engineers and interior designers that embraces an inclusive approach to design, and aims to contribute to a more resilient world through the advancement of sustainable design intelligence.

MTE - A multidisciplinary engineering firm providing services in civil and structural engineering, building and environmental science, toxicology and land surveying.

WSP - An engineering professional services firm, with 500 offices, across 40 countries.



1.4 Developer Partner

TAS joined the Bayfront Studio District consortium at the in February 2022. It did not participate in the development of this report. A profile of TAS is detailed in Section 6.1.



We promote connected neighbourhoods and caring, committed communities. We focus on tackling climate change, broadening affordability and equity, and building social capital.

Join us as we build neighbourhoods — and ultimately cities — where people thrive and belong.

Our active development pipeline and portfolio under management totals six million square feet of residential and commercial space.

www.tasimpact.ca

1.5 Background

Aeon and the City of Hamilton signed a Memorandum of Understanding on May 1, 2019, in which the parties agreed to negotiate Aeon's acquisition of the City-owned Barton-Tiffany lands, for the purpose of developing a live-work-play hub for the creative industries.

As a prerequisite to that transaction, Aeon committed to develop a preliminary concept plan and business case for the District, and to consult with the public on the details of that plan.

Aeon presented an early version to City staff on February 20, 2020, with the intention of moving forward quickly to build film studios to capitalize on the market opportunity presented by the acute shortage of studio space in Toronto.

Then Covid struck. Building costs became irrationally inflated, office vacancy skyrocketed, the studio market was flooded with temporary capacity from Toronto conference center space made vacant by the pandemic. During most of 2020, these market distortions made it impractical to progress plans for new-build studios, offices and supporting spaces in Hamilton.

But the race to secure a place for Hamilton on the Ontario production studio map was still on. So Aeon pivoted to the next best alternative to building new: converting existing buildings.

In Q2 2020, Aeon started environmental and other due diligence on 243 Queen St N, and completed the acquisition of what is now Bayfront Studios from an independent 3rd party in Q1 2021.

It became clear that 243 Queen St N could not provide all the office space, storage space, and short-term housing that the studio tenants needed, and Aeon moved quickly to acquire 29 Harriet St. in Q2 2021, and 231 Bay St N in Q3 2021, both from independent 3rd parties, for inclusion in the creative industries campus.

In Q4 2021 Aeon acquired 242 Queen Street North from the City of Hamilton for inclusion in the Bayfront Studio District.

In parallel with those efforts, in Q2 2021 Aeon ramped back up its efforts on the Barton-Tiffany lands. It refined the concept plan that was presented to the City in February 2020, and released architectural renderings to the general public in Q4 2021 to start a broad consultation conversation.

Since October 2021, Aeon has collected a trove of insight from individual and organization stakeholders, and it has completed additional master planning work, professional cost analysis, and environmental study.

1.6 Economic Context

Hamilton has a thriving creative economy. The City of Hamilton Creative Industries Sector Profile Study released in October 2018 estimated that there were 2,500 creative sector businesses in the city, and that “11% of Hamilton’s total labour force (29,790 persons) contributed either directly or indirectly to the production of goods and services in the creative industries sector”.

The Film Sector represents about 1/3 of Hamilton’s creative economy: 900 businesses, 9,000 jobs and growing fast. From 2017 to 2019, before Covid disrupted the trend, film permits issued in Hamilton increased nearly 100%.

To give a sense of the GDP impact of the film sector in Hamilton, the Canadian Media Producers Association estimates that film and television production in Ontario as a whole added ~\$4.5 billion to GDP from ~90,000 jobs in 2020.

The economic opportunity for Hamilton is to build the physical infrastructure that will attract more production activity and the direct and spin-off benefits it generates, and to keep more of that value local. Today Hamilton has only one large scale film production facility- Aeon’s Bayfront Studios. A year ago it had none. With film studios sold out across Toronto there is an opportunity for Hamilton to solve Toronto’s problem and reap the economic benefits.

But that window of opportunity is closing fast. According to a [Globe & Mail report](#) published on February 4, 2022, the stock of production space in Ontario is set to increase 70% over the next several years. Five years ago, Ontario had 2.1 million sq ft. of studio space; today it has 3.7 million sq ft., and another 2.6 million sq ft is coming, all of it closer than Hamilton is to both Pearson International Airport and downtown Toronto.

Hamilton needs to plant its studio footprint now and secure its place as a hub for these activities into the future.

1.7 Site Information

Zoning

West Harbour Secondary Plan Area

City of Hamilton By-Law 12-164

D6 - Downtown Multiple Residential
(Southern portion)

City of Hamilton By-Law 19-066

D2 - Downtown Prime Retail Streets
(Northern portion)

Building Height

4 storeys, or up to 8 storeys for residential with supportive urban design study

Area

Max. 10,000 m² total for Office Uses

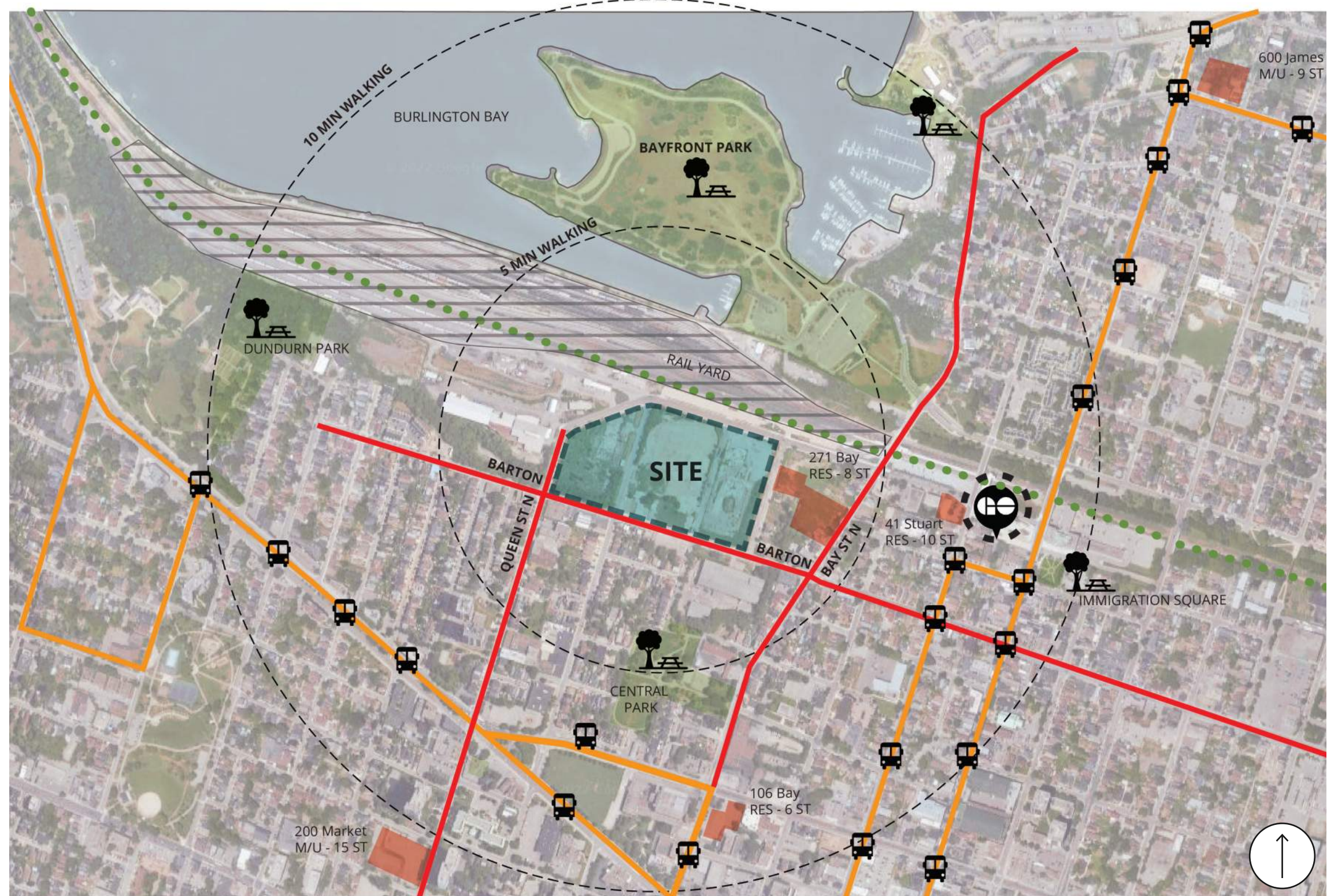
Max. 15,000 m² total for Retail Uses

Residential Density

60-150 units per hectare

LEGEND

- Main Arterial Road
- Transit Route
- Open & Park Space
- Future Development



02 | POLICY FRAMEWORK

2.1 General Policies

This master planning process has reviewed and considered existing Provincial and City planning policy documents and urban design studies related to the Barton-Tiffany subject site. These include:

- Provincial Policy Statement (2020)
- A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2020)
- Urban Hamilton Official Plan (2013)
- West Harbour (Setting Sail) Secondary Plan (2012)
- Barton-Tiffany Urban Design Study (2014)

Provincial Policy Statement (PPS), 2020

The Provincial Policy Statement 2020 (PPS) sets out policies to be considered to inform the appropriate response for any new development site.

Land Use

To support creation of healthy, liveable and safe communities, Section 1.1.1.e of the PPS promotes the integration of land use planning, growth management, transit supportive development and intensification, optimizing transit investments and minimizing land consumption.

Housing Diversity

Within Section 1.1.3.4 of the PPS development opportunities that are transit-supportive are encouraged to supply "significant supply and range of housing options through intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs."

Section 1.4 of the PPS promotes a mix of housing options to "meet the social, health, economic and well-being requirements of current and future residents". The need for a range of housing types and densities is discussed in Section 1.4.1, aiming to meet the projected requirements

of current and future residents of the market. Consideration of the City's housing supply is required, along with an analysis of the availability of infrastructure, public service facilities, public transit, and residential intensification standards.

Intensification and Transit-Supportive Development

Section 1.4.3.e, prioritizes development in proximity to transit corridors and stations, in order to facilitate transit supportive development and outlines the need for consideration of existing and planned transit with regards to intensification. As discussed in Section 1.6.7, land use patterns and densities that reduce the length and number of vehicle trips are encouraged in support of current and future use of transit and active transportation.

Long-term Economic Prosperity

Section 1.7 of the PPS discusses how communities may support long-term economic prosperity within their areas. Policy 1.7.1.b states that long-term economic prosperity should be supported by "encouraging residential uses to respond to dynamic market-based needs and provide necessary housing supply and range of housing options for a diverse workforce". In addition, Policy 1.7.1.d encourages "a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including build heritage resources and cultural heritage landscapes".

A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2020

A Place to Grow: Growth Plan for the Greater Golden Horseshoe responds to and expands upon the initial 2006 Growth Plan for the Greater Golden Horseshoe area and addresses key challenges that the region will face in the coming years. Growth is directed to occur in existing urban areas, with a focus on urban growth centres, intensification corridors, major transit station areas, brownfield sites and greyfields. A future vision for the Greater Golden Horseshoe includes an integrated transportation network that is fast, affordable and convenient and enabling travel both within and between urban centres.

Policy 2.2.6.1 of the Growth Plan, Housing, requires that a housing strategy be developed by each municipality, which will provide official plan policies that incorporate affordable housing

targets (both ownership and rental) and include plans for a range of densities and housing types to achieve the density and intensification targets of the Growth Plan.

Policy 2.2.6.2 states that municipalities should ensure a mix and range of housing types and densities to accommodate the forecasted growth and meet the minimum density and intensification targets in the Growth Plan. A review the existing housing stock with respect to types and densities should inform a plan to create complete communities by diversifying their overall housing supply.

Urban Hamilton Official Plan

The City of Hamilton's Urban Hamilton Official Plan (UHOP) was approved with modifications by the Ministry of Municipal Affairs and Housing on June 16, 2011 and was approved (with some exceptions) by the Ontario Municipal Board (OMB) on August 16, 2013.

Sustainability

The UHOP repeatedly references the importance of sustainability throughout the document. Within the introduction, it is stated that "Hamilton has a vision for its future – a vision for a vibrant, healthy, sustainable city" and encourages the incorporation of "sustainable economic growth and redevelopment." The UHOP includes direction on urban design, promoting environmental sustainability through compact development and resulting built form. Further, the UHOP provides policy direction for a sustainable and integrated transportation network that provides a range of transportation modes.

Residential Intensification

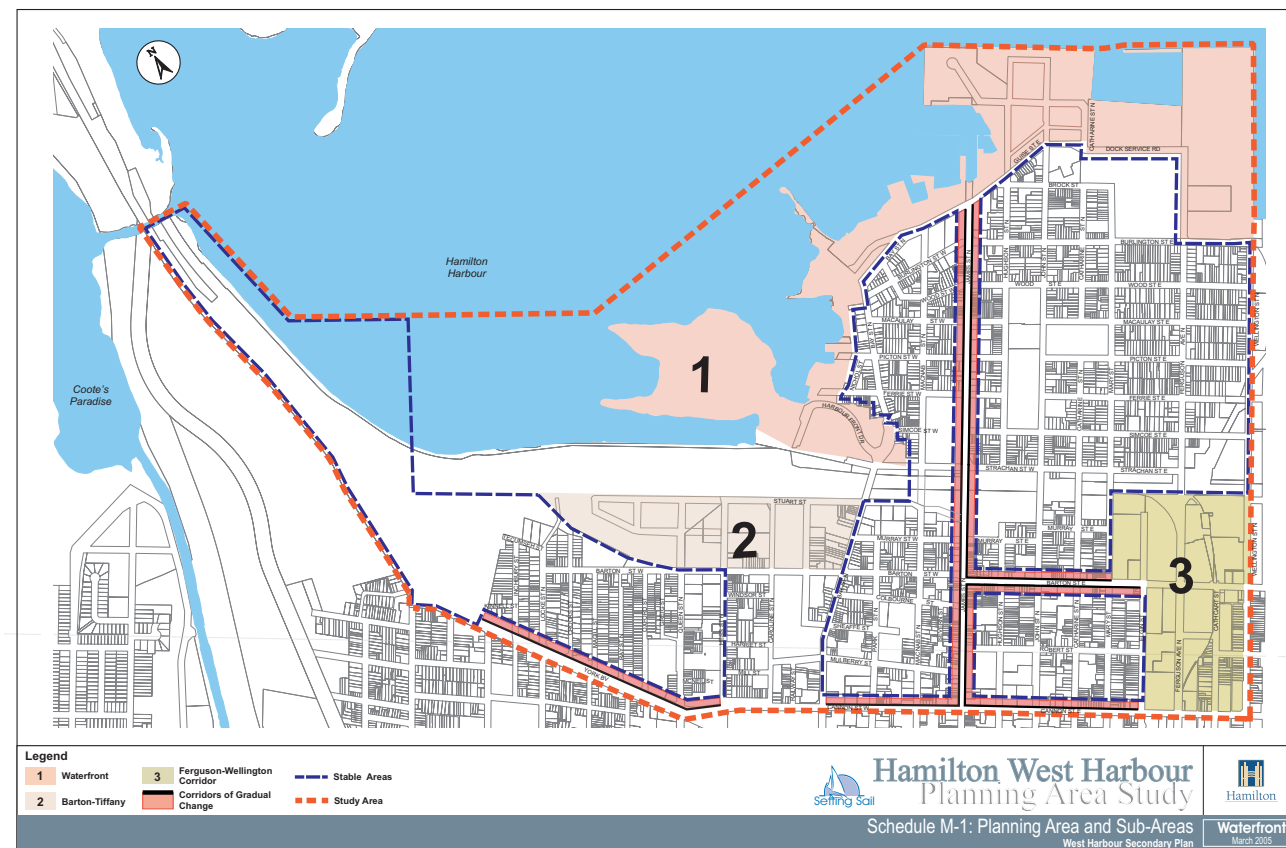
The general residential intensification policies of the UHOP encourage intensification throughout the entire built-up area of the City. Any residential intensification should ensure that the existing character of the area is respected or enhanced, the development achieves a range of unit types that are compatible with surrounding areas in terms of scale, form and

character. Residential intensification development should be responsive to the existing and planned infrastructure and transportation capacity for the area.

2.2 West Harbour (Setting Sail) Secondary Plan

The Barton-Tiffany area is located within the West Harbour Secondary Plan Area of Hamilton. The West Harbour (Setting Sail) Secondary Plan was adopted by Hamilton City Council in 2005 and approved by the Ontario Municipal Board on June 26, 2012 as an amendment to the Official Plan.

The Secondary Plan outlines a sensitive and strategic approach to development of the area, as industry has departed and large parcels of vacant land are left for redevelopment. The site sits within the Barton-Tiffany Special Area of the Secondary Plan.



Planning Principles

The West Harbour Secondary Plan was guided by eight core Planning Principles that aim to balance the goals and vision of the City and the surrounding community and are summarized below (Section A.6.3.2):

1. Promote an **healthy harbour** through best management, conservation, rehabilitation, and education practices;
2. Strengthen the existing neighbourhoods through **respectful new development**, relocation and redevelopment of incompatible uses;
3. Provide **safe, continuous public access** along the water's edge including accommodation of both trails and boating facilities;
4. Create a **diverse, balanced and animated** waterfront with new uses that promote a diversity of different land uses along the waterfront and provide a **year-round destination**;
5. Enhance **physical and visual connections** through and to the waterfront, including developing connected street, open space, walking and cycling systems and augmenting vistas;
6. Promote a **balanced transportation network** that **establishes a hierarchy of streets** that accommodate a balanced **multi-modal system** that maximizes transit connectivity;
7. Celebrate the City's **cultural and industrial heritage** of the area through conservation of neighbourhoods, buildings, and streetscapes; and,
8. Promote excellence in design by designing and constructing buildings that **respect the area's character** and are supported by a public realm that creates a **memorable "place"**.

Land Use

Within Section A.6.3.3.1, a land use strategy for West Harbour is discussed, establishing land use designations for the entire area. The land use approach is intended to guide the transition of the area from its historic industrial past and promote more diverse land use patterns in

line with the future vision of the City. The site is within the Barton-Tiffany Special Policy Area (Section A.6.3.3.16). Land use within the site area include Commercial Designation Areas along the northern portion south of Stuart Street and Medium Density Residential Designation located along Barton Street. The following outlines key policies related to the land use within this site:

Commercial Designation

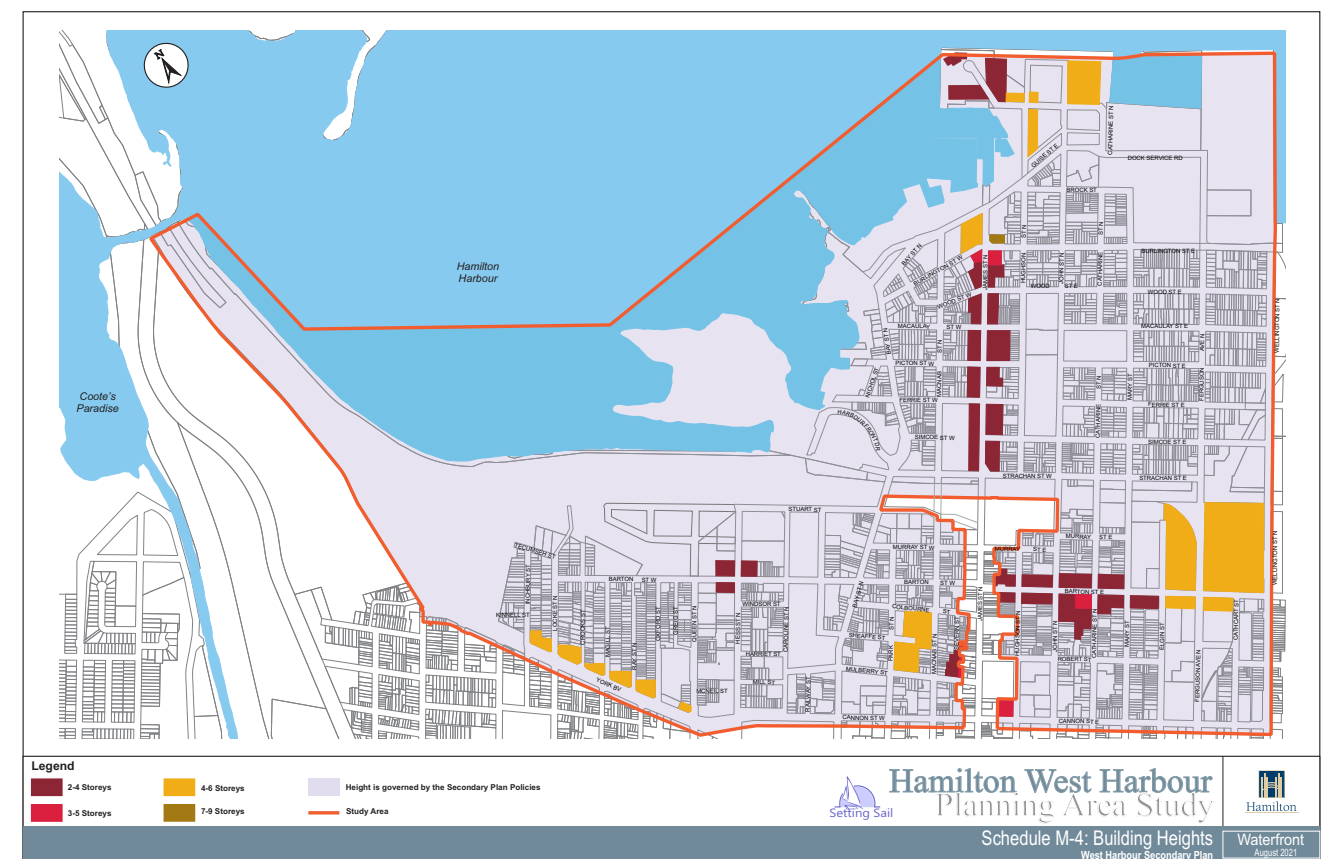
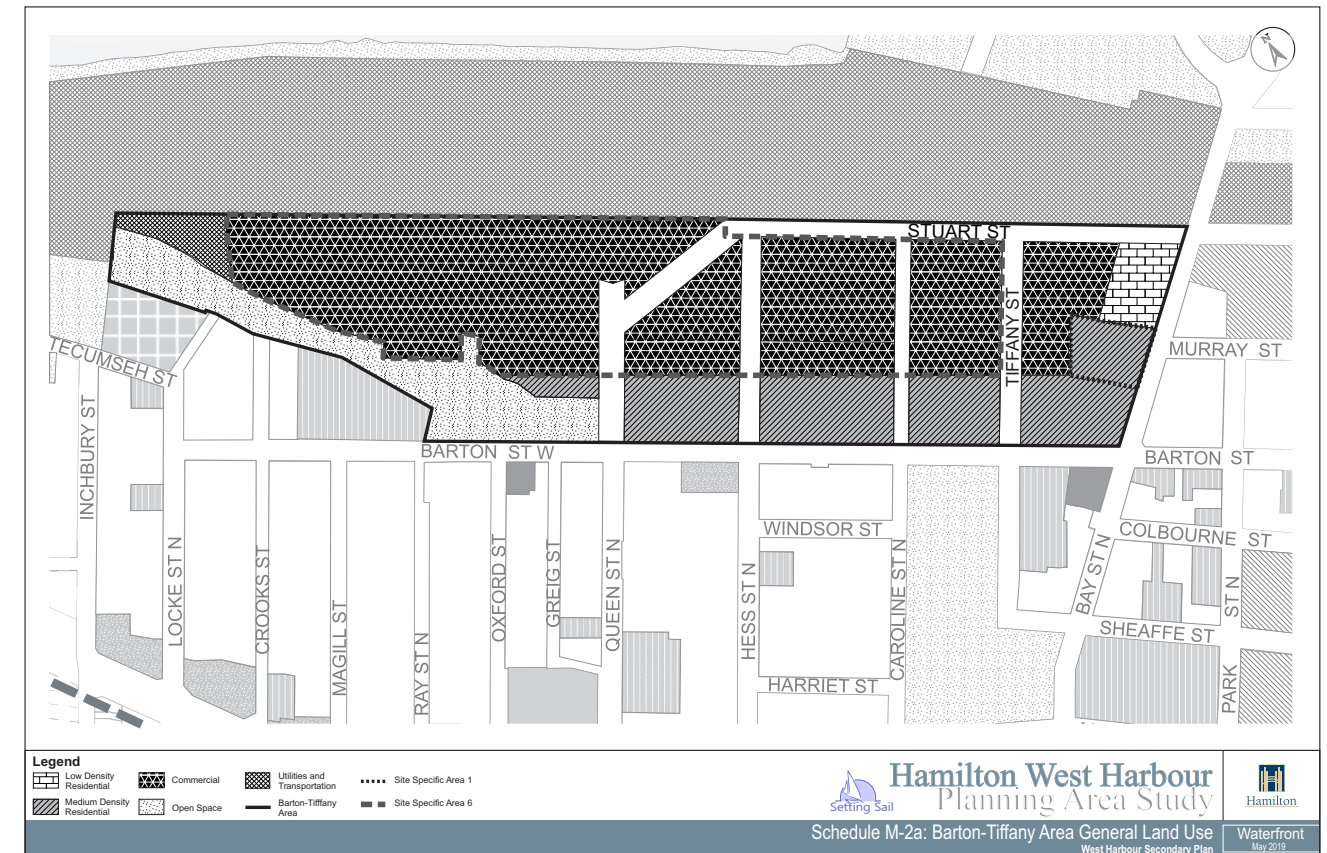
The northern portion of the site, south of Stuart Street and the CN yard, is designated Commercial, and is intended to provide retail and commercial of a variety of uses, building types and sizes to contribute to an animated and strong sense of place for the area.

Heights and Built Form

- Maximum 4 storey height
- Maximum of 15,000 m² total retail floor space
- Offices within the same lot should not exceed 3000 m²
- All office use should not exceed 10,000 m²

Permitted Uses

- A range of retail uses to serve the needs of residents and act as a focus for surrounding neighbourhoods to create a strong sense of place.
- Prohibited uses include residential, hotels, auto-oriented commercial uses.
- Production studio uses, such as film or animation studios with associated storage are permitted, but does not allow mass reproduction of film or outdoor storage associated with production studios (Policy A.6.3.3.16.1.19).
- Production studio uses should be developed as part of a campus setting and combined with commercial areas. Studios should be located within the interior of the site, with commercial uses located close to the street to create an animated pedestrian realm.



Design Considerations

- Integrate into surrounding areas and enable easy access through a range of transportation types
- Minimize shadow + wind impacts for public realm
- Incorporate a variety of building uses, types and sizes
- Avoid the introduction of large format single use buildings
- Locate buildings along the street edge
- Multiple units and entrances should be street oriented to create animated streetscape
- Locate parking at rear of site, structured or underground
- Front structured parking with retail at grade
- Design production studios as part of a campus and combined with commercial areas, locating studios within the interior of the site and commercial uses close to the street to create an animated pedestrian realm
- Conduct required noise and vibration studies to ensure development is in line with provincial and municipal guidelines

Medium-Density Residential Designation

The southern portion of the site to the north of Barton Street is designated as Medium Density Residential (Section A.6.3.3.1.16.2)

Height and Built Form

- Maximum 4 storey height, up to 8 storeys, through an Urban Design Study (see next section)
- Residential density of 60 - 150 units per hectare

Permitted Uses

- Commercial uses are permitted at grade
- Live/work units are permitted

Design Considerations

- Respect existing / proposed grid pattern of blocks, streets, open space
- Maintain consistent minimum setback with adjacent built form
- Locate parking to rear or underground, access from public streets or lanes
- Locate building entrances on public streets with direct sidewalk access
- Minimize shadow + wind impacts for public realm
- Respect light, views, and privacy of adjacent areas
- Provide balconies at front or rear of ground floor units
- Locate outdoor amenity above ground floor, if fronting along Barton Street
- Ensure outdoor amenity areas meet the sound level criterion in the Provincial guidelines

Streets and Blocks

Section A.6.3.3.2.3 identifies that the historic grid street pattern of West Harbour should be retained and enhanced, ensuring new development adheres to the existing grid and extends existing streets where possible. The specific design character and function of the streets within the site area are discussed in section A.6.3.3.2.4 of the Secondary Plan and are outlined below:

Neighbourhood Mobility Street

Intended to provide movement of traffic, people and goods.

- Barton Street West and Stuart Street - right of way of 25 metres
- Hess Street North and Queen Street North - right of way of 20 metres

Local Streets

Intended to provide access to businesses and residences, prioritizing pedestrian comfort over car traffic and may allow on street parking.

- Caroline Street North and Tiffany Street - right of way of 18 -20 metres

Public Realm

The Secondary Plan outlines a desire to establish a continuous network of open spaces within West Harbour that will link to adjacent public spaces within surrounding neighbourhoods and Downtown Hamilton (A.6.3.3.2.13). Public open spaces within the area should achieve a high level of design, incorporating safety, comfort, enjoyment, accessibility, usability and plantings (A.6.3.3.2.14).

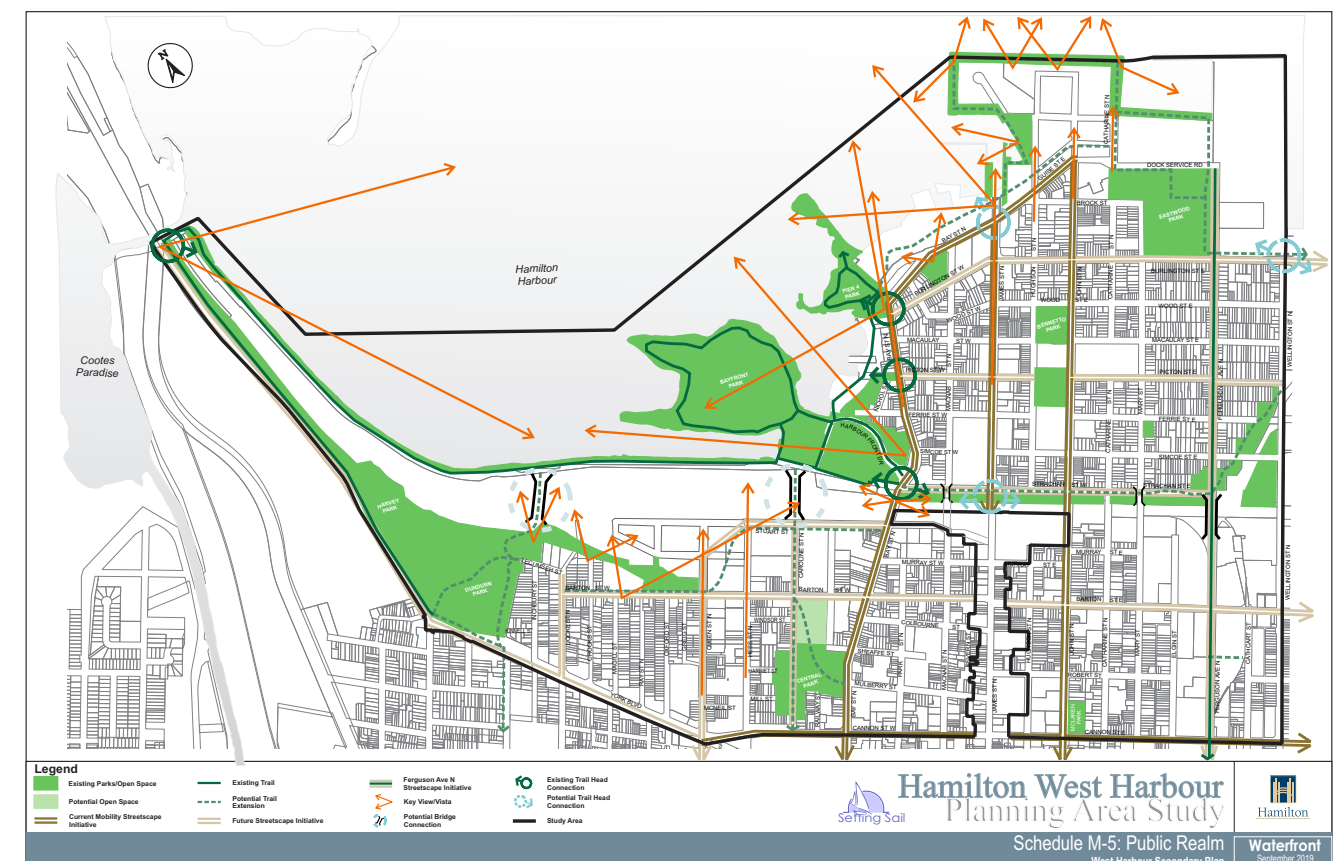
Design Considerations

- Prioritize views along Queen and Hess toward the Harbour
- Incorporate potential bridge connection at the northern end of Caroline Street, over rail lands and to Bayfront Park
- Align with future streetscape initiatives for Queen, Barton, Stuart and Caroline Streets
- Provide continuous pedestrian connection from Central Park south of Barton, along Caroline Street to potential bridge connection
- Provide a continuous east-west open space along the south side of Stuart Street, Queen Street North and the north side of Barton Street West (west of Queen) within the right of way at a minimum width of 5 metres

Urban Design Principles

- Create a **comfortable and interesting pedestrian** environment;
- **Respect** the design, scale, massing, setbacks, height and use of **neighbouring buildings**, existing and anticipated by this plan;

- Generally locate **surface parking at the rear** or side of buildings;
- Provide **main entrances** and windows **on the street-facing walls** of buildings, with entrances at grade level;
- Ensure **barrier-free access** from grade level in commercial mixed use developments;
- **Preserve the vistas** of and key views leading to the Harbour;
- Support the use of public transit by creating a comfortable pedestrian environment and providing **main entrances on public streets**, close to intersections where appropriate; and,
- Maintain or **improve transit accessibility** in public street improvements.



2.3 Barton-Tiffany Urban Design Study

Building upon the West Harbour Secondary Plan, an Urban Design Study was conducted in 2014 for the entire Barton-Tiffany area to establish urban design concepts and guidelines that would inform future development proposals in the area. The context beyond the entire 26 hectare Barton-Tiffany area was considered in the completion of the urban design study, as well as the input from community member groups. An overall strategy and design vision for the area's buildings, street networks, landscaping and public spaces was established.

The Urban Design Study utilized a series of structuring design principles for the Barton-Tiffany Area. The design principles that are applicable to site area are summarized below, and have been incorporated in the vision of the Bayfront Studio District:

Design Principles

- **Caroline Street North pedestrian corridor** - An emphasis on Caroline Street North as the neighbourhood's green pedestrian corridor between Cannon Street West and the waterfront. The streetscape should connect seamlessly to Central Park to the south, and extend to the waterfront.
- **Complete Barton Street West** - A more complete Barton Street West providing the key east-west mobility street within and through the neighbourhood. The redesigned street should accommodate all types of travel, encouraging active transportation and include wider sidewalks, street furnishings and plantings.
- **Redefined Stuart Street** - A redefined Stuart Street with an active transportation focus that provides a strong interface with the waterfront and West Harbour GO station. Conceived as a more complete street, Stuart Street should have reduced transit lanes, wider sidewalks, street furnishings and plantings to provide a safe, accessible and attractive streetscape.
- **Fine-grained Development Blocks** - Redevelopment of the vacant industrial parcels north of Barton Street West as integrated and fine-grained blocks of commercial and residential uses. New buildings should emphasize Barton Street West, Caroline Street and Stuart Street as principal block faces and buildings should have active, and transparent ground floors incorporating plazas and amenity areas for an active public realm. A new east-west connection between Queen Street and Tiffany Street can provide more permeability through the blocks.

- **Tangible Sense of Heritage** - A tangible sense of heritage as part of private sector redevelopment and public sector reconstruction. Acknowledgement of the area's industrial past should be incorporated through architecture, materials, colours, signage and within the public realm.
- **Sustainable Development Approach** - A sustainable design approach to development as part of the private sector redevelopment and public sector reconstruction. Sustainable design practices should be incorporated, including compact built form to support walkability and efficient infrastructure. New development should incorporate sustainable practices.

Design Considerations

The urban design study explored two demonstration concepts to illustrate potential development scenarios for the Barton-Tiffany area. These concepts were intended as illustrations to generate discussion and recognize that there are other potential designs that could be developed that keep within the Secondary Plan and support urban design guidelines for the area. The following outlines key findings from the preferred development scenario explored in the urban design study, that are relevant to this study of the site:

- Commercial blocks developed as a series of smaller campuses, based principally on structured parking, and with a focused intensity along Caroline Street
- Concentration of residential development intensity between Caroline Street and Bay Street
- Emphasis with slender point towers at the Barton Street and Caroline Street intersection
- Increase in residential height along Barton Street West from west to east towards Bay Street North as a transition to surrounding neighbourhood.
- Wider building setbacks from the Caroline Street edge to create a greener promenade setting and a new public plaza at the end of Caroline Street for a programmable space.
- Stuart Street as a complete street with a reduced number of travel lanes, on-street parking, and transit accommodation

- A new mid-block street that breaks up the development blocks and provides a seam between the residential and commercial area
- Building heights up to 14 storeys on the west and up to 16 storeys on the east may be appropriate for residential development, however any height over 8 storeys would require a zoning by-law amendment.

The urban design study explores detailed concepts such as building setbacks and massing that have been considered in this design study and will be further articulated as the master plan for the Bayfront Studio District progresses.

03 | SITE ANALYSIS

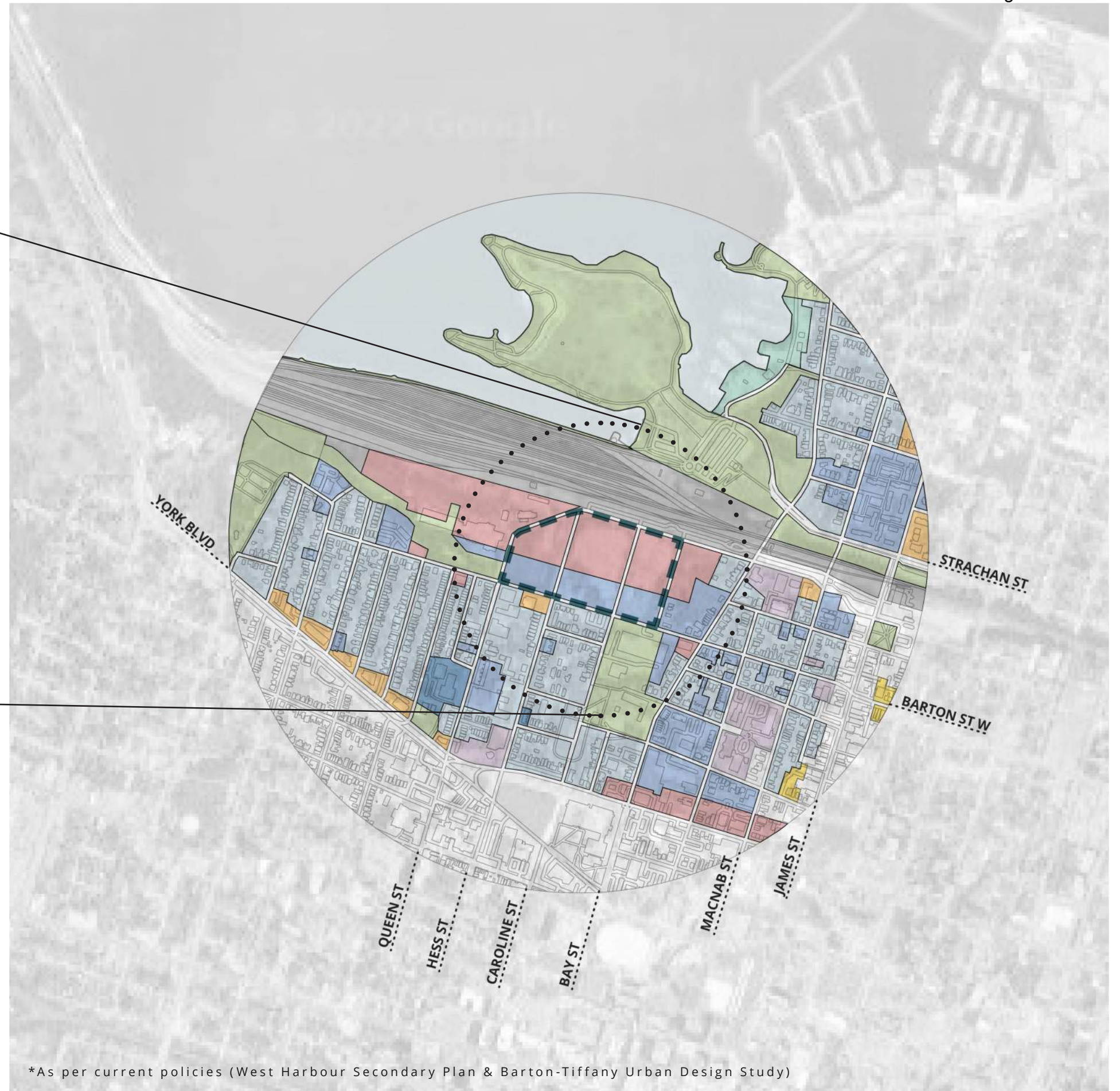
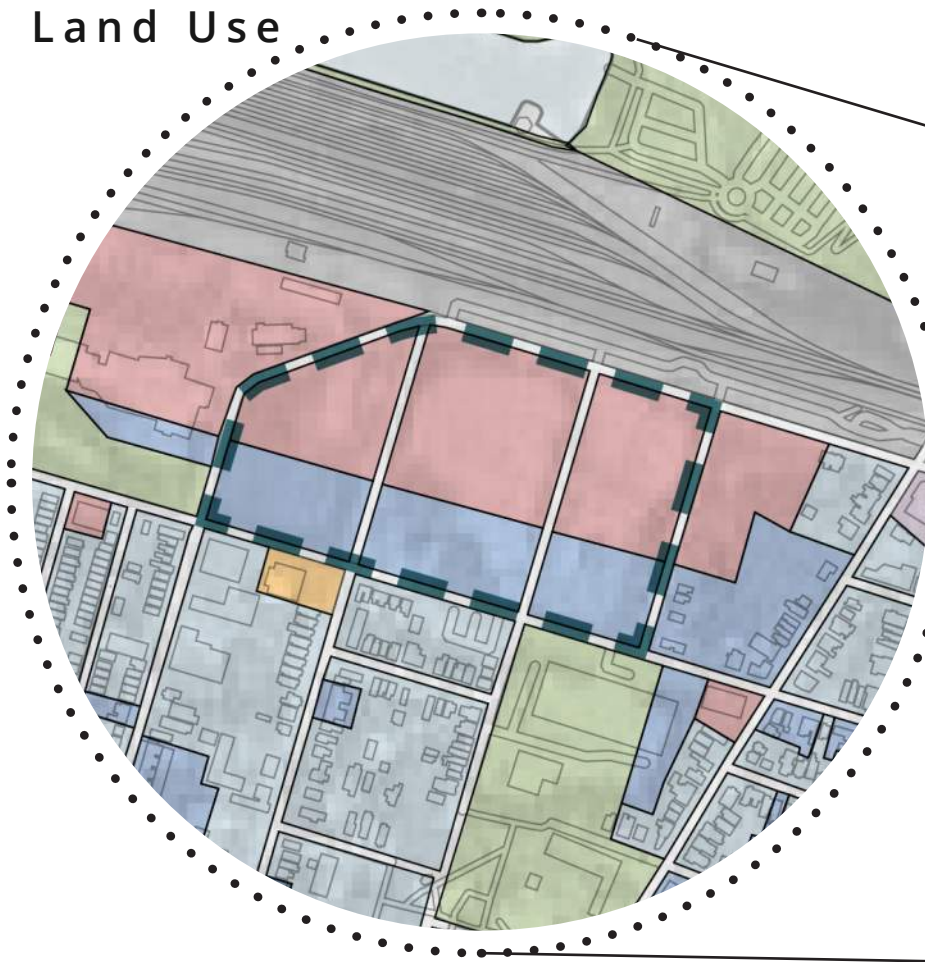
3.1 Existing Conditions

The subject site is made up of three parcels of land located in the West Harbour area of Hamilton. Bordered by Barton Street West to the south; Stuart Street and the CN Railyard to the north; Tiffany Street to the east; Queen Street North to the west; and intersected by Caroline Street North and Hess Street North. The lands, considered a brownfield site due to the soil contamination, are former industrial lands that have been vacant for a number of years. The images below illustrate the current state of each parcel showing road conditions, plant overgrowth, grading, etc. The lands adjacent to the site are currently a mix of primarily low-density residential, local commercial, industrial and open space uses. The diagram illustrates the topography of the site which is driven by many changes in grade both across the site east- west as well as from Barton Street to Stuart Street (north-south). These significant shifts provide both unique challenges and opportunities with regards to the development of the site.



3.2 Connections and Adjacencies

Land Use

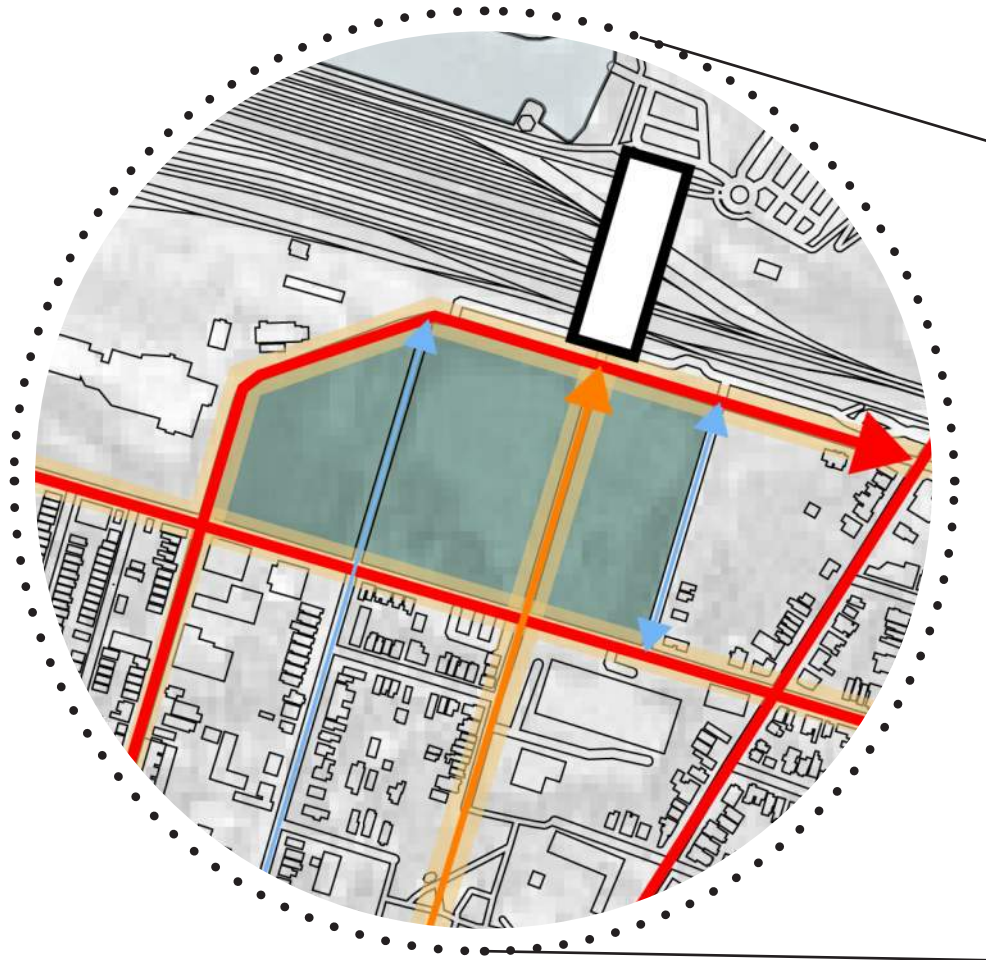


LEGEND






- Low Density Residential
- Medium Density Residential
- High Density Residential
- Mixed Use
- Institutional
- Local Commercial
- Prime Retail
- Open Space
- Utilities & Transportation

*As per current policies (West Harbour Secondary Plan & Barton-Tiffany Urban Design Study)

Road Network

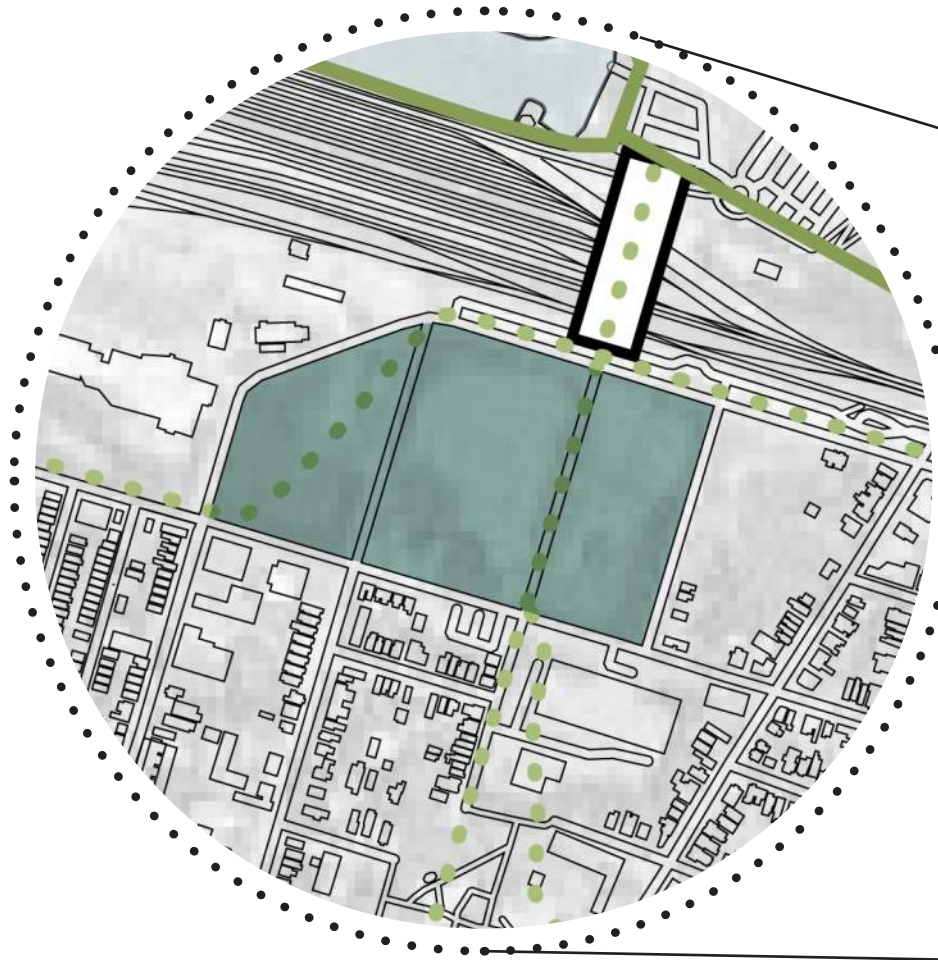


LEGEND

-  Future Streetscape Initiative
-  Local Street
-  Neighbourhood Mobility Street
-  Primary Mobility Street
-  Potential Bridge Connection

*As per current policies (West Harbour Secondary Plan & Barton-Tiffany Urban Design Study)

Pedestrian Network

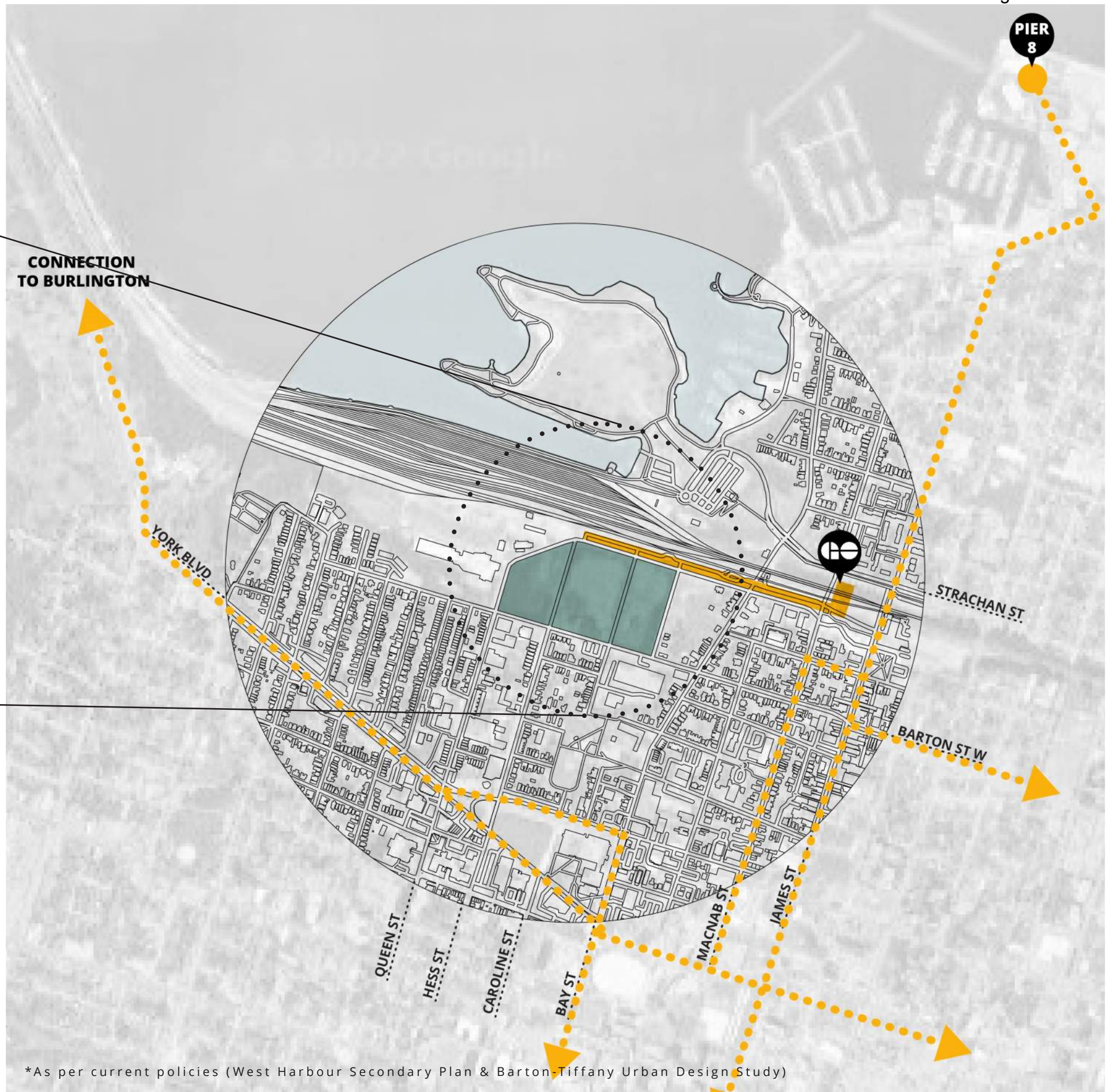
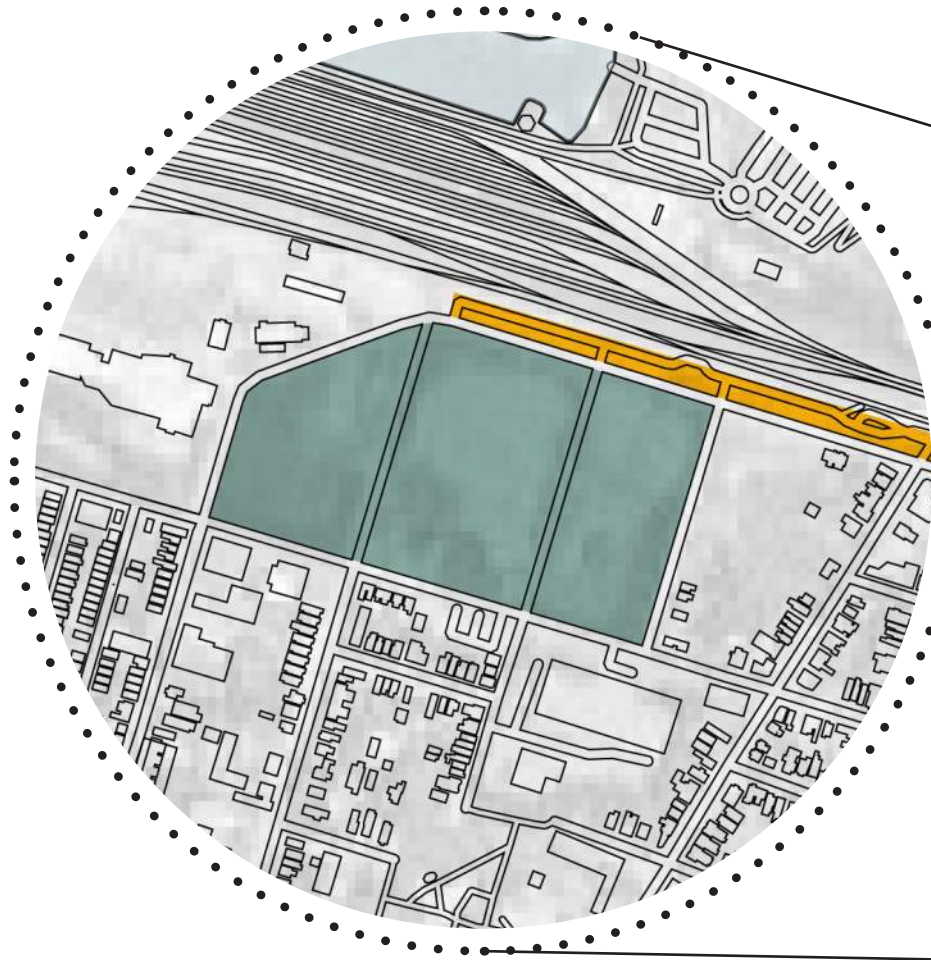


LEGEND

- Existing Trail Systems
- Proposed Trail Systems

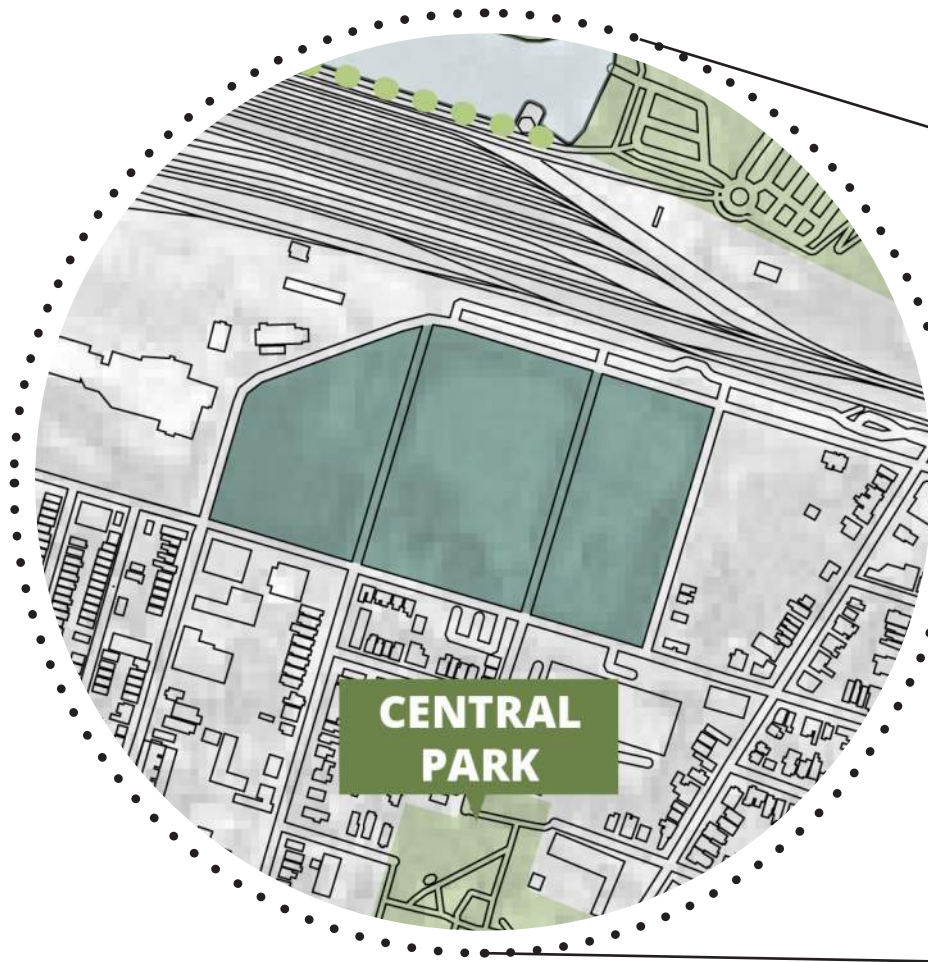
*As per current policies (West Harbour Secondary Plan & Barton-Tiffany Urban Design Study)

Transit



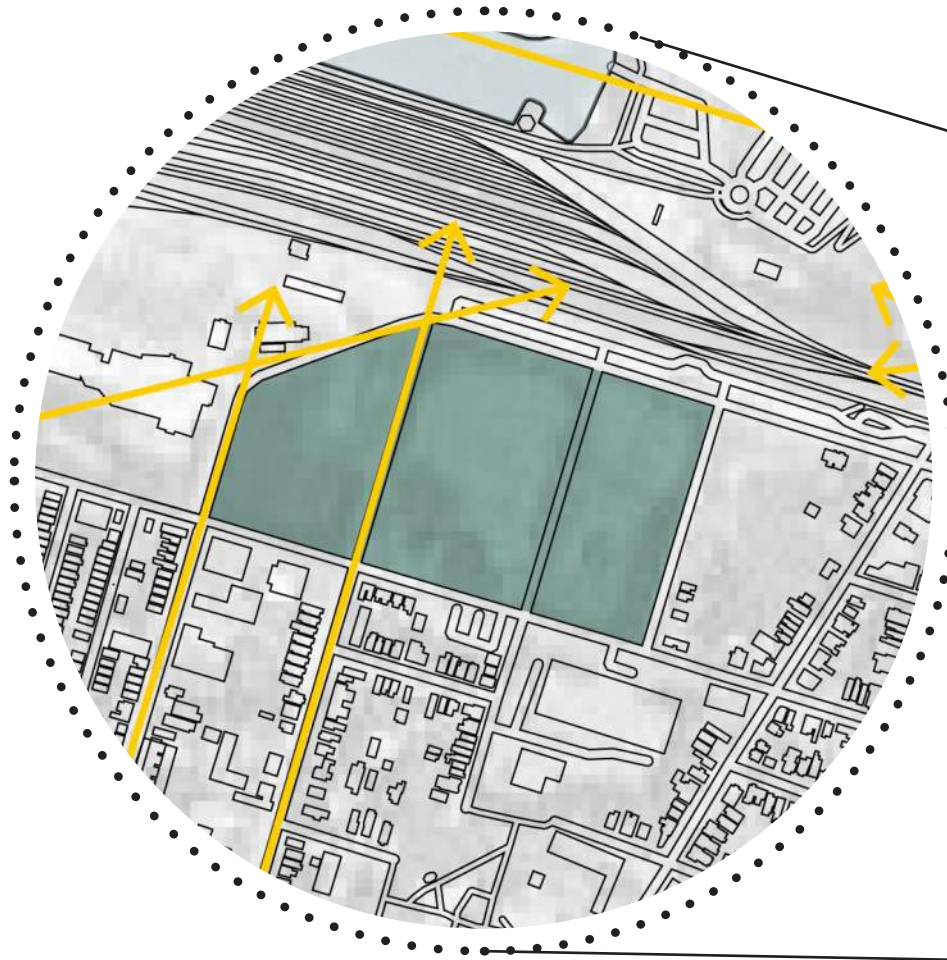
*As per current policies (West Harbour Secondary Plan & Barton-Tiffany Urban Design Study)

Open Space



*As per current policies (West Harbour Secondary Plan & Barton-Tiffany Urban Design Study)

Key Vistas



*As per current policies (West Harbour Secondary Plan & Barton-Tiffany Urban Design Study)

3.3 Future Development

1 271 Bay St N

Development of an 8-storey residential building w. 200 units

2 41 Stuart St

Development of a 10-storey residential building w. 102 units

3 106 Bay St N

Development of a 6-storey residential building w. 55 units

4 200 Market St & 55 Queen St

Development of an 15-storey mixed-use building w. a 3-storey commercial podium and a 12-storey residential tower w. 140 units

5 600 James St N

Development of a 9-storey mixed-use building w. 69 units and 153sm of retail

6 65 Guise St E

Development of Pier 8, including residential tower at 45 storeys

Note: These are not Aeon projects.



04 | Proposed Concept

4.1 Design Strategy

Imagined as a vibrant and unique, pedestrian-focused area, the new Bayfront Studio District envisions an exceptional mixed-use development that will attract diverse arts-focused and retail tenants and new residents, while establishing a continuous link to the surrounding neighbourhoods and open spaces.

The design is responsive to the existing neighbourhood and open space context and incorporates planning policies and urban design studies that have been conducted for the area. Situated in a transitional location, the site is considered as a vibrant bridge between the surrounding neighbourhoods, and the CN rail corridor to the north. Within the Bayfront Studio District, a series of pedestrian connections and public spaces link existing public realm and green networks and future opportunities to form a continuous and animated public realm experience for the area.

Through a review of the relevant planning policy and urban design guideline documents, and feedback from stakeholder and community groups, the vision for the district has established the following design drivers in response:

- **Thriving Arts and Culture District** - The Bayfront Studio District will act as a new job-creating arts and culture hub, providing a variety of flexible production studios, gallery and artist spaces, outdoor gathering and performance spaces, and complimentary retail opportunities. A new east-west connection through the site, which extends to the existing surrounding open spaces, forms a chain of linked multi-use public spaces that feed off surrounding retail and studio uses, and their supporting outdoor amenity areas. Stuart Street is envisioned as the primary circulation route for studio and studio support functions. The use of Stuart as a primary vehicle circulation route for the District allows for vehicle traffic and studio support functions to respect existing truck routes and maintain a degree of separation from the other active uses within the site. As such, Stuart street serves as an important linkage between the multiple studios, while preserving the pedestrian focused function of Barton, Hess, Queen and Tiffany streets.

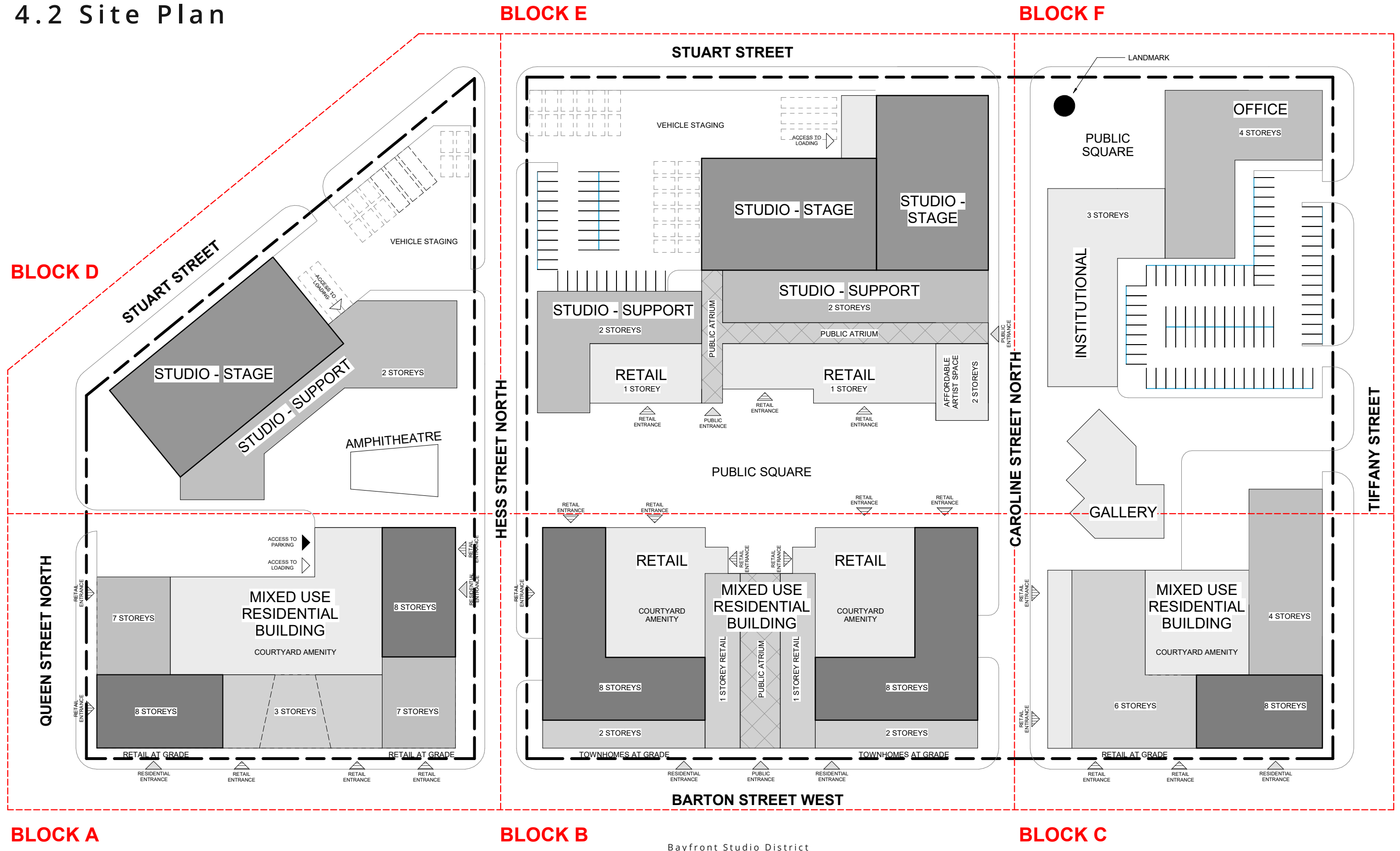
- **Vibrant Social Hub** - A variety of active uses with associated flexible outdoor amenity spaces are located throughout the Bayfront Studio District, creating opportunities for small and large scale public events that support the arts and culture program. Through the introduction of a series of public squares, landscaped areas, and programmatic arrangement on the site, the plan reinforces and celebrates pedestrian connection from the east, west, north and south. The new mixed-use elements will support the needs of surrounding neighbourhoods and provide a new, unique destination for Hamilton residents and for visitors coming from outside of the city.
- **Anchor in West Harbour** - The Bayfront Studio District is situated in a prime location as a connection hub within the West Harbour area. The existing Barton Street transportation infrastructure is capitalized on, introducing residential and mixed-use development along this transit-oriented corridor. With high visibility from the GO train, and a prominent location within the city, the Bayfront Studio District will act as an anchor for the surrounding West Harbour area. Pedestrian permeability and an engaging, flexible public realm create strong linkages from the new mixed-use development of the Bayfront Studio District, the Harbourfront GO and the downtown core.
- **Pedestrian Focused Design** - Barton Street West is envisioned as a vibrant and active streetscape, with street-fronting retail at grade and residential units above, responding to the existing residential character of Barton in the area. Given the elevation of Barton Street and decrease in grade to the north, all servicing and parking access points can be located away from Barton. In doing so, this allows for Barton Street to embrace a mix of retail at grade and residential uses and capitalize on existing transit connections. The desire for permeability along Barton Street is achieved through a series of public connections to the north, reinforcing the design vision of a central hub and encouraging an engaging public realm. With the potential bridge connection over the CN rail corridor, as well as its orientation in relation to the Harbourfront GO, Caroline street is envisioned as an animated linkage between the Bayfront Studio District and the city beyond. Both the Secondary Plan and urban design study highlight the importance of a strong east-west public pedestrian connection through the site, linking the open space system to the west with the parks and waterfront to the east.

- ***Inclusive and Diverse Programs*** - In alignment with the West Harbour Secondary Plan and the Barton-Tiffany Urban Design Study, Caroline Street is imagined as a celebrated and active street, with an emphasis on creating an inclusive and animated public realm. A critical artery, Caroline Street is envisioned as a pedestrian priority street, with program elements that foster transparency and openness. With the inclusion of diverse programming that will maintain activity throughout the day and throughout changing seasons, the mixed-use elements within the Bayfront Studio District are intended to provide a safe and welcoming public area to serve the studio district and surrounding communities.
- ***Sustainability and Resiliency*** - At the forefront of the vision of the Bayfront Studio District is an emphasis on integrated sustainable design and resilience. Understanding the importance of stormwater management, the vision responds through the integration of various landscape and built form techniques to mitigate stormwater runoff. Through the use of bioswales and a combination of hard and softscape, the design addresses and responds at a primary level. Additionally, the built form and site organization ensures that shadowing impacts are limited for public realm and streetscapes, while providing the opportunity for integration of sustainable energy systems. The site design is intended to reflect the history of the site, and its evolving nature within the surrounding community. With flexible and adaptable architecture and public spaces, the Bayfront Studio District can evolve over time as the adjacent neighbourhoods change, new transit infrastructure is introduced and the surrounding public realm develops.

The following sections will, through a combination of diagrams, precedent imagery and illustrative plans, describe the components of the proposed design in greater detail.

Note: The concept described here, and in the following sections, is a draft proposal to demonstrate Aeon's vision for the site. It does not represent Aeon's final recommendation and is subject to change. It is currently designed as per the as-of-right conditions, and while Aeon's hypothesis is that the site merits additional density, Aeon has not completed the consultation and due diligence to determine the exact recommendation. The plan was developed before TAS joined the consortium and does not reflect TAS's input. These project statistics and program details here may not in all cases match exactly the architectural renderings published in October 2021

4.2 Site Plan



4.3 Project Statistics*

Total Site Area: +/- 5.7 hectares (~14 acres)

Unbuilt (Publicly Accessible) Site Area: +/- 20,000 m² (~200,000 sf) or **33% of total site area**

Total Building Areas (incl. common areas): +/- 100,000 m² (~1,000,000 sf)

No. of Residential Units: +/- 750 units

Parking

The proposed concept has provided +/- 675 parking spaces* primarily located in below grade parking anchored to the residential buildings. The parking strategy utilizes the north-south change in grade to create a below grade level in relation to Barton Street, which is at a higher elevation, and internal at-grade (plaza level) parking accessed from the central east-west axis of the site where the elevation drops. In locating both residential and retail parking below grade, it allows for a greater grade level area of the site to be dedicated and open to the public realm. Office/Institutional parking will be primarily accommodated at grade in landscaped parking lots, with access from boundary streets, simplifying access and minimizing vehicular traffic through the site. Studio parking and staging space, +/- 6,300 m² (~65,000sf), is accommodated at the north-western portion of the site, physically separated from the public and residential uses to lessen visual and acoustic impacts across the development. In support of the vision for a sustainable and pedestrian-focused development, all parking areas will incorporate landscaped areas in order to mitigate impacts on stormwater management, heat island effect and integrate with pedestrian linkages.

* The following data reflects only the +/- 14 acres bound by Queen Street North, Barton Street West and Tiffany Street and Stuart Street to the north.

** Parking ratio of 0.9/unit, includes stall counts for all residential and nonresidential uses, but ratio is shown relative to residential units only.

Density

The proposed concept plan has been determined using the current as-of-right density and building height requirements, as outlined in the West Harbour Secondary Plan and Barton-Tiffany Urban Design Study. The residential land blocks have FSI values ranging from ~2.4 to ~3.0, with towers capped at 8-storeys. The commercial land blocks have FSI values ranging from ~0.5 (film production and film support) to ~1.0 (office, institutional).

Aeon's hypothesis is that an increase in the as-of-right density and maximum building height, including for one signature residential building, is appropriate for this site. This site development strategy has been established through a thorough review of the site, current and future market context and development directions of the City and Province. The following considerations have informed this hypothesis:

- The Barton-Tiffany area is developing as a prime transit hub, with the West Harbour GO Station located directly to the north and increasing local transit options throughout Hamilton. Metrolinx increased train frequency at the West Harbour GO to hourly service in August 2021, and ridership has continued to exceed expectations. Metrolinx is currently evaluating further increasing service to every 30 minutes, reflecting a significant demand for transit in the area.
- Review of policy documents has reflected Provincial and local directives to increase residential density and variation in unit type through intensification in urban areas, particularly in areas that are well supported by transit.
- In order to accommodate the projected population growth and increases in housing demand for the City of Hamilton, intensification should be accommodated within the downtown and urban areas of the City to align with the recent decision not to expand the urban boundary.
- Feedback from community and potential end users has highlighted a desire for increased office space offerings within the area, including space in the Creative Hub District.

Aeon is consulting its neighbours, the general public, independent experts, and its partners to determine an appropriate strategy for building height and density to propose for these lands.

Project Statistics - Bayfront Studio District

| | | <u>Block A</u> | <u>Block B</u> | <u>Block C</u> | <u>Block D</u> | <u>Block E</u> | <u>Block F</u> | <u>Combined</u> |
|---|---------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Site Area | (acres) | 1.50 | 2.70 | 1.80 | 2.50 | 3.30 | 2.30 | 14.10 |
| <u>Gross Construction Area (GCA)</u> | | | | | | | | |
| Residential | (sf) | 218,884 | 205,806 | 179,596 | 0 | 0 | 0 | 604,286 |
| Studio - Stage | (sf) | 0 | 0 | 0 | 20,774 | 34,445 | 0 | 55,219 |
| Studio - Support | (sf) | 0 | 0 | 0 | 21,528 | 43,820 | 0 | 65,347 |
| Office | (sf) | 0 | 0 | 0 | 0 | 0 | 62,430 | 62,430 |
| Institutional | (sf) | 0 | 0 | 0 | 0 | 0 | 52,205 | 52,205 |
| Retail | (sf) | 20,936 | 49,729 | 20,990 | 0 | 29,547 | 0 | 121,202 |
| Affordable Artist Space | (sf) | 0 | 0 | 0 | 0 | 10,000 | 0 | 10,000 |
| Total | | 239,820 | 255,535 | 200,586 | 42,302 | 117,811 | 114,635 | 970,689 |
| <i>FAR</i> | | 3.67 | 2.17 | 2.56 | 0.39 | 0.82 | 1.14 | |
| <u>Rentable Area (NRA)</u> | | | | | | | | |
| Residential | (sf) | 186,052 | 174,935 | 152,657 | 0 | 0 | 0 | 513,643 |
| Studio - Stage | (sf) | 0 | 0 | 0 | 19,736 | 32,722 | 0 | 52,458 |
| Studio - Support | (sf) | 0 | 0 | 0 | 18,299 | 37,247 | 0 | 55,545 |
| Office | (sf) | 0 | 0 | 0 | 0 | 0 | 53,066 | 53,066 |
| Institutional | (sf) | 0 | 0 | 0 | 0 | 0 | 44,374 | 44,374 |
| Retail | (sf) | 17,795 | 42,270 | 17,841 | 0 | 25,115 | 0 | 103,021 |
| Affordable Artist Space | (sf) | 0 | 0 | 0 | 0 | 8,500 | 0 | 8,500 |
| Total | | 203,847 | 217,205 | 170,498 | 38,034 | 103,584 | 97,440 | 830,608 |
| <i>Efficiency (NRA / GCA)</i> | | 85% | 85% | 85% | 90% | 88% | 85% | 86% |
| <u>Parking</u> | | | | | | | | |
| Below Grade Stalls | (#) | 180 | 190 | 180 | 0 | 0 | 0 | 550 |
| Surface Parking Stalls | (#) | 0 | 0 | 0 | 0 | 40 | 85 | 125 |
| Total Parking Stalls | | 180 | 190 | 180 | 0 | 40 | 85 | 675 |
| <i>Parking Ratio (# stalls / 1,000 sf)</i> | | 0.88 | 0.87 | 1.06 | 0.00 | 0.39 | 0.87 | 0.81 |

4.4 Program Typologies

The Bayfront Studio District will be a 25+ acre live-work-play community for the creative industries in the West Harbour. The vision for the District includes:

- A visual acknowledgment of first peoples' claim to the land, concept to be defined in collaboration with indigenous community leaders
- Sound stages and supporting space for large scale film & television production
- Smaller studios for the future of media, including virtual production, special effects, video game development; as well as more traditional film crafts like music and fashion
- Office / depot space for film industry suppliers, e.g., post-production companies, animation houses, gear rental, caterer, etc.
- Post-secondary learning spaces, including classrooms, labs, and studios for creative-industry-specific programs
- Training facility for workforce development administered by an industry union
- Thought leadership center to add a research, technology, and intellectual property element to the culture of the place
- Performance spaces, specifically ones that address current gaps in Hamilton
- Residential units in a mix of sizes, both condo and rental, market price and affordable housing
- Retail space to support the new residential and economic activity
- One large public plaza and several smaller flexible green spaces that feature installation art



1 RESIDENTIAL



2 STUDIOS



3 OFFICE & INSTITUTIONAL



4 RETAIL & HOSPITALITY



5 PUBLIC & COMMUNITY

4.4.1 Residential

Estimated residential units (Market + affordable) = ~750 units

Estimated average unit size = +/- 75 m² (~750 sf/unit)

We expect the final unit mix to land within the following ranges:

| | |
|---------------------|--------|
| Studio/Bachelor | 0-5% |
| 1 Bed / 1 Bed + Den | 55-65% |
| 2 Bed / 2 Bed + Den | 30-40% |
| 3 Bed / 3 Bed + Den | 5-10% |

The inclusion of residential units in the Bayfront Studio District will create a vibrant mixed-use area that responds to an increasing need for diverse housing options in the City of Hamilton. Residential development is positioned along Barton Street, comprised of a mix of at-grade townhouse units, at-grade retail with residential above (potential live-work units), and taller residential towers that accommodate a variety of unit sizes, ranging from studio to 3 bedroom.

Fronting Barton Street with walk-up townhouse units and retail at-grade supports its evolution into a complete street with an active, welcoming and diverse public realm. The pedestrian scale of these units is responsive to the surrounding established residential neighbourhoods and will increase local activity and perception of safety within the transit supported area. Parking for the residential units has been located underground, and access to parking and services has not been located on Barton Street to maintain a pedestrian environment that is not interrupted by traffic. Private and shared courtyards and terraces will further animate the district, providing above grade activity and access to the outdoors.

The Bayfront Studio District will feature an affordable housing component. Expert stakeholders have recommended a mix of affordable ownership and subsidized rental. We expect a minimum 5% of units to be affordable, and nearly all of those to be 2-bedroom or bigger. Aeon is currently evaluating partners and models for how to design and administer this critical part of the program.



Field House EcoUrban Towns, Toronto | IBI Group



The Shea, Seattle | Public47 Architects



The Well, Toronto | BDP Quadgranle

4.4.2 Studios

The Bayfront Studio District will feature +/- 25,000m² (~250,000 sf) of creative production space, about half of which would be new-build space on the development lands.

The new-build studios would range in size and function and would include:

- Large-scale film & TV production studios – Stages with high ceilings, clear span, and sound and vibration attenuation
- Virtual production studio – Stage with permanent LED wall
- Music recording studios – Specialized space for music recording and production
- Fashion studio - Space for the design of fashion, textiles, and jewelry with a focus on wardrobe for film & television
- Artist and maker studios – Affordable space for the production of visual and applied arts

Ancillary space to support the studios would include:

- For large scale film & TV production: carpentry shop, paint shop, lock-ups, lunchroom, screening room
- Office space & meeting rooms
- Depot space for industry suppliers
- Extra-large outdoor loading, staging and parking space
- Union training facility for workforce development

In addition to the new build facilities on the development lands, the Studio program would also include:

- 125 Barton St West, a critical piece of Aeon's overall vision. The 50,000+ sf facility could house artist live-work space (zoning permitting); affordable work spaces for industrial arts, like glass blowing, sculpting, etc.; and lower-cost studio space for Canadian and student productions, which our engagement interviews

show is a top priority for Hamilton's arts community.

- Bayfront Studios, located at 243 Queen Street North and across the street from the development lands, is Hamilton's biggest operating film studio, with 80,000 sf of studio and support space.
- Commercial / short term stay residential for film crews in Aeon's buildings at 231 Bay St N and 29 Harriett St.

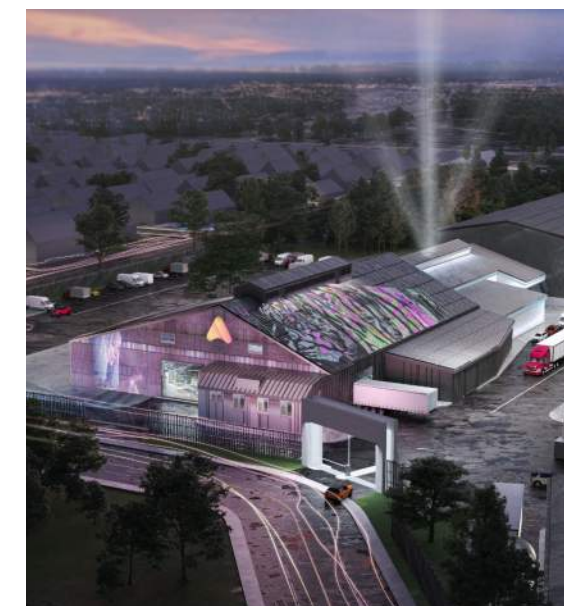
All of these spaces combined would equate to 250,000+ sf of creative production space across the campus.



Current Bayfront Studio building at 243 Queen St N



Outpost, Hood River OR | Skylab Architecture



Rendering of Bayfront Studio (243 Queen St N)

4.4.3 Office & Institutional

The plan features two office buildings at the northeast corner of the site with a combined GFA of +/- 10,000 m² (~100,000 sf). These programs will add an additional layer to the diverse mix of uses within the district and will contribute to the animation of the surrounding retail and public spaces.

In these spaces Aeon envisions the following tenant types:

- Creative industries companies / organizations – post production, animation, special effects, video game development, arts organizations, NGOs, etc.
- Post-secondary learning spaces - classrooms, labs, studios for institutions offering creative-industry-specific certification
- Thought leadership center that adds a research, technology, and intellectual property element to the culture of the place

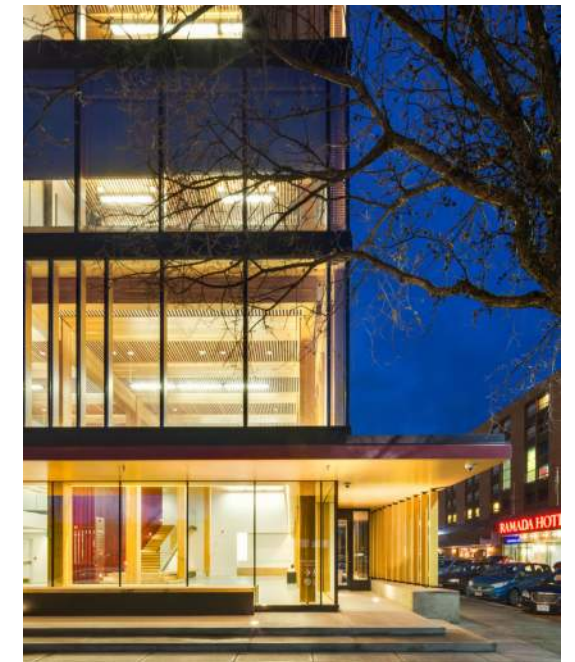
The Office/Institutional part of the program houses the long term corporate tenants and full time jobs they create, in contrast to the short term tenants and contract workers in the Studio program.



The Ribbon, Distillery District, Toronto | ShOp Architects & BDP



NSCAD University Port Campus, Halifax
| Moriyama & Toshima and Mackay Lyons



Wood Innovation and Design Centre UNBC,
Prince George | Michael Green Architecture

4.4.4 Retail & Hospitality

A range of retail development typologies will attract unique arts, culture and entertainment focused tenants and provide exciting amenities for the new and current residents in the area. With diversity in scale and type, retail and hospitality tenants are positioned throughout the Bayfront Studio District, contributing to a lively and inclusive shopping experience that has something to offer for everyone.

Barton St W - Lined with boutique retail and hospitality units, located along the ground floor of the residential buildings, these shops contribute to a smaller, pedestrian scale "main street" character for the district, catering to tenants such as bakeries and cafes, shops, and personal services that will accommodate the everyday wants and needs of locals. These shops will wrap the corner of the buildings allowing for additional frontages on Queen St N and Tiffany St.

Hess St N - Although partially designed to accommodate the studio and support uses, Hess St N provides diversity within the district integrating anchor locations fronting onto the street with the adjacent boutique retail and hospitality typologies to ensure a cohesive pedestrian-scaled experience. Weaving small scale "main street" character retail and hospitality units with larger anchor tenants creates a vibrant and diverse shopping area, adding interest and activity to the surrounding public realm.

Caroline St N - Extending activity in the district past the typical 9-5 workday, take-out restaurants, bars and lounges and entertainment spaces will continue to provide vibrancy well into the evening. A mix of boutique and anchor tenants open up onto flexible, inclusive public spaces throughout, creating both interior and exterior animation to make up the lively street character.

East-West Pedestrian Link - Larger scale anchor retail and hospitality tenants are sensitively integrated amongst the boutique shops, providing opportunities for grocery stores and markets, bigger chain retailers, sit-down restaurants, and fitness studios that will accommodate the greater needs of local residents and attract people from outside the area. The east-west connection through the site also provides a connection to Queen St N and Tiffany St drawing people in from all directions.



The Well, Toronto | BDP Quadrangle



James Street North, Hamilton



Stubborn Goat Beer Garden, Halifax

4.4.5 Public & Community

As part of the process of developing this concept, Aeon engaged with the community to get feedback and suggestions about the proposed new Bayfront Studio District. One of the key themes expressed by stakeholders and members of the general public was a need for inclusive, diverse and accessible public space, both open and tailored to the arts community. The vision for the Bayfront Studio District to become a vibrant live-work-play hub that stitches together current community nodes is shared amongst everyone.

The pandemic caused the closure of some galleries, venues and other performance spaces in Hamilton. Aeon is currently assessing what gaps there are in the performance space landscape so it can build space that is complimentary to what exists, not duplicative. In that context, Aeon is exploring the feasibility and suitability of an independent theatre for film screening and stage production, a small gallery pavilion, an outdoor amphitheatre and several other informal outdoor gathering spaces.

These programs will support the uses and people on site, but are primarily focused on creating an inclusive, diverse and accessible public realm that can be enjoyed by all. The Bayfront Studio District will emphasize public permeability across the entire site through the use of atriums, open and green space, and by distributing public programs along streets and main pedestrian links. The design and organization of the site pays careful attention to ensuring the district is truly a place where everyone is welcomed and brought together to share all the unique programs.

Continued conversations and engagement with the Indigenous community with help to further refine the public realm and take steps towards acknowledging the history of the lands this development is built upon. Aeon will collaborate with various Indigenous groups to design meaningful installations (plaques, landscape design, murals etc.) located in key public areas.



Apple Plaza, Milan | Foster & Partners



Portsoken Pavilion, London UK | Make Architects



St. Ann's Warehouse, New York City

4.5 Retail Typologies

Across the whole site, and making use of various levels, the Bayfront Studio District will be brought to life with a mix of retail and hospitality tenants, with spaces of varying sizes. Whether you live in the neighbourhood or are just stopping by to shop, the wants and needs of everyone will be satisfied.



1 BOUTIQUE RETAIL



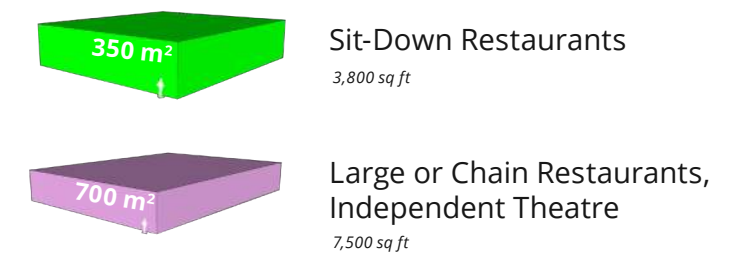
2 BOUTIQUE HOSPITALITY



3 ANCHOR RETAIL



4 ANCHOR HOSPITALITY



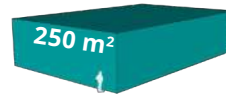
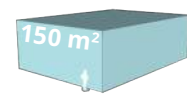
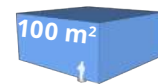
4.5.1 Boutique Retail

Contributing to a downtown 'main street' character, the wide variety of small or boutique retail shops will be incorporated adjacent to key public spaces throughout the site. The hope is that tenants who set up shop in this development will be a mix of larger businesses and franchises, as well as independent and unique retailers local to the area.

Examples of types of retailers include:

Goods - Wine Rack, Cobs Bread, Bakery, Chocolate Shop, Marble Slab Creamery, Squish Candy, Smoothie Bar, Roots, Saje, LUSH, Bonlook, Sonos, Jewelry Store, Boutique Apparel, Florists, Home Decor,, etc.

Services - Hair Salon, Nail Salon, Dry Cleaners, Bike Shop, etc.



James Street North, Downtown Hamilton



FIORI Florist, Downtown Oakville



Saje Natural Wellness, Toronto



Bike Locke, Hamilton

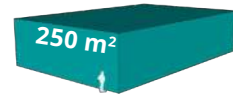
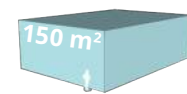
4.5.2 Boutique Hospitality

Extending activity in the district past the typical 9-5 workday, the various boutique hospitality spaces will be located adjacent to key public areas within the site. These will provide support to the residential, arts and film uses on-site as well as for the surrounding neighbourhood and also provide a great opportunity to showcase local restaurants and businesses.

Examples of types of retailers include:

Food and Beverage - Balzac's Coffee, Second Cup, Starbucks, Cafe, Takeout Restaurants, etc.

Entertainment - Karaoke, Billiards Bar, Boardgame Cafe etc.



King William Street, Downtown Hamilton



Snakes and Lattes Board Game Cafe, Toronto



Balzac's Coffee, Toronto



Lady Glaze Doughnuts, Guelph

4.5.3 Anchor Retail

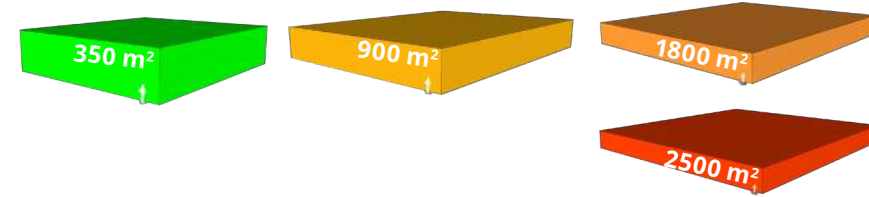
The development sensitively weaves in large anchor retail spaces within the district amongst the boutique spaces to create balance and draw people in. These more corporate retailers have the ability to fill larger spaces and support the basic needs of the greater community as well as opportunity for more specific retailers, such as DeSerres, to support the creative industries.

Examples of types of retailers include:

Grocery - Dundurn Market, MarketFresh, Whole Foods, Farm Boy, Longos, Pusateri's, Eataly, LCBO, etc.

Goods - Bank, EQ3, Crate & Barrel, MEC (Mountain Equipment Co-op), Urban Outfitters, Indigo, DeSerres, etc.

Health and Fitness - Shoppers Drug Mart, Urban Spa, SpinCO, Modo Yoga, Sweat and Tonic, 9round Boxing, Barre3,



Port Covington Development, Baltimore | Hord Coplan Macht Architects



Dundurn Market, Hamilton



MEC, Queen St W, Toronto | Sweeny & Co



EQ3, Byward Market, Ottawa

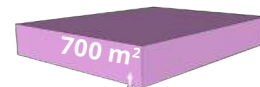
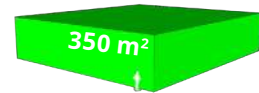
4.5.4 Anchor

Anchor hospitality spaces will provide larger spaces for restaurants, both local and chain, adjacent to key public areas that will accommodate the greater needs of local residents and attract people from outside the area. These spaces will animate the streetscape and public plaza with expansive patios. An independent cinema, gallery or performance space would provide the artists and filmmaker's to open the doors and showcase their work to the public.

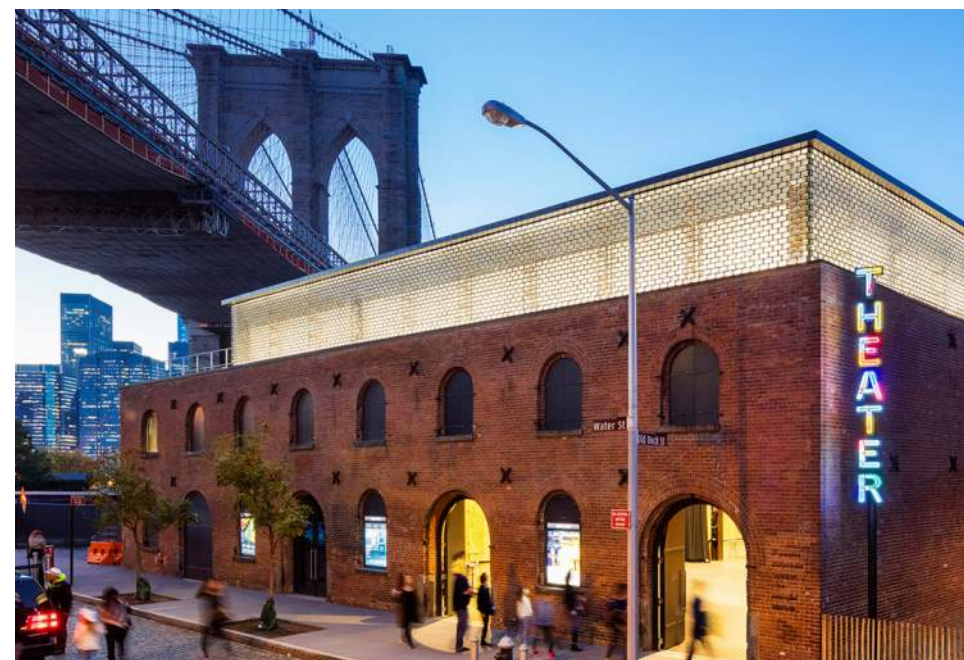
Examples of types of retailers include:

Food and Beverage - Sit-down restaurants, The Mule, Boon Burger, Charred, LOCAL Eatery, BierMarket, Warehouse, Cocoa70, Brewery, Distillery,

Entertainment - Independent Cinema, Gallery, Performance Space, etc.



LOCAL, Lansdowne Park, Ottawa



St. Ann's Theatre, New York City



The Mule, Hamilton



The Pint, Argyle Street, Halifax

4.6 Public Realm Character Areas

The Bayfront Studio District campus will include a fine grain of linked, flexible and diverse public space that can adapt to various sizes of program and are supportive of the surrounding commercial, film and art uses.



1 URBAN STREETSAPES



2 PEDESTRIAN LINKS



3 OPEN STREETS



4 FLEXIBLE COURTYARDS



5 PUBLIC PLAZA



6 ANCHOR PUBLIC SQUARES



7 TERRACES



8 POCKET PARKS & PLAY SPACES

4.6.1 Urban Streetscapes

The proposed development will prioritize creating walkable, pedestrian-friendly neighbourhoods. These enhanced streets will be located along the perimeter and identified neighbourhood streets. Widened pedestrian walkways provide the opportunity for benches or small outdoor seating areas in front of the adjacent shops. Landscaped boulevards provide both visual and physical comfort for the pedestrians, as well as opportunity to passively manage stormwater on-site and reduce heat island effect. Centre boulevards may be introduced as well depending on overall width and the required amount of vehicular lanes. Bicycle lanes are another key aspect of urban streetscapes and will provide connections between the site and both the current and proposed trail systems. These streets provide opportunities for on-street parking, with the potential for use of permeable pavers, as well as enhanced waiting areas at public transit stops.



Cornell Road (Hillsboro, OR)



Landscaped Street Precedent



Lansdowne Park (Ottawa, ON) | S9Architecture



Bioswale Precedent

4.6.2 Pedestrian Links

The proposal emphasizes creating a vibrant pedestrian focused environment which blends the development into the surrounding community and its existing pedestrian networks. The main pedestrian link will extend through the site from East to West expanding the circulation route on the site from solely along the North-South vehicular roads. This link will encourage movement for those passing through the site as well as being animated with benches, landscaping and other programme elements which encourage people to take a moment to pause and enjoy all that the development has to offer. Wide enough for both foot and bicycle traffic, the path will draw people in from all directions and act as a new pedestrian junction for the area. Wayfinding strategies will also be incorporated along the path to ensure that all people are able to navigate through the site with ease.



High Line (New York, NY) | James Corner Field Operations & Diller Scofidio



First Avenue Water Plaza (New York, NY) |



Linear Park Precedent



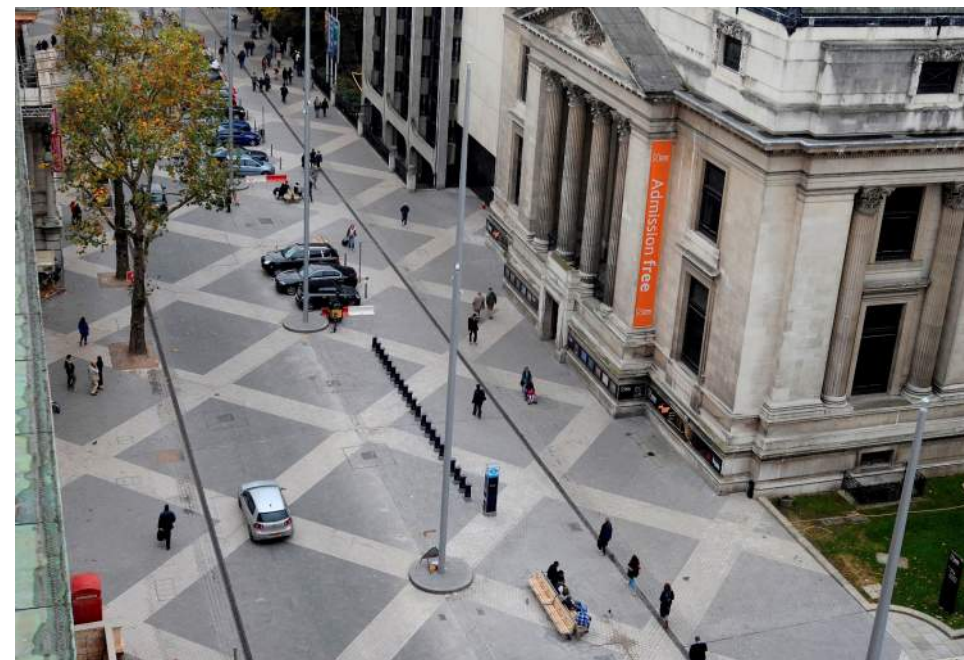
I LOVE STREET (Gwangju, Korea) | MVRDV

4.6.3 Open Streets

One of the key elements to a successful and well-integrated development is to balance the needs of pedestrian and vehicular circulation. The proposal features Caroline Street North as an open street with the primary focus on pedestrian circulation, but able to accommodate vehicles when needed. This street will encourage less reliance on cars by allowing for wider sidewalk areas, designated bike lanes and direct access to public transit. Caroline Street will act as part of the pedestrian link going East-West through the site and provide a seamless connection to the open public spaces and retail throughout the site. Giving the street a different character, permeable pavers, minimal curbs and landscape buffers can be used to visually connect the street with the adjacent public space and distinguish it from the perimeter streets.



Assembly Row (Boston, MS) | Copley Wolff



Exhibition Road (London, UK)



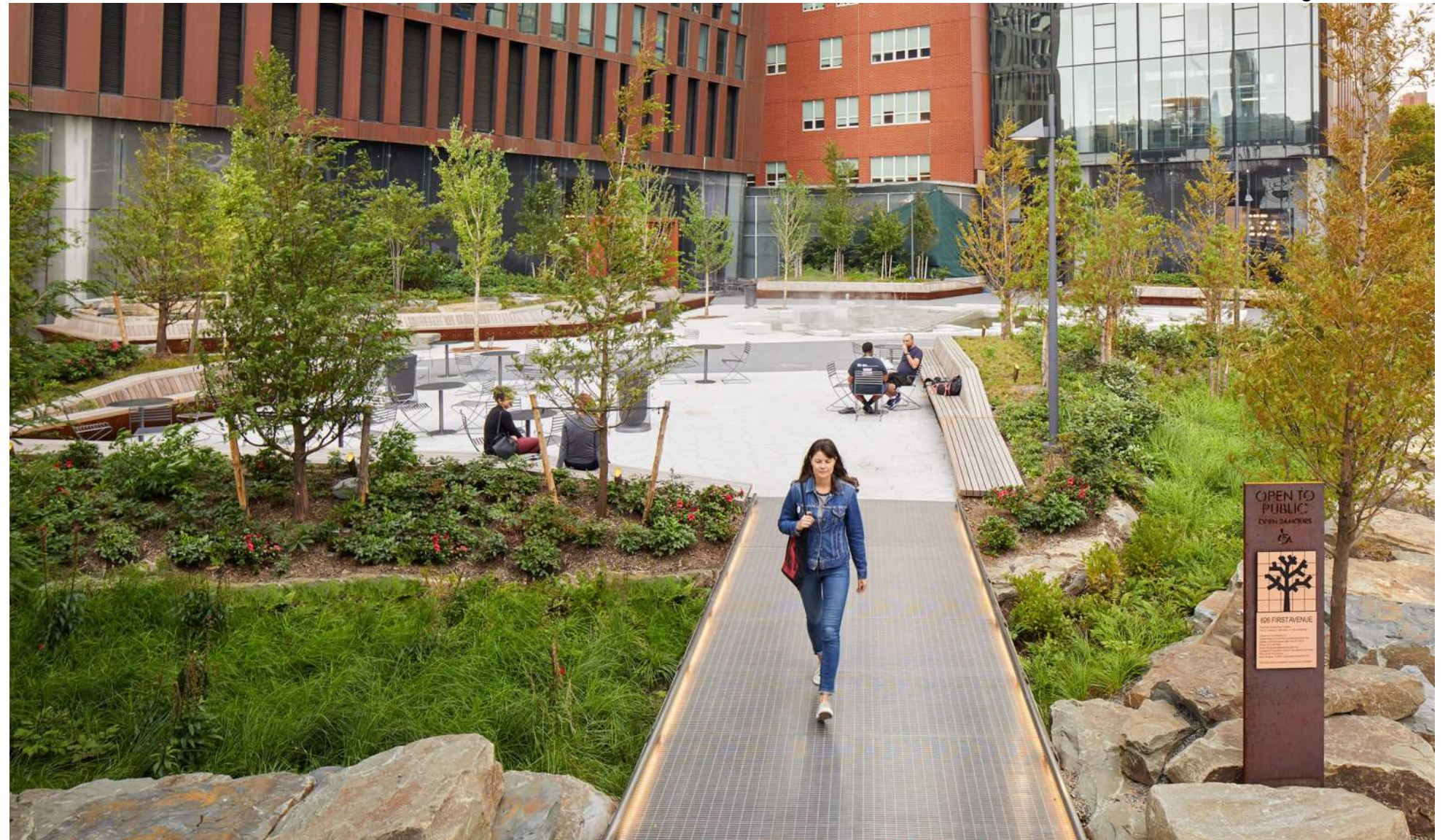
Landscaped Open Street Precedent



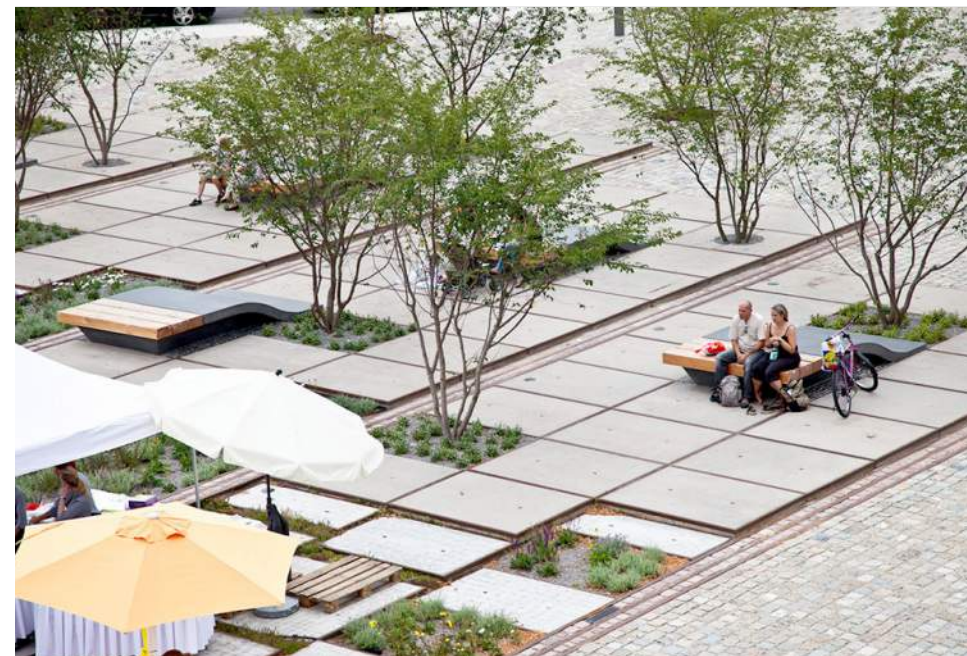
Argyle Street (Halifax, NS) | Fathom Studio

4.6.4 Flexible Courtyards

The site will feature flexible courtyards at key areas on the site providing ample open space for the public and residents, both residential and commercial, to come together and enjoy time outdoors. These courtyards will be unprogrammed space therefore providing the flexibility for the users to decide and change how they engage with the space. Incorporating a mix of softscaping and hardscaping, the flexible courtyards provide the opportunity to achieve sustainability goals by introducing native plantings, bioswales, rain gardens and other landscape design features to passively manage stormwater in a larger way. Taking advantage of seasonality, these courtyards can be animated year-round by being programmed for uses such as a reflecting pool, ice rink or event space.



First Avenue Water Plaza (New York, NY) |



Zollhallen Plaza (Freiburg, Germany) | Atelier



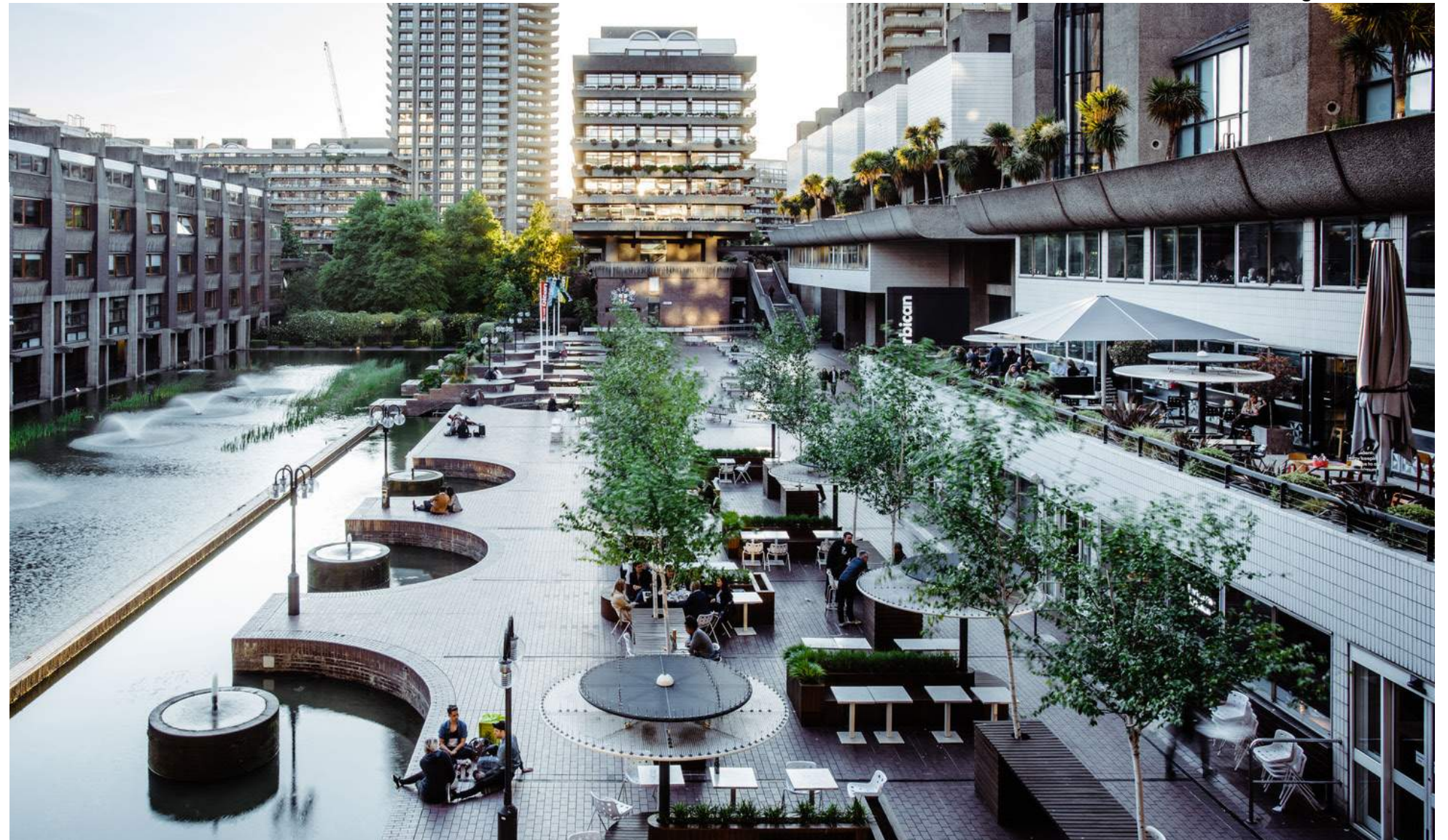
Bank of Canada Plaza (Toronto, ON) | Perkins and Will



Waterline Square Park (New York, NY) | Matthew Nielsen

4.6.5 Public Plaza

The public plaza will be the heart of the Bayfront Studio District, animated day, night and year-round by a diverse mix of retail and hospitality storefronts. Bridging connections between the pedestrian links, open and urban streets, and flexible courtyards, the public plaza will facilitate movement between all of the key spaces and support pedestrian access to the commercial shops. Visible from the film, office and residential buildings, the public plaza will provide an active, visually pleasing feature space for the residents of the development to look out onto.



Lakeside Terraces Barbican Centre (London, UK) | Chamberlain, Powell and



The Well (Toronto, ON) | BDP Quadrangle



Lansdowne Park (Ottawa, ON) |



Liberty Market Tower (Toronto, ON) | Wallmann

4.6.6 Anchor Public Squares

Inspired and fueled by the unique uses and needs of the creative arts community, the anchor public squares are the place where artists from within the development are able to come together with those from the greater community to showcase their talents in a public way. These public squares are centered around a flexible, yet program specific feature than can be used and enjoyed by all. The squares will serve as a fun thriving anchor to the expansive site.



Apple Plaza (Milan, IT) | Foster + Partners



Silverland Middle School (Fernley, NV) | Tate Snyder



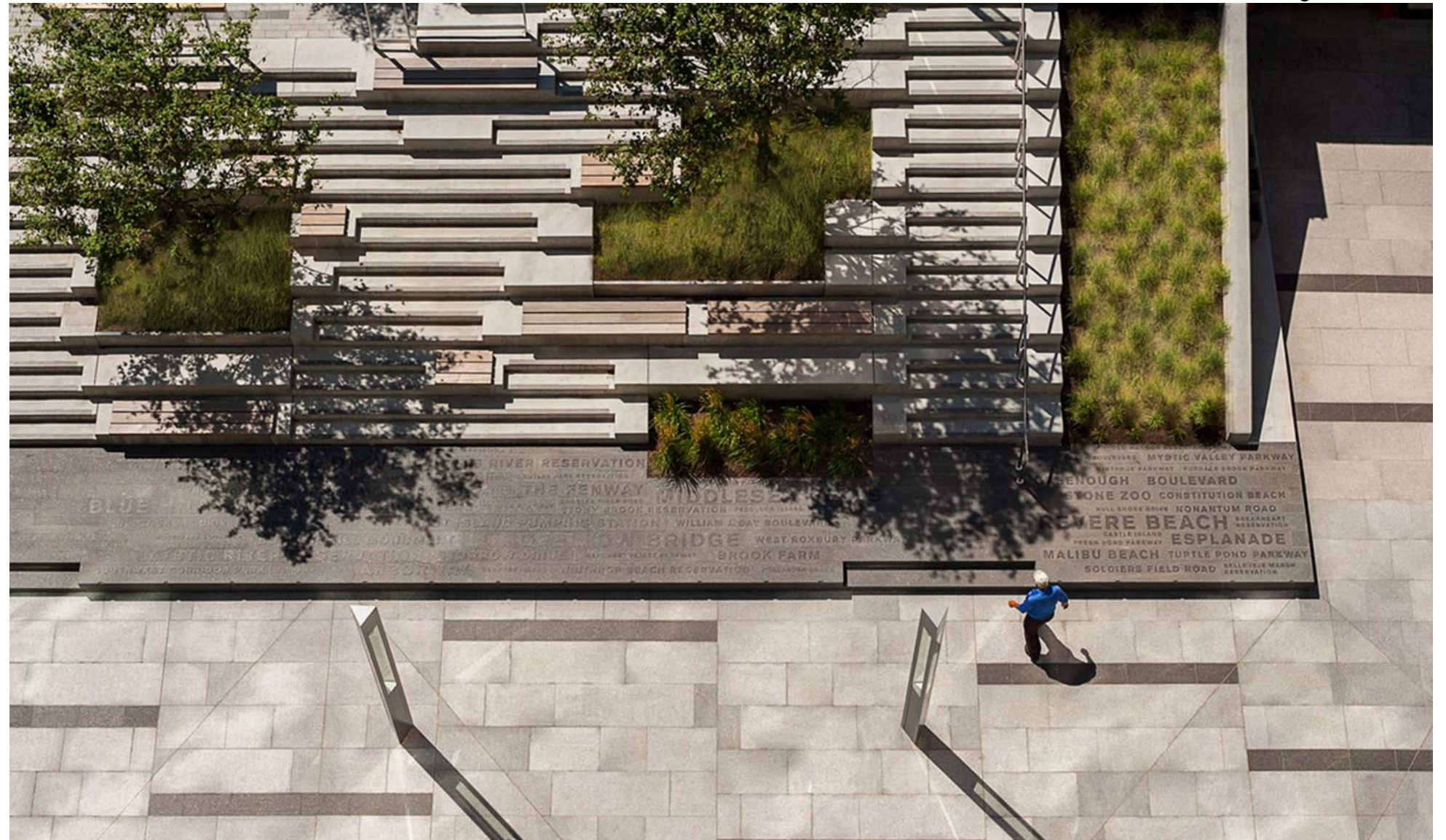
Art Park Precedent



Cleveland Cafe (Cleveland, OH) | nArchitects

4.6.7 Terraces

Utilizing the change in grade across the site, terraces are created within the centre of the residential buildings. These large open spaces will provide a transition from the residential blocks to the north end of the site, incorporating both private outdoor space for the residents as well as public access through from Barton Street. Helping to animate the public space from above, at the Barton Street level, the terraces become part of the action that's happening below while still maintaining a level of privacy.



Roemer Plaza (Boston, MA) | Klopfer Martin Design



Hyperlane Linear Sky Park (Chendu, China) | ASPECT Studios



Rooftop Amenity Precedent



Block 17 (Portland, OR) | Bora Architecture & Interiors

4.6.8 Pocket Parks & Play Spaces

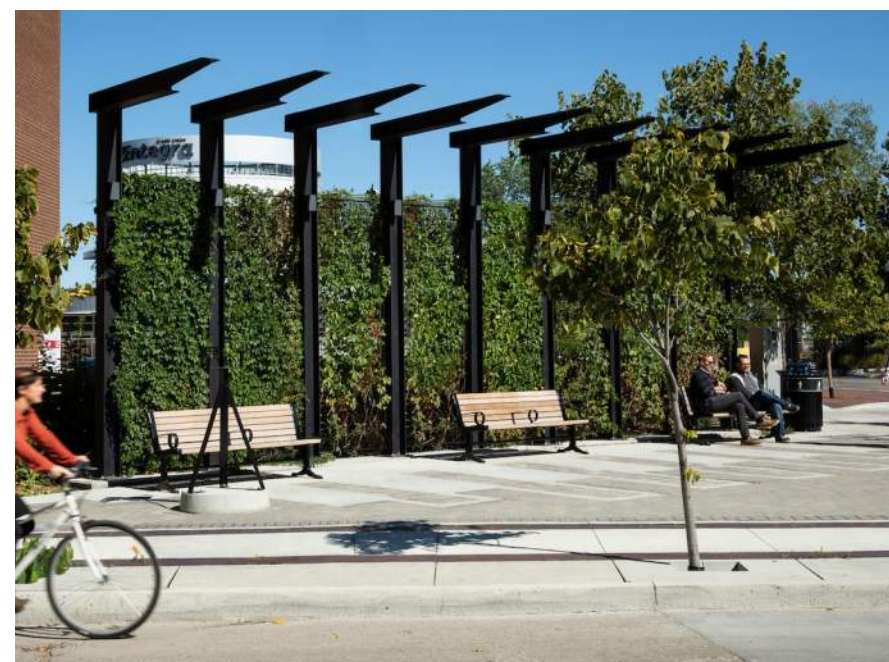
Taking advantage of the 'in-between' areas that are inevitably created by the components on the site, the use of pocket parks and play spaces will ensure that every part of the site is well thought out, utilized and includes spaces that appeal to everyone. These will vary in size depending on their location and can include a variety of uses ranging from fun landscaping and play spaces to quieter seating areas. Pocket parks are also a great opportunity to showcase art installations or allow the adjacent retailers to engage with the public in a unique way.



Restorative Ground (New York, NY) | WIP



First Avenue Water Plaza (New York, NY) | SCAPE Landscape



Pocket Park Precedent



Rotebro Sports Hall (Solentuna, Sweden) | White Arkitekter

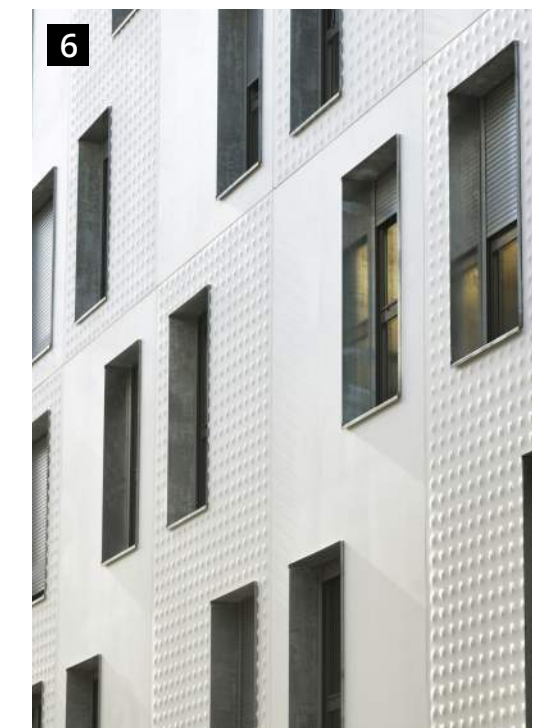
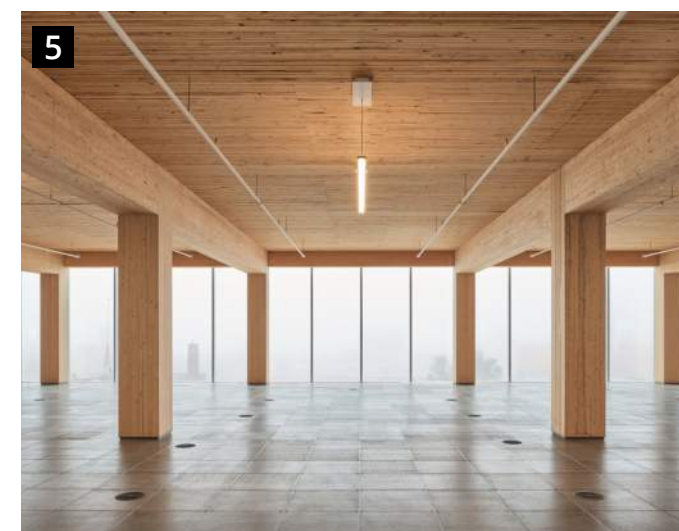
4.7 Sustainability Concepts

Sustainability and climate change will become the defining opportunity for this decade. We want to bring such concepts to the foreground from the project inception to assure that sustainability is integrated and site/building systems are developed synergistically. This development presents many opportunities to integrate and weave sustainable concepts with the major design moves. Key concepts/opportunities include:

- 1** Rooftop and integrated photovoltaic facades for solar collection with the possibility to tying them into building systems. (ie. pool, exterior lighting, etc.)
- 2** The rooftops can provide ample opportunities for green roof and plantings as habitat replacement and rainwater harvesting.
- 3** Vegetated parking and street areas as well as permeable paving strategies to reduce heat island effect.
- 4** Bioswale and rain garden opportunities which will minimize the need for costly maintenance and help to passively manage stormwater onsite.
- 5** Incorporation of alternative buiding systems, such as geothermal, and construction methods, such as heavy timber.
- 6** Building envelope & window / wall ratio which can ensure an efficient & comfortable building with lots of natural daylight and views. .

Potential sustainability targets and designations include, but are not limited to, the following:

- LEED Certification
- WELL Building Certification
- Net-Zero Certification (either or both Net-Zero Energy or Net-Zero Carbon)



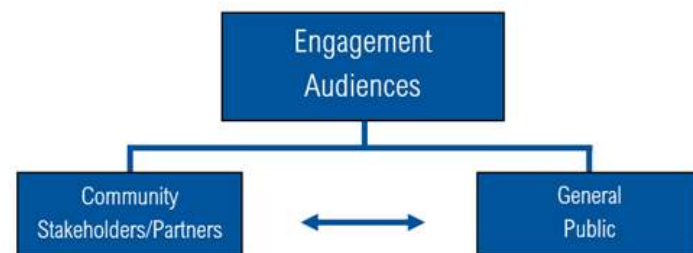
05 | Public Consultation

Community Engagement Strategy

Aeon Studio Group has conducted a community wide engagement to better inform the concept plan for the Bayfront Studio District. The objectives of the engagement were as follows:

- Introduce Aeon and the Studio District proposed plan to the Hamilton community
- Improve public understanding and awareness of the Studio District plan among stakeholders
- Consult with Hamilton residents on the preliminary designs to better inform the Concept Plan

In order to meet these objectives, an engagement plan was developed that took into consideration a number of factors, such as the nature of the engagement subject (i.e., a sector-themed district), the location of the study area, and the timeframe for preliminary engagement. The plan sought to balance between engaging directly with community stakeholders and potential future partners, while also providing an opportunity for a broader cross section of Hamilton residents to learn about the project and share their thoughts. Therefore, there were two primary audiences for this project. First, community stakeholders and second outreach to the public.



Two approaches were taken to engage these audiences. First was a series of meetings and interviews with community stakeholders and potential partners conducted by

Aeon. This was followed by a series of public events hosted by Aeon, and an online vPIC to reach a broader public about the project.

Stakeholder/Partners Meetings

Throughout January and February 2022, Aeon Studio Group met with 85 individuals representing 60 different stakeholder groups. This included representatives from local neighbourhood associations and individual residents, to City staff and political representatives at the municipal, provincial and federal level, as well as creative workers, unions, and related organizations. Additionally, Aeon has met with representatives of neighbouring businesses and infrastructure, leaders of civic institutions, as well as BIPOC and Indigenous organizations within the city. A complete list of meetings held and scheduled is detailed in Table 1 below.

| Name | Title | Organization | Meeting Date |
|------------------|--|-------------------------------|--------------|
| Tom Hunter | CEO | CityHousing Hamilton | 12-Jan-22 |
| Glen Gauthier | Business Agent | IATSE 873 | 12-Jan-22 |
| Nathan Fleet | Executive Director | Hamilton Film Festival | 14-Jan-22 |
| Jason Farr | City Councillor | City of Hamilton | 17-Jan-22 |
| Annette Paiement | Curator | Cotton Factory | 17-Jan-22 |
| Terry Cooke | CEO | Hamilton Community Foundation | 17-Jan-22 |
| Linda Rourke | Acting Director | Mohawk College Foundation | 17-Jan-22 |
| Debbie Spence | Business Development Consultant, Creative Industries | City of Hamilton | 18-Jan-22 |
| Daniel Salvatore | Manager, Public Affairs (Ontario) | CN | 18-Jan-22 |
| Eleni Jalbout | Community Relations and Issues Specialist | Metrolinx | 18-Jan-22 |

| Name | Title | Organization | Meeting Date |
|--------------------|--|------------------------------|--------------|
| Kelly Anderson | Senior Manager, Community Engagement | Metrolinx | 18-Jan-22 |
| Fred Fuchs | Chairman | Westdale Cinema Group | 18-Jan-22 |
| Ray Kessler | Chief Corporate Real Estate Officer | City of Hamilton | 19-Jan-22 |
| Norm Schleeahn | Director, Economic Development | City of Hamilton | 19-Jan-22 |
| Chris Phillips | Manager, Municipal Land Development Office | City of Hamilton | 19-Jan-22 |
| Dave McCullagh | Senior Real Estate Consultant | City of Hamilton | 19-Jan-22 |
| Josh Van Kempen | Sr. Development Consultant | City of Hamilton | 19-Jan-22 |
| Grace Lee Reynolds | CEO | Artscape | 21-Jan-22 |
| Kelly Rintoul | COO | Artscape | 21-Jan-22 |
| Keanin Loomis | President & CEO | Chamber of Commerce | 24-Jan-22 |
| Fred Eisenberger | Mayor | Mayor | 24-Jan-22 |
| Jayson Mosek | Business Agent | NABET 700-M UNIFOR | 24-Jan-22 |
| Peggy Kyriakidou | President | NABET 700-M UNIFOR | 24-Jan-22 |
| Gerry Mendoza | Secretary Treasurer | NABET 700-M UNIFOR | 24-Jan-22 |
| Kristin O'Reilly | Senior Vice President | NABET 700-M UNIFOR | 24-Jan-22 |
| Lennox Toppin | Resident, Arts administrator | Ward 1 | 24-Jan-22 |
| Tim Potocic | Director | Supercrawl, Bridgeworks | 25-Jan-22 |
| Paize Usiosefe | President | Hamilton Black Film Festival | 26-Jan-22 |
| Dave Heidebrecht | Advisor on Special Projects, Office of the Provost | McMaster University | 26-Jan-22 |
| Tyler Cowie | Creative Director | Westinghouse HQ | 26-Jan-22 |
| Ray Hutton | Managing Director | Westinghouse HQ | 26-Jan-22 |
| Paul Armstrong | Chief Operating Officer | Mohawk College | 27-Jan-22 |

| Name | Title | Organization | Meeting Date |
|--------------------|--|--------------------------------------|--------------|
| Trish Loomis | Executive Director, Office of the President | Mohawk College | 27-Jan-22 |
| Maureen Wilson | City Councillor | City of Hamilton | 31-Jan-22 |
| Colin Doncaster | CEO | Peregrine Labs | 31-Jan-22 |
| Sheila Whaley | Executive Director | Hamilton Arts Council | 01-Feb-22 |
| David Hudson | Programs and Community Engagement Coordinator | Hamilton Arts Council | 01-Feb-22 |
| Max Fisher | PR | Hamilton Black Film Festival | 01-Feb-22 |
| John Rakich | President | Location Manager's Guild | 01-Feb-22 |
| Toni To | Project Manager, Capital Projects Group | Metrolinx | 01-Feb-22 |
| Paul Copcutt | Resident | Central Neighbourhood | 02-Feb-22 |
| Maggie Martineau | Resident | Central Neighbourhood | 02-Feb-22 |
| Cameron Kroetsch | Resident | Central Neighbourhood | 02-Feb-22 |
| Gillian Hunt | Resident | Central Neighbourhood | 02-Feb-22 |
| Allyson Wenzowski | Board member | Central Neighbourhood Association | 02-Feb-22 |
| Cynthia Clayton | Business Agent | Director's Guild of Canada - Ontario | 02-Feb-22 |
| Victoria Harding | Executive Director | Director's Guild of Canada - Ontario | 02-Feb-22 |
| Matthew MacFadzean | Founder | Industry | 02-Feb-22 |
| Judy Lam | Manager, Commercial Districts and Small Business | City of Hamilton | 03-Feb-22 |
| Karol Murillo | Senior Business Development Consultant | City of Hamilton | 03-Feb-22 |
| Nair Lacruz | Associate Dean, Creative Industries | Mohawk College | 04-Feb-22 |

| Name | Title | Organization | Meeting Date |
|----------------------|---|--------------------------------------|--------------|
| Ryan Anderson | Associate Dean, Business & Entrepreneurship | Mohawk College | 07-Feb-22 |
| Mathew Green | Member of Parliament for Hamilton Centre | Government of Canada | 09-Feb-22 |
| Ryan Moran | Resident | Ward 1 | 09-Feb-22 |
| Robert Bowers | Resident, Artist | 231 Bay St N | 11-Feb-22 |
| Chad Collins | Member of Parliament for Hamilton East-Stoney Creek | Government of Canada | 11-Feb-22 |
| Rudi Wallace | Vice-president, Grants & Community Initiatives | Hamilton Community Foundation | 11-Feb-22 |
| Steve Robichaud | Chief Planner | City of Hamilton | 14-Feb-22 |
| Carlo Ammendolia | Development Coordinator | City of Hamilton | 14-Feb-22 |
| Brian Hollingworth | Director, Transportation Planning and Parking | City of Hamilton | 14-Feb-22 |
| Jason Thorne | General Manager, Planning and Economic Development | City of Hamilton | 14-Feb-22 |
| Ken Coit | Manager, Heritage and Urban Design | City of Hamilton | 14-Feb-22 |
| Vanessa Henry | Wasa Nabin - At risk youth programming | Hamilton Regional Indian Centre | 15-Feb-22 |
| Antonio Reis | Resident | Ward 1 | 16-Feb-22 |
| Alysha Main | Host | Hamilton Film podcast | 18-Feb-22 |
| Jason Morse | President | Strathcona Neighbourhood Association | 21-Feb-22 |
| Michael-Allan Marion | Secretary | Strathcona Neighbourhood Association | 21-Feb-22 |
| Chris Erl | Treasurer | Strathcona Neighbourhood Association | 21-Feb-22 |
| Ian Borsuk | Vice-president | Strathcona Neighbourhood Association | 21-Feb-22 |

| Name | Title | Organization | Meeting Date |
|--------------------|---|-----------------------------------|--------------|
| August Lew | Director of Finance | Actra | 22-Feb-22 |
| Alistair Hepburn | Executive Director | Actra | 22-Feb-22 |
| David Gale | President | Actra | 22-Feb-22 |
| Colina Maxwell | Executive Director | Centre3 | 22-Feb-22 |
| Julie Shea | Operations Director | Centre3 | 22-Feb-22 |
| Shelly Hill | Senior Project Manager, Urban Indigenous Strategy | City of Hamilton | 22-Feb-22 |
| Justin Cutler | Ontario Film Commissioner | Ontario Creates | 22-Feb-22 |
| Petr Backus | Manager | Victoria Park | 22-Feb-22 |
| Khadija Hamidu | Executive Director | Workforce Planning Hamilton | 22-Feb-22 |
| Sam Holdridge | Publisher | Hamilton Rising | 23-Feb-22 |
| Eric Binns | | Swift Devices | 23-Feb-22 |
| David Lloyd | Co-Chair | Factory Media Centre | 23-Feb-22 |
| Juan Esteban Lopez | President | Pipeline Studios | 24-Feb-22 |
| Ellaline Davies | Resident | Ward 2 | 02-Mar-22 |
| Julie Ann Lee | Resident | Ward 2 | 02-Mar-22 |
| Samara Brazeau | Resident | Ward 2 | 02-Mar-22 |
| John Myatt | Resident | Ward 2 | 02-Mar-22 |
| Jacob Surete | Resident | Ward 2 | 02-Mar-22 |
| Flarah Osaherty | Resident | Ward 2 | 02-Mar-22 |
| Jacque Gillmoure | Resident | Ward 2 | 02-Mar-22 |
| Jan Rosebon | Resident | Ward 2 | 02-Mar-22 |
| D Somerton | Resident | Ward 2 | 02-Mar-22 |
| Eck Nibb | Resident | Ward 2 | 02-Mar-22 |
| Jeffrey Mclsaac | Dean, Applied Research | Mohawk College | 03-Mar-22 |
| Sarah Kovaks | Board member | Central Neighbourhood Association | 07-Mar-22 |
| Peter Graham | Board member | Central Neighbourhood Association | 07-Mar-22 |
| Carl Stevenson | Board member | Central Neighbourhood Association | 07-Mar-22 |
| Frank Soberg | Board member | Central Neighbourhood Association | 07-Mar-22 |

General Public Engagement

Aeon undertook three different avenues of engagement with the general public. This includes virtual town hall meetings, a Studio Tour at 243 Queen St. as well as an online vPIC to collect targeted feedback about the proposed plan for the Bayfront Studio District.

Virtual Town Halls

Three virtual town halls were hosted in early February. These were targeted at Ward 1 and 2 residents, as well as the James Street North Merchants. These events were hosted via the Zoom platform. The meetings were scheduled for one and a half hours in the evening. The format of the meetings was a presentation of the proposed Studio District plan by Aeon group, followed by a question and answer session with participants. Throughout the meeting, participants were encouraged to participate in the online vPIC where they are able to share more detailed comments about elements of the plan.

Promotion and outreach for these meetings were conducted in a similar fashion, as follows:

- Ward 1 – Flyers were hand delivered to all the residences in the 180,000 m2 (0.18 km2) area to the southwest of the development site
- Ward 2 - Flyers were hand delivered to all the residences in the 700,000 m2 (0.7 km2) area to the south, southeast, east, and northeast of the development site
- James Street North Merchants - Flyers were hand delivered to all the businesses on the 1,500 meters of James Street N between York St / Wilson St and Burlington St.
- Emailed 1,000 Aeon email subscribers announcing the meeting
- Secured press coverage in the Hamilton Spectator linking to the specific event registration page at aeonstudiogroup.com
- Coordinated with the Ward 1 and 2 Councillor’s offices to promote the meetings through their email and social media channels

- Promoted the event on Aeon’s Facebook, Twitter and Instagram pages
- Collaborated with neighbourhood champions and local stakeholders to build awareness
- Sent event registrants a reminder email the day before the event and another on the day of the event itself

Table 2 displays the details of these meetings.

| Meeting | Date | Attendance (estimated) |
|---|---------------------------------|------------------------|
| Ward 2 Virtual Town Hall | February 8, 2022 (6:30-9pm) | 80 |
| Ward 1 Virtual Town Hall | February 9, 2022 (6:30-8:20pm) | 50 |
| James North Merchants Virtual Town Hall | February 10, 2022 (6:30-7:30pm) | 10-15 |

Bayfront Studios - Studio Tour

Aeon Studio Group hosted a studio tour for the public at their 243 Queen Street North location. The tour was held on Saturday, February 12, 2022, from 10am to 3pm. Approximately 950 visitors came through the tour during the day.

The event was designed to welcome neighbours and the broader Hamilton community to step into Hamilton’s largest film studio and get a peek into the making of movie magic. The day was programmed to allow visitors to explore various film sets, for example the set of a winter highway multi-truck/car accident, as well as an elaborate operating room set. Additionally, visitors were able to visit a hair and makeup dressing room, and a high-end trailer that film productions use as a mobile office. A 180-degree virtual reality screen, similar to the one made famous in the production of Mandalorian, was on display as well.

Alongside showcasing the work of the studio, Aeon included opportunities for local collaborations, including with Tim Potocic of Bridgeworks, who set up a screen in the studio promoting the venue at 125 Barton St. The team from Hamilton Film Studios, a local studio company were also on site to promote their space.

The tour also provided Aeon with the opportunity to engage a larger cross section of residents in person. As such, a video display of the Bayfront Studio District concept plan renderings was broadcast at a narrow through point along the tour, where an Aeon co-founder discussed details of the plan with approximately 300 individuals. There were posters and placards visible throughout the tour with printed QR codes that would take the visitors to the vPIC website, so that they could review the details of the plan and share their thoughts.

Promotion for the studio tour included:

- Email to 1,000+ Aeon email subscribers announcing the Tour
- Invitation to each Hamilton City Councillor inviting them and all their constituents to the Open House
- Advance press coverage promoting the event in the [Hamilton Spectator](#), [Urbanicity](#), [insauga.com](#), and in a radio interview on CHML on February 9, 2022
- Coordination with the Mayor's office, and Ward 1 and 2 Councillors' offices to promote the event through their email and social media channels
- Promoted the event on Aeon's Facebook, Twitter and Instagram pages
- Posted the event to the Hamilton Art Council website [www.theartycrowd.ca](#)
- Encouraged all the attendees at the virtual town halls to attend
- Asked stakeholders in each 1-on-1 engagement meeting to attend
- Collaborated with neighbourhood champions and local stakeholders to build awareness
- Post-event media coverage: [CHCH](#), [Hamilton Spectator](#)

Bayfront Studios Concept Plan vPIC

To further engage the general public, a virtual Public Information Centre (vPIC) is being held, aimed at sharing information about the Studio District preliminary plan with the broader community, as well as to collect feedback and comments from the public on the proposal for the study area. A vPIC is designed to offer the public an opportunity to learn about the context of the Studio District proposal, municipal policy for the study area, and comment on select factors of preliminary drawings. Participants are invited to view a series of "virtual boards" about the project, with opportunities throughout to provide feedback on aspects of the proposed plan. The vPIC is not just a one-time event, it started on February 1st and will be open until March 8th, thus allowing residents time to review the proposal and respond at their own pace. Additionally, due to the continued uncertainty related to Covid restrictions, the vPIC is an entirely remote, virtual event.



Promotion for the vPIC has included:

- Email to 1,000+ Aeon email subscribers, and to 800+ studio tour registrants
- Coordinated with the Ward 1 and Ward 2 Councillor offices to promote the vPIC through their email and social media channels
- Promoted the event on Aeon's Facebook, Twitter and Instagram page, including paid advertisements
- Posted the event to the Hamilton Art Council website www.theartycrowd.ca
- Encouraged all the attendees at the virtual town halls to participate
- Asked stakeholders in each 1-on-1 engagement meeting to participate and share with their networks
- Media coverage

To date there have been over 1,000 participants in the vPIC from across the city of Hamilton.

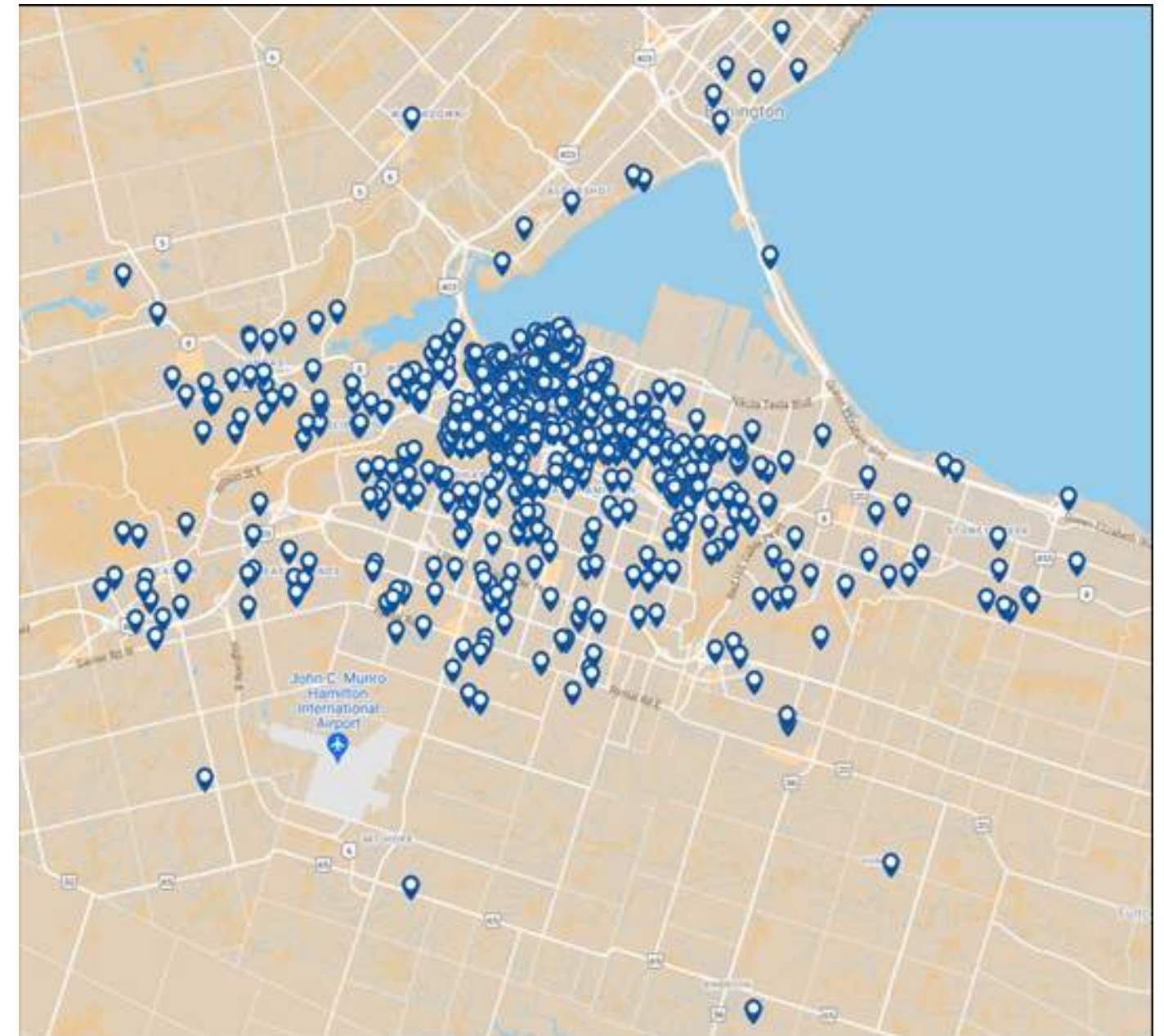


Figure 2 above displays the postal code of vPIC participants.

Source: Civicplan

Engagement Themes

Aeon Studio Group collected a variety of comments and ideas from the stakeholder conversations and the public events. These ranged from support for the project and development, to a focus on key economic development drivers and commitments to community connections and public access to the site.

Overall, there was strong support for the idea of developing a creative industries cluster on the Barton Tiffany lands. While there were varying points of view on the specifics of how the project should be executed, there was support for the concept in all stakeholder meetings. While the support is clear, there is also a strain of caution from some parts of the community, a "we'll believe it when we see it." point of view.

Below is a summary of comments collected by Aeon, organized by key themes.

Economic and Creative Sector Development

- Jobs – There continues to be excitement about economic opportunity related to generating increased employment in the creative sector. Aeon has received outreach from hundreds of people looking to work in film, television and digital media.
- Workforce Development – Many stakeholders pointed to the district as an opportunity for Aeon to continue to work with educational institutions and unions to build classroom and training space into the plan as among their top priorities. This would support expanding the development of the local high skilled workforce and ensuring the significant economic benefits from the development accrue to locals.
- Building on Existing Success - Complement, don't replicate – The district should focus on trying to address current gaps in the creative industries in Hamilton. For example, need has been articulated for large sound stages, stages for drama, 100-200 person studio theater, industrial arts, affordable workspace, affordable live/work space (presents zoning questions), galleries.

Waterfront Development and Community Connections

- Revitalize the Waterfront – The Barton-Tiffany lands are seen by many as a key site to continue to revitalize Hamilton's waterfront. People see this is a place from which they can enjoy the waterfront, connecting in with the waterfront trail, for example. There was a number of references to building a bridge over the CN shunting yard to the waterfront trail and Bayfront Park.
- Retail as the Connector – The idea of urban mixed-use streetscapes with local retail opportunity was strongly supported to improve neighbourhood living.
- Community Connections – Many people articulated relief that the barren contaminated site will be brought to life and for the potential of it stitching together current community nodes.
- Permeability – People emphasized the importance of making the space open to the public and not a closed off space. The focus was on improving pedestrian connections and making sure the green space is publicly accessible for all, not just those living and working on the site.
- Green Plaza – There was a lot of support for the plaza idea and green space. Artists indicated that outdoor performance space is currently a gap in the city.

Mixed Use and Affordability

- Intensification – There was strong support for intensification in general, and specifically a need for more housing and more creative industry jobs. Additionally, stakeholders articulated that for an economic cluster like this to succeed it requires density to work, particularly it should be a dense, mixed-use place where people live, work, study, play, shop etc. Further dialogue is needed to better understand what this density would look like.
- Affordable Housing – Both stakeholders and the public indicated that affordable housing was a must have, and suggestions were offered as some proportion of affordable ownership and subsidized rental. The example of the Pier 8 benchmarks as well as other local examples were mentioned.

Transportation

- Alternative Transportation – There was a lot of support for a strong alternative transportation network both serving the district, as well as within the district. This includes a walkable neighbourhood, commitments to bike lanes and bike stations. Additional concerns were raised about existing HSR transit service to the site.
- Traffic Volume – Related to the interest in alternative transportation, was the concerns of immediate neighbours about traffic on north/south streets between York and Barton. The issue of extending the two-way conversion of Queen Street north to Barton was also mentioned.
- Trucks – Local residents expressed concerns around truck movement and the need to ensure trucks use the City's designated truck route. There was interest in seeing Aeon having an internal policing and review process for truck activity as its properties, as well as a single point of contact for community concerns. There was support for the proposed design that keeps most parked trucks near Stuart Street facing the tracks.

Environmental Remediation and Green Benefits

- Remediation – Stakeholders expressed relief at the prospect of the site finally being remediated, but there was also interest in knowing more about what needed to be done and what was involved.
- Environmental Sustainability – There was support for building the district as a village of the future that is environmentally progressive, including passive building design, green energy sources, and other sustainable practices such as green roofs, and beehives.

Inclusion and Diversity

- Inclusion – Across a number of different groups, particularly among BIPOC groups, there was interest in ensuring that the district is a place where everyone feels welcome and that real consideration is given to inclusion, equity and diversity, whether in race, gender, sexual orientation, age (mid-career artists but young ones too), as well as economic status (affordable housing, affordable artist workspace, purpose built rental

housing). There was emphasis placed on the idea of spaces that were comfortable and safe for a diversity of residents and creatives.

- Indigenous Connections – In conversations with Indigenous groups, there was appreciation that Aeon had reached out to discuss the concept plan at the outset. Some important considerations that were shared in these conversations were that Indigenous recognition of the land through an acknowledgement was just the start, and that it would be interesting to see aspects of the development that incorporated visual and design elements that reflected local Indigenous history. Additionally, there was a desire to see this as the start of a consultative process that included transparent communication between Aeon and Indigenous groups in the city.

Transparency and Process

- More about Aeon – As Aeon is purchasing public lands from the City, there was interest in knowing more about the organization, who the partners are, where financing is coming from, etc.
- Transparency in the Process – There was additional interest in increasing transparency around the district development overall. Specifically, people indicated they wanted more transparency around the process of the land sale, and they want confidence that the community broadly defined will benefit from this sale of public land.
- Ongoing Communication – In line with transparency of the process was a desire to see an effort made for continued communication, for example around the timelines for development. When will different parts of the project be completed (e.g., studios or housing)?

Engagement Continues

Ongoing Engagement Activities*Ongoing Engagement Activities*

Aeon Studio Group continues to engage with community partners and stakeholders, with meetings scheduled into March 2022. Additionally, the vPIC is open for general public feedback until March 8th, 2022.

Building on what has already been heard, Aeon has identified key areas for targeted discussions on particular issues. This includes continuing to meet with creative industries groups in the city, as well as to gain more information about issues such as affordable housing, community benefits, creative space needs, environmental sustainability opportunities, as well as gaining more information about transportation, traffic and alternative transportation opportunities.

Engagement During Development

Additional opportunities for future engagement will arise as the planning development commences. For example, the municipal planning and development process for individual parcels of land within the study area will require public consultation. Methods of consultation that may be employed include public meetings, neighbourhood notification and mail outs, and additional virtual public information centres.

Community Relationship Building

At the beginning of this process, Aeon was clear in articulating that this phase of engagement was about introducing Aeon and its plans to the community to begin the process of building relationships. As such, ongoing stakeholder and community consultation will be important as the Bayfront Studio District space evolves and grows. This will be important to help Aeon become a responsive steward of the site, as well as to continue to build partnerships and opportunities to help expand neighbourhood vitality to the district, as well as assist with the continued maturation of the creative sectors in Hamilton.

06 | Consortium Partner Profiles

6.1 TAS IMPACT

TAS:
An
Unconventional
Impact
Company



MARCH 2022
STRICTLY PRIVATE & CONFIDENTIAL



TAS Overview

- TAS is an **unconventional impact company**.
- We are an industry leader in **Impact Real Estate**, pursuing opportunities that **create value for investors and generate positive, measurable social, cultural and environmental impact**.
- **Proven track record** of delivering consistent above market financial returns while innovating for impact.
- **Deep market relationships** provide consistent off-market deal flow.
- **We recognize we can't do this alone** – we collaborate with a diverse range of strategic partners to deliver on our purpose.



TAS Overview

Impact is our Strategy. Real Estate is our Tool.

- **Deep experience** and focus on ground-up real estate development and growing value-add portfolio.
- Experienced **institutional leadership** team with best-in-class private equity platform that delivers profit and purpose.
- A **global leader in Impact Investing**, TAS has been delivering impact for more than a decade and is a [Future-Fit Pioneer](#), [Certified B Corporation](#) and founding member of the [Social Venture Exchange \(SVX\)](#).

6M+ SF

Ground Up Development Projects

\$900M+

Assets Under Management¹

12

Ground Up Development Projects

4

Income Producing Properties

\$275M+

Equity Raised

6

Completed Projects

5

Community Hub Value-Add Projects



(1) Except where a third-party appraisal is available, AUM is reported based on fund financial statements (which capitalize development costs).

2021 Highlights

A landmark year, we are building on our successes and growth in our platform and partnerships to prepare for the next phase of TAS's evolution.

- May**
 - Final closing of LP3 and related co-investment vehicle at \$117M of equity commitments
- June**
 - Launched our **Impact Framework**, becoming the first real estate company in the world to be a **Future-Fit Pioneer** and positioning TAS to deliver its first **impact report** in 2022
- September**
 - Won **Toronto Urban Design Award (TUDA)** for Kingston&Co mixed use residential condo – making TAS the only Toronto developer to win back-to-back TUDAs (with DUKE in 2019)
- October**
 - Closed first **Community Hub Joint-Venture** with **LaSalle Investment Management** (three assets closed as of December)
- November**
 - City of Toronto** announces TAS as winner of RFP to be head lessee and revitalize the century-old **Wellington Destructor** garbage incinerator adjacent to our 2 Tecumseth project
 - Announced acquisition of historic **Copley Building** in partnership with **Hamilton Community Foundation**
 - Announced joint venture with **Woodbourne** on **2 Tecumseth** project



Our Leadership Team

Our Leadership Team's diverse set of skills and experience has enabled TAS to consistently deliver the results we are proudly known for.



Ashley Burke
VP, Asset Management
X: 15 / 15 / GWLRA
D: RREA, CSC
E: Honours BA



Ken Wilcox
VP, Development
X: 12 / 12 / SidLee
E: B.Arch.Sc



Khan Tran
Chief Investment Officer
X: 16 / 12 / CPPIB, Merrill Lynch, PwC
D: CPA, CA, CFA
E: Honours BBA



Leslie Najgebauer
VP, Impact & Engagement
X: 12 / 9 / Artscape
E: Honours BA



Liza Stiff
VP, Design & Innovation
X: 18 / 18 / PanAm Games, Various Architecture Firms
D: OAA, MRAIC
E: M.Arch, Honours BFA



Mazyar Mortazavi
President & CEO
X: 22 / 22
E: M.Arch, B.ES.Arch



Neil Vohrah
Chief Operating Officer
X: 18 / 18 / Canderel, Brookfield Multiplex, Adamson Architects
E: Honours B.Sc, B.Arch



Richard Crofts
Chief Financial Officer
X: 24 / 20 / BentallGreenOak, Granite REIT
D: FCSI, CIM, Member of the Bar in Ontario and NY
E: MBA, JD, BA. Comm



Vlad Dyevakov
VP, Construction
X: 20 / 12 / Brookfield Multiplex, Empire
D: LEED AP
E: B.Sc, M.A.S.c Civil Engineering

Prior Experience



Our Executive Team

Expanded Executive Team brings broad institutional experience and leadership as we continue to scale.



Khan Tran
Chief Investment Officer

Khan has 15 years of experience in finance and real estate with a focus on investments and asset management. He has held progressive leadership roles at PwC, Bank of America Merrill Lynch and CPP Investment Board. Khan holds the Chartered Professional Accountant (CPA) and Chartered Financial Analyst (CFA) designations, as well a HBBA from Wilfred Laurier University.



Mazyar Mortzavi
President & CEO

Mazyar has led the evolution of TAS over the past 20 years with a focus of deeply aligning purpose and profit. He is deeply committed to unlocking equity across all community stakeholders and leading the evolution of capital as a tool to drive long term resiliency. Mazyar is active and involved in the community as Chair of The Bentway, Trustee at the Art Gallery of Ontario and across the YPO network.



Neil Vohrah
Chief Operating Officer

Neil brings more than 18 years of experience across architecture, development, project management and construction. He most recently served as a Vice-President and national head of Project and Development Services at Canderel, where he oversaw the planning and execution of mixed-use developments and major capital projects across Canada. Neil holds an Honours Bachelor of Science and a Post Graduate Bachelor of Architecture, both from Cardiff University.



Richard Crofts
Chief Financial Officer

Richard brings over 20 years of experience in real estate and investment management. He has built upon his multi-disciplinary background in finance, strategy, M&A, law and operations and has worked with and for entrepreneurs and global financial institutions such as BentallGreenOak. He is a Chartered Investment Manager (CIM®), a Fellow of the Canadian Securities Institute (FCSI®) and has an MBA in Finance and Financial Services, a JD in Corporate Law and a BA in Commerce.

Our Advisory Board

Strong enterprise governance combined with deep industry expertise across real estate, sustainability, investing, capital markets and technology.



Ali Hedayat
Maryana Capital, Goldman Sachs

Ali's global finance and private equity career has taken him around the world in the boardrooms of public and private companies. As a seasoned investment banker, he has been behind the growth and restructuring of numerous international companies. As a fund manager, his deep understanding of asset allocation and strategy provides great insights to TAS.

Anatol Von Hanh
The Group Ventures, Scotiabank

Anatol is a Venture Capitalist investing in early-stage technology companies. Previously, he was the CEO of banks owned by Scotiabank in five different countries, which has provided him a lens on global banking that is truly unique. His understanding of finance and lending within the Canadian context has been invaluable in guiding TAS's strategy as we scale our projects and organization.

Cheryl Gray
QuadReal, BentallGreenOak

Cheryl is the immediate past president of IREM (Institute of Real Estate Management) and currently serves on the Board of Directors of REIC (Real Estate Institute of Canada). With over 40 years of experience in commercial real estate, Cheryl is currently engaged in the industry as a Real Estate Strategist. She speaks extensively on sustainability, prop tech, smart buildings, pandemic response planning, cyber security and real estate management best practices.

Laura Adams
Morgan Stanley

Laura has spent over 20 years at Morgan Stanley in an assortment of institutional banking roles throughout North America giving her a unique perspective on both public and private capital markets. Her exceptional understanding of the investor world provides guidance to TAS on how to approach capital raising and fund offerings.

Steve Weikal
MIT

Steve is a lecturer, researcher, and the CRE Tech lead in the MIT Real Estate Innovation Lab, focused on innovative new technology and business models that disrupt the traditional ways of developing, transacting and managing real estate. He is also Head of Industry Relations at the MIT Center for Real Estate, responsible for managing relationships between the Center and its global network of industry partners and over 1,300 alumni, represented in 48 countries.

Impact Investing is in our DNA

For us, corporate strategy and impact strategy are one and the same.



TAS has been in the real estate development business since the 1990s.



Completed the development of M5V Condos, Toronto's first LEED Gold Certified condominium, in 2011.



Certified B Corporation since August 2013.



Founding member of the SVX Social Impact Investment Platform that launched in September 2013.



Launched our Impact Framework in June 2021 and became the world's first real estate platform Future-Fit Pioneer.



TAS became a member of the Global Impact Investing Network (GIIN) in early 2022.

Our Impact Framework

Guided by Future-Fit we established four impact commitments and corresponding objectives for each.

OBJECTIVES

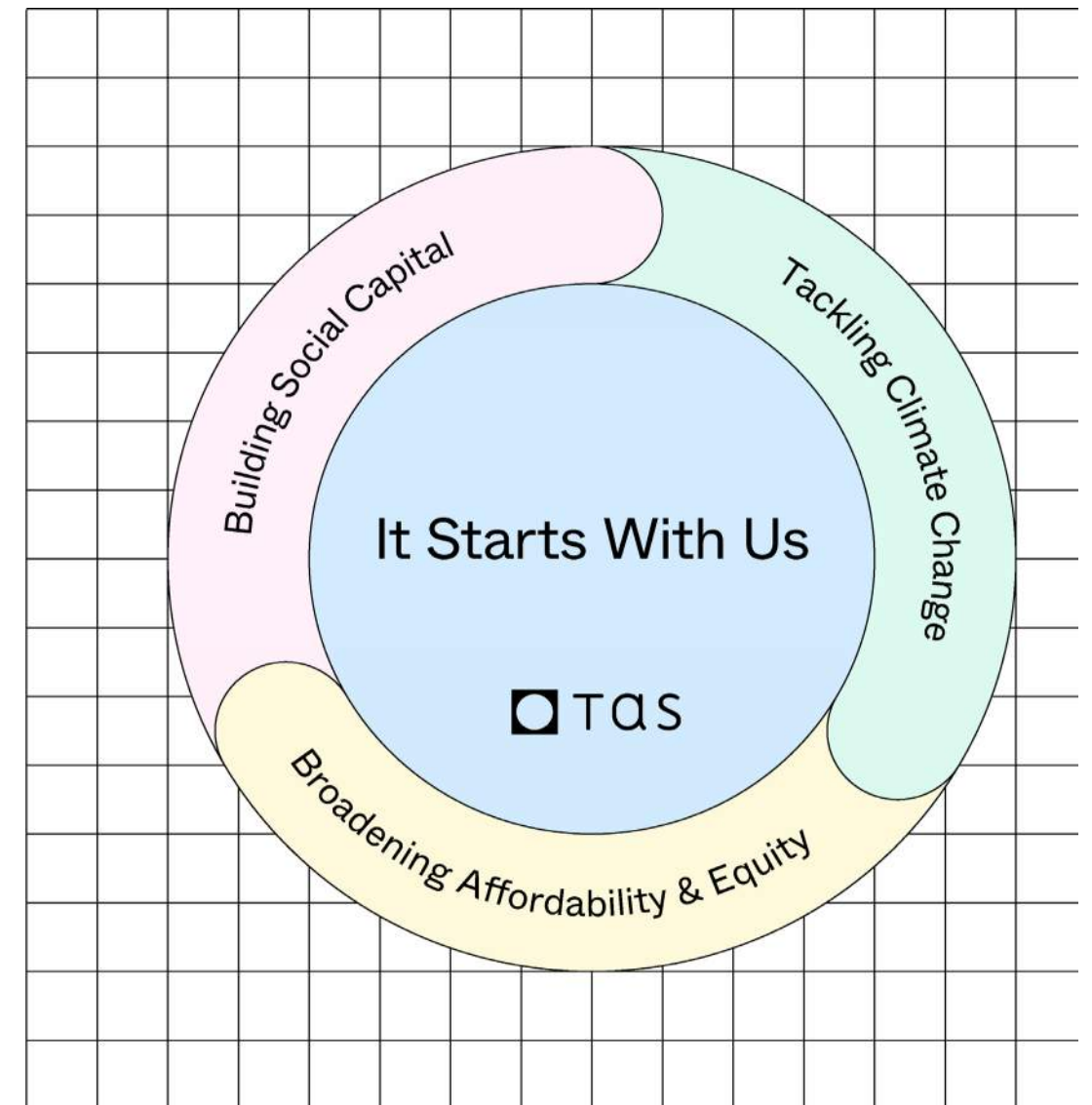
It starts with us. As a Future-Fit Pioneer, TAS will help lead our industry towards greater sustainability and equity by:

1. Embed Future-Fit across TAS's corporate operations and people management.
2. Ensure corporate operations and the spaces we manage are carbon neutral by 2024.

Tackle climate change by becoming carbon neutral by 2045.

Develop and implement solutions that **address the growing affordability gap and the lack of equity creation opportunities** across residential and commercial spaces within our portfolios.

Build and strengthen social capital within the neighborhoods where we deliver projects, with a focus on tangible improvements on quality of life, access to resources, and community connectedness.



[Click here to access our full Impact Framework.](#)

Impact in Action: *Development*

TAS has been integrating impact into our ground-up development projects for over a decade.



| | |
|----------------------|--|
| Project | 2 Tecumseth Street and The Wellington Destructor |
| Neighbourhood | South Niagara |
| Type | Residential / Commercial |
| Density | 1,200,000 sf across 7 buildings |

One of the last major redevelopment opportunities in downtown Toronto, TAS is delivering a mixed-use seven-acre campus that seeks to embrace the contradictions that makes neighborhoods great.

The site was previously home to a municipal turned commercial abattoir and includes the adaptive repurposing of a century old 100,000 sq ft former garbage incinerator into a community-serving hub in partnership with the City of Toronto.

TACKLING CLIMATE CHANGE

- Deliver a geothermal district energy system, to be celebrated through an on-site demonstration and education program
- Leverage sustainable design, technologies and materials in order to: minimize negative GHG impacts, make significant progress towards net-zero carbon operations, operate buildings at minimum 12% more efficiently than 2017 Ontario Building Code Requirements
- Contribute to the local ecosystem through onsite urban agriculture and resilient landscaping strategies
- Prioritize public and active transportation by limiting on-site vehicle presence and introducing new pedestrian and cycling infrastructure

BROADENING AFFORDABILITY & EQUITY

- Deliver 920 new homes including purpose-built rentals and affordable housing (in partnership with the City of Toronto)
- Encourage local economic and community development by offering commercial spaces at below-market rates to qualifying tenants

BUILDING SOCIAL CAPITAL

- Deliver over 1.5 acres of public realm improvements that encourage folks of all ages to gather and connect
- Explore the potential of a creative industry cluster that will chart the future in a campus specifically designed to meet their needs
- Provide opportunities for grassroots projects to activate the site on a meanwhile basis throughout development and construction phases. TAS has already incubated community gardens, urban beekeepers, a contemporary art gallery and salvaged-wood business.



Impact in Action: *Commercial Community Hubs*

Launched in 2021, this portfolio expands our track-record of driving significant returns alongside positive impact.

TAS will lead the adaptive re-use, lease-up and stabilization of four to six underutilized warehouse properties in GTHA neighbourhoods poised for growth, including:



Project 55 Milne Avenue
Neighbourhood Scarborough
Type Office / Retail / Community
Area (GLA) 133,000 sf

A former manufacturing facility at the edge of a residential neighbourhood.



Project 1655 Dupont Street
Neighbourhood Junction Triangle, Toronto
Type Office / Retail / Industrial
Area (GLA) 235,000 sf

A former hockey puck manufacturing facility directly adjacent to single-family homes and the beloved West Toronto Railpath.



Project 56 York Boulevard
Neighbourhood Downtown Hamilton
Type Office / Retail / Community
Area (GLA) 77,600 sf

Formerly home to the Copley Apparel Group, this vacant historic property is being transformed in partnership with leading Canadian impact investor the Hamilton Community Foundation.



TACKLING CLIMATE CHANGE

- Deliver at least one net-zero carbon hub by 2025
- Leverage sustainable design, technologies and materials to significantly improve the energy efficiency and reduce the carbon footprint of existing post-industrial buildings
- Contribute to local ecosystems through resilient landscaping and urban agriculture strategies

BROADENING AFFORDABILITY & EQUITY

- Offer approx. 15% of GLA at below-market rates to not-for-profit organizations, micro and social enterprises
- Explore new models that will help tenants build equity and participate in the value a specific property generates

BUILDING SOCIAL CAPITAL

- Reconnect people with their neighbourhoods by curating tenancies that meet their specific social and practical needs, to be defined through our community engagement process
- Bring people, ideas and commerce together by enthusiastically mixing tenants and uses, with a focus on collaborative work and maker spaces
- Mitigate displacement in urban neighbourhoods on the cusp of gentrification
- Contribute to the reimagination of urban delivery and fulfillment centres

Disclaimer

Statements in this presentation that are not historical facts are based on underwritten expectations, estimates, projections, opinions, and beliefs and are subject to change. Such statements are subject to known and unknown risks, uncertainties and other factors. Moreover, this presentation contains statements, estimate and projections as well as certain forward-looking statements, which can be identified by the use of forward-looking terminology such as “may”, “can”, “will”, “would”, “should”, “could”, “expect”, “anticipate”, “project”, “estimate”, “seek”, “intend”, “target” or “believe” or the negatives thereof or other variations thereon or comparable terminology. Due to various risks, uncertainties and assumptions, actual events, or results or the actual performance of the fund may differ materially from those reflected in or contemplated by such forward-looking statements, and undue reliance should not be placed thereon.

Realized returns are stated as of a point in time and the actual return recognized by the applicable fund or investment entity on disposition of an asset, or the disposition of a final asset from within a fund or investment entity, may differ.

The market analysis presented in this Presentation represents the subjective views of TAS.

Neither TAS nor any of its affiliates make any representation or warranty, express or implied, as to the accuracy or completeness of the information contained herein, and nothing should be relied upon as a promise or representation as to the past or future performance of the fund or any other entity.

Nothing in this presentation should be deemed to be an offering of, or a solicitation of offers to buy, any securities or any investment in any TAS fund or other investment entity.

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[Instagram](#)

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6.2 Forge & Foster



FORGE & FOSTER

Purpose: Forge & Foster's purpose is to bring vitality to cities through real estate investment.

Mission: Forge & Foster's mission is to generate positive social and economic value for communities, tenants, investors, and other stakeholders through commercial real estate projects in Hamilton and across Southern Ontario.

Vision: Forge & Foster has set its sights on creating significant benefits and opportunities for all stakeholders as a leading value-add commercial real estate investment management company.



PARTNERSHIP



Joe Accardi
CEO



Mark Accardi
COO



Dane Kerstens
CFO



Ben Ames
CIO



Wenzel Hoberg
Partner & Chair of Advisory Board



Yuval Bavly
Partner

PAST & PRESENT



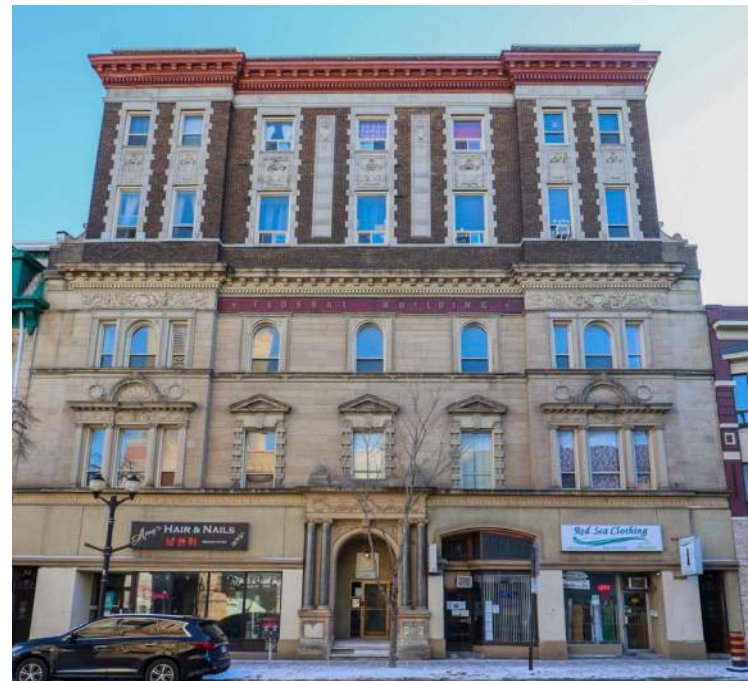
498 Eagle St N
143,000 sqft
Brick & Beam Character



115 King St E
40,809 sqft
Core Mixed-use



350 Wellington St N
91,066 sqft
Light Industrial



72 James St N
25,000 sqft
Multi-residential



360 Lewis Rd
206,425 sqft
Flex Industrial



ANNEX
20 acres +
Tech

1 WEST - BEFORE

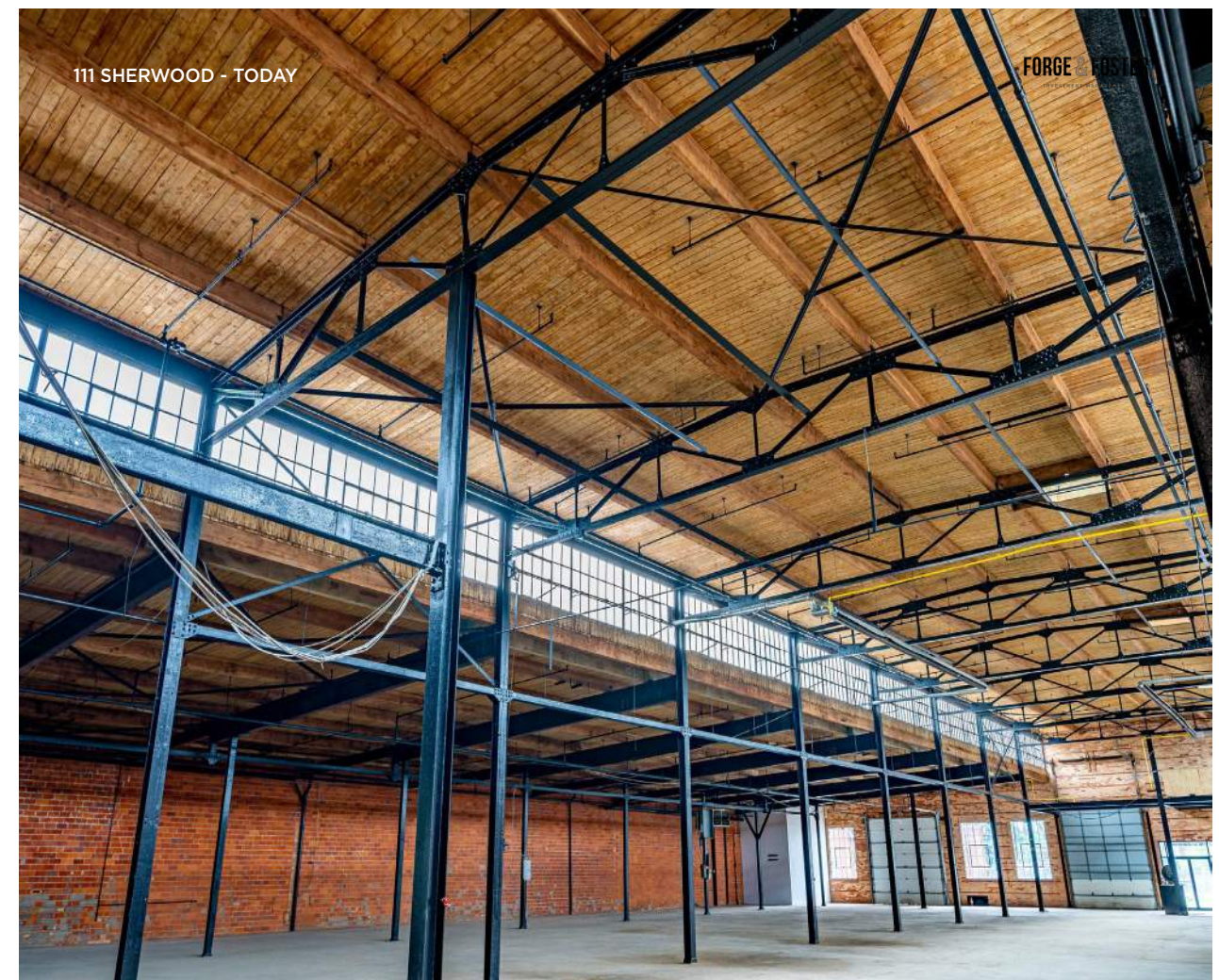
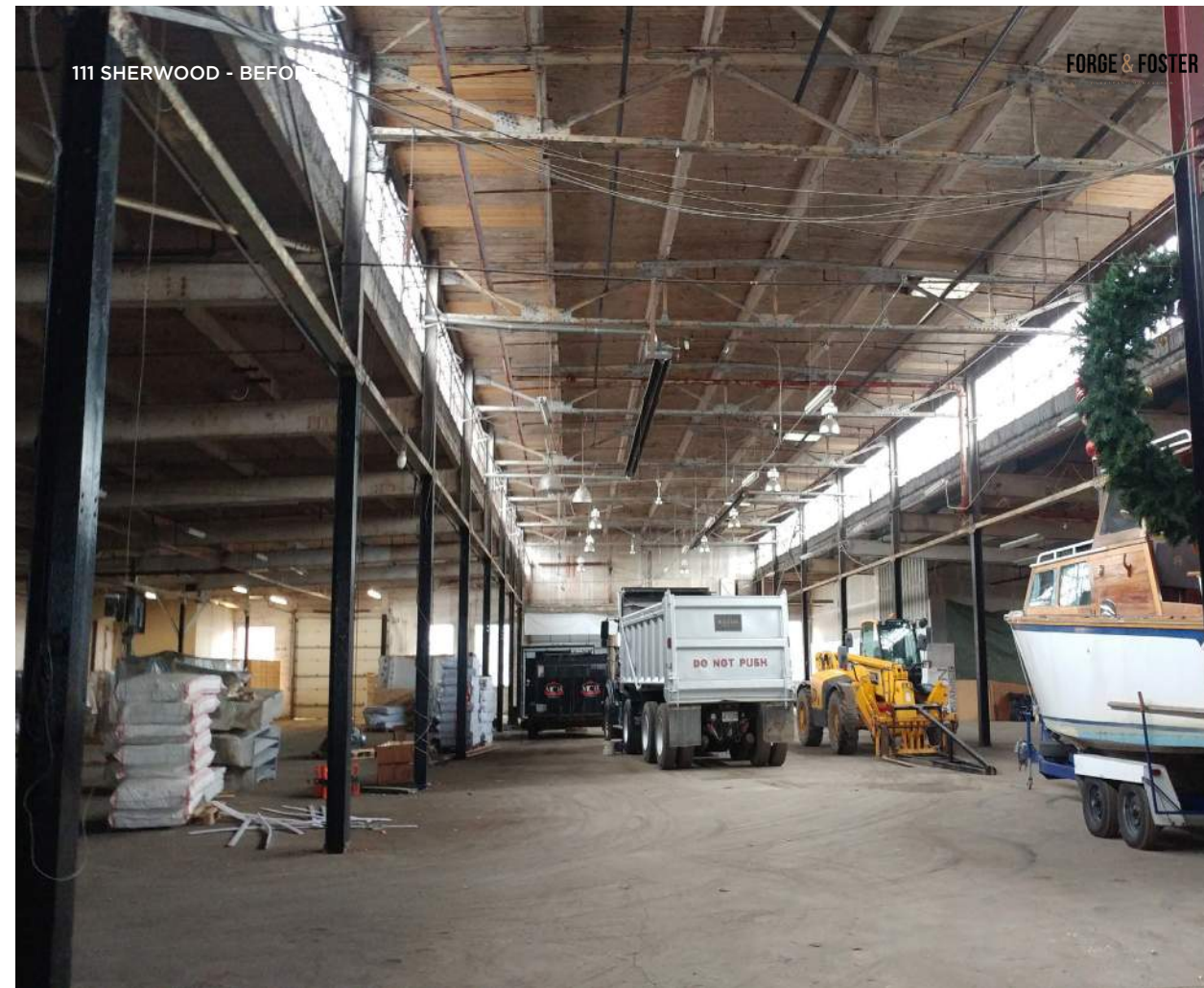
FORGE & FOSTER
INVESTMENT MANAGEMENT

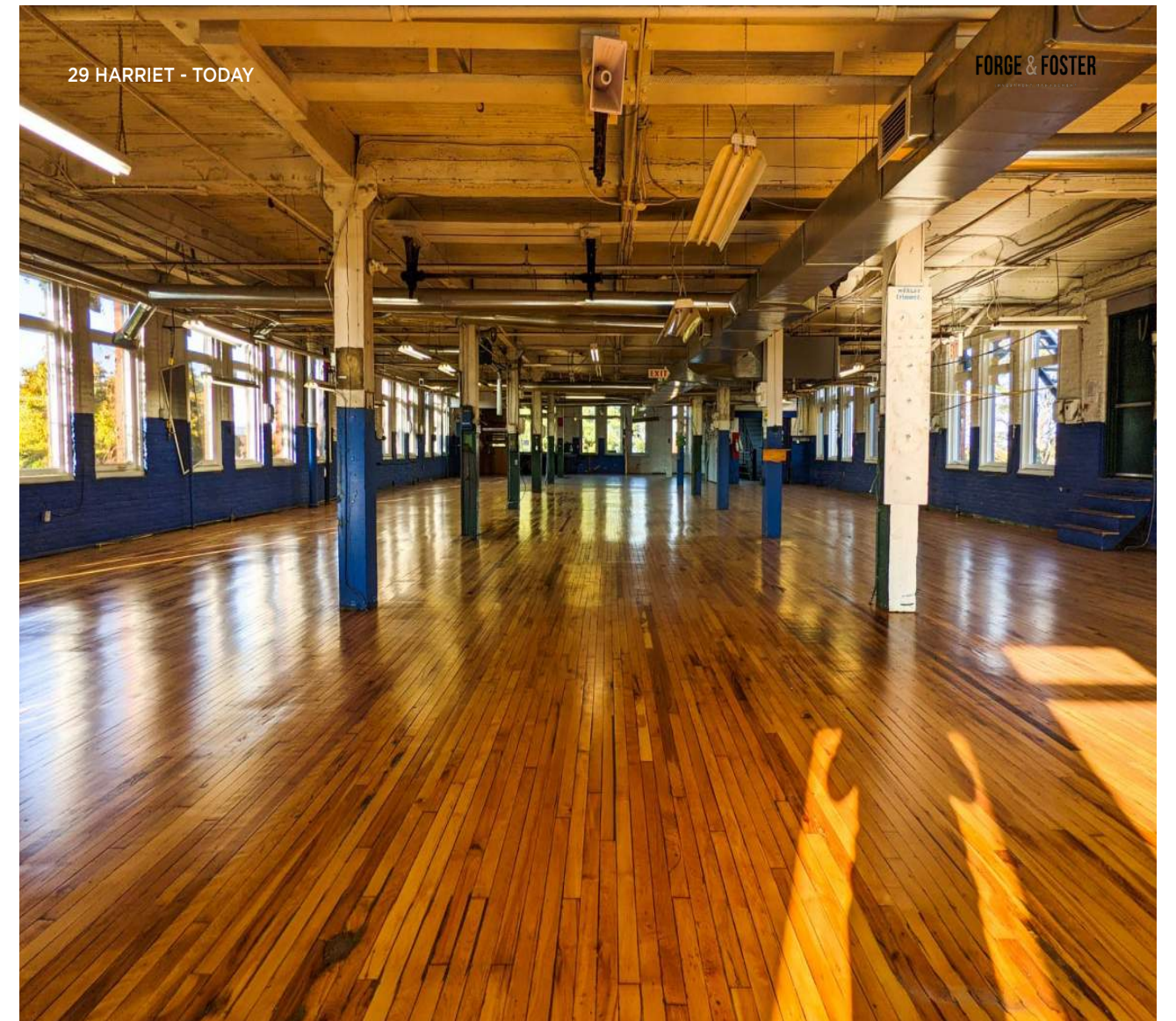
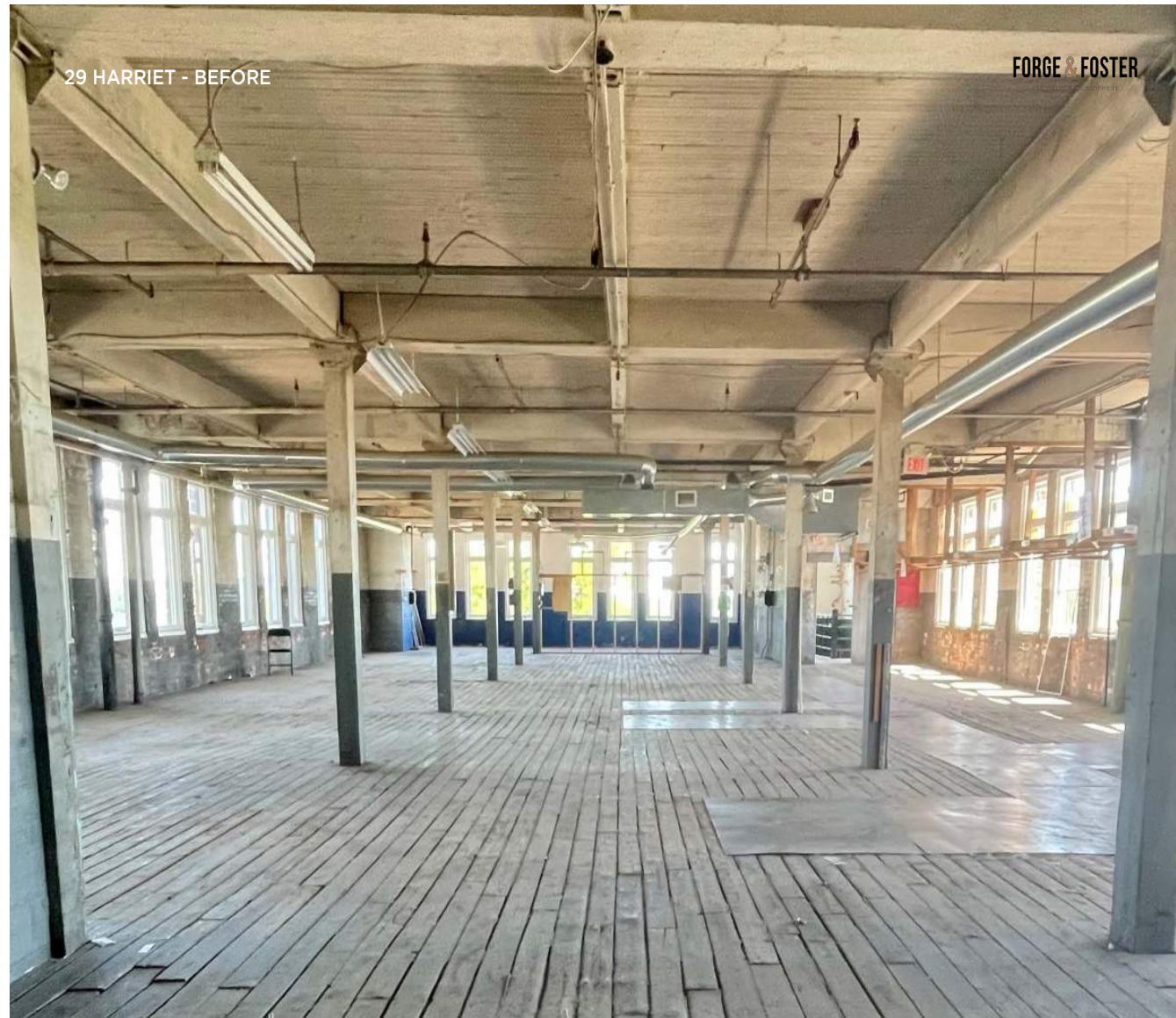


1 WEST - TODAY

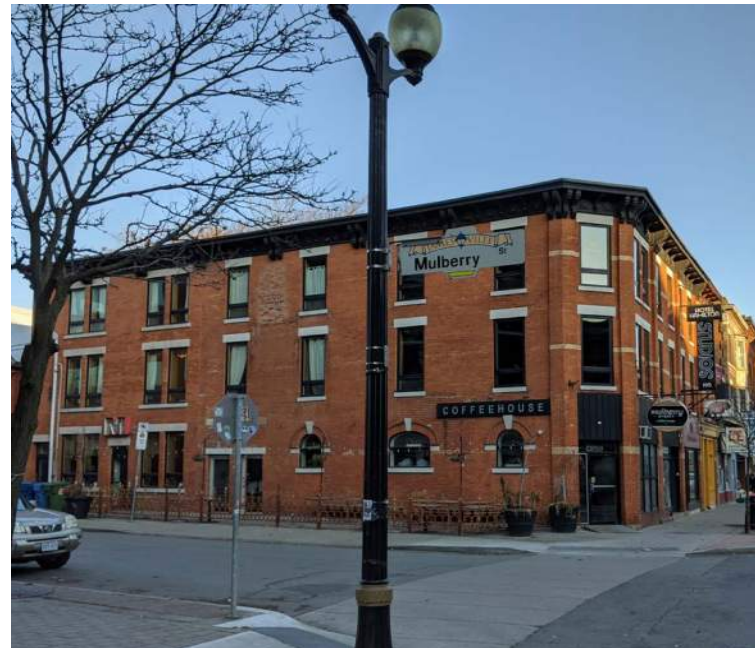
FORGE & FOSTER
INVESTMENT MANAGEMENT







LOCAL ASSETS



195 James St N



66 King St E



64 Hatt St



243 Queen St N



60 Head St



231 Bay St N

FORGE & FOSTER

INVESTMENT MANAGEMENT



07 | Business Case Notes

7.1 Aeon Holdings

Aeon currently owns ~11 acres of the planned ~25 acre campus. Aeon acquired these four properties in joint ventures with Forge & Foster and consortiums of accredited private investors.

- 243 Queen Street North – 7.5 acres – 80,000 sf building
- 29 Harriet Street – 0.4 acres – 20,000 sf building
- 231 Bay Street N – 0.3 acres – 20,000 sf building
- 242 Queen Street North – 2.6 acre; 1.6 acres residential, 1 acre commercial

Pursuant to the MOU, Aeon is eager to complete the acquisition of the Barton-Tiffany lands, as defined in the MOU, and the public works building at 125 Barton St West.

7.2 Phasing Plan

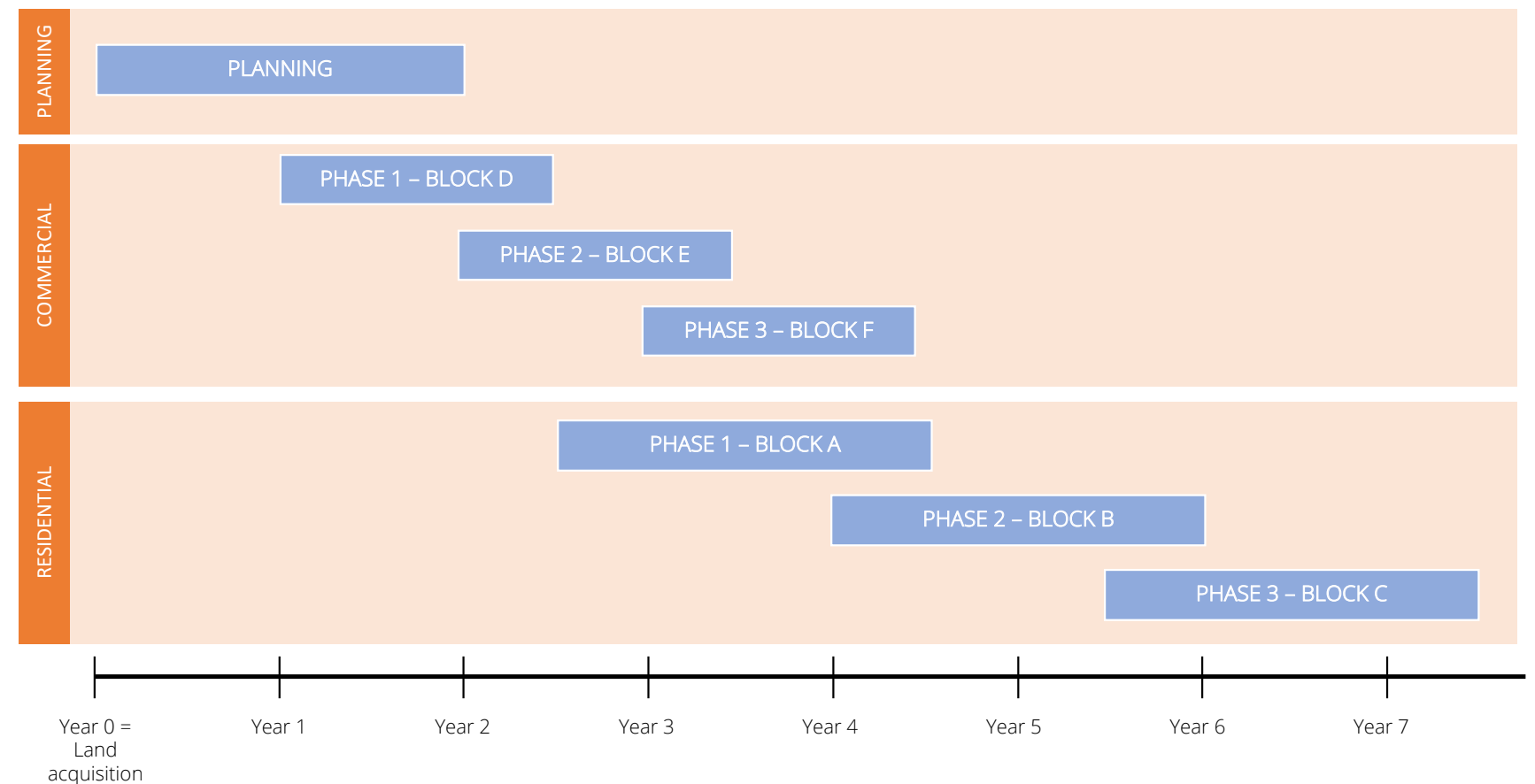
Aeon's preliminary phasing plan will see the entire site built out 7-8 years after land acquisition.

Aeon will aim to build studios and supporting spaces first to further establish the area as a destination- and to capitalize on the film & television production market opportunity- before pursuing residential. The studio projects will likely be ready to proceed faster than all the other uses from an entitlements and environmental perspective, which further supports the above strategy.

The Office / Institutional will be sequenced last of the three Commercial phases, to allow time for large institutional tenants to undertake the necessary planning, and to allow office rents in the area to rise.

The first residential project could be approved within 2.5 years, and subsequent phases will start every 18 months thereafter.

The first block of retail will come online in Phase 2 of the Commercial development. This will likely house larger retailers that can pull in traffic from a larger radius around the site. Smaller retailers, in particular those that will service the people living on site, will move in once the residential phases are built.



7.3 Financing Strategy

TAS will lead project financing on behalf of the consortium.

The ~\$600 million required to fund all phases of the project will come from three primary sources: debt, equity, and government grant / assistance programs.

For debt, the consortium will secure loans from Schedule I banks, with the exception of debt for land purchase, which will be sourced from non-Schedule I institutional lenders. For construction financing, we will pursue separate construction loans for each block or phase. We may also consider CMHC financing for any rental residential portions of the project.

Debt as % of total capital will vary by phase, with ~60% LTV on land, ~70% LTC on commercial, and ~70% LTC for residential.

On the equity side, we will capitalize the projects through real estate funds, with a primarily domestic investor base comprised of institutional, high-net worth and family office capital. To the extent that we build a mix of condos and purpose-built residential rental units, the latter of which requires a larger equity contribution, we may build the condos first and use the profits to fund equity required for the rentals.

Lastly, we will look to work with the various levels of government to obtain grants, exemptions, or additional financing, associated with the remediation and ultimate buildout of the lands.

7.4 Team Roles

The consortium will acquire all the land and develop all the sites together.

All three consortium partners will contribute to planning and design, with Aeon leading on the creative industry spaces, and TAS leading on everything else.

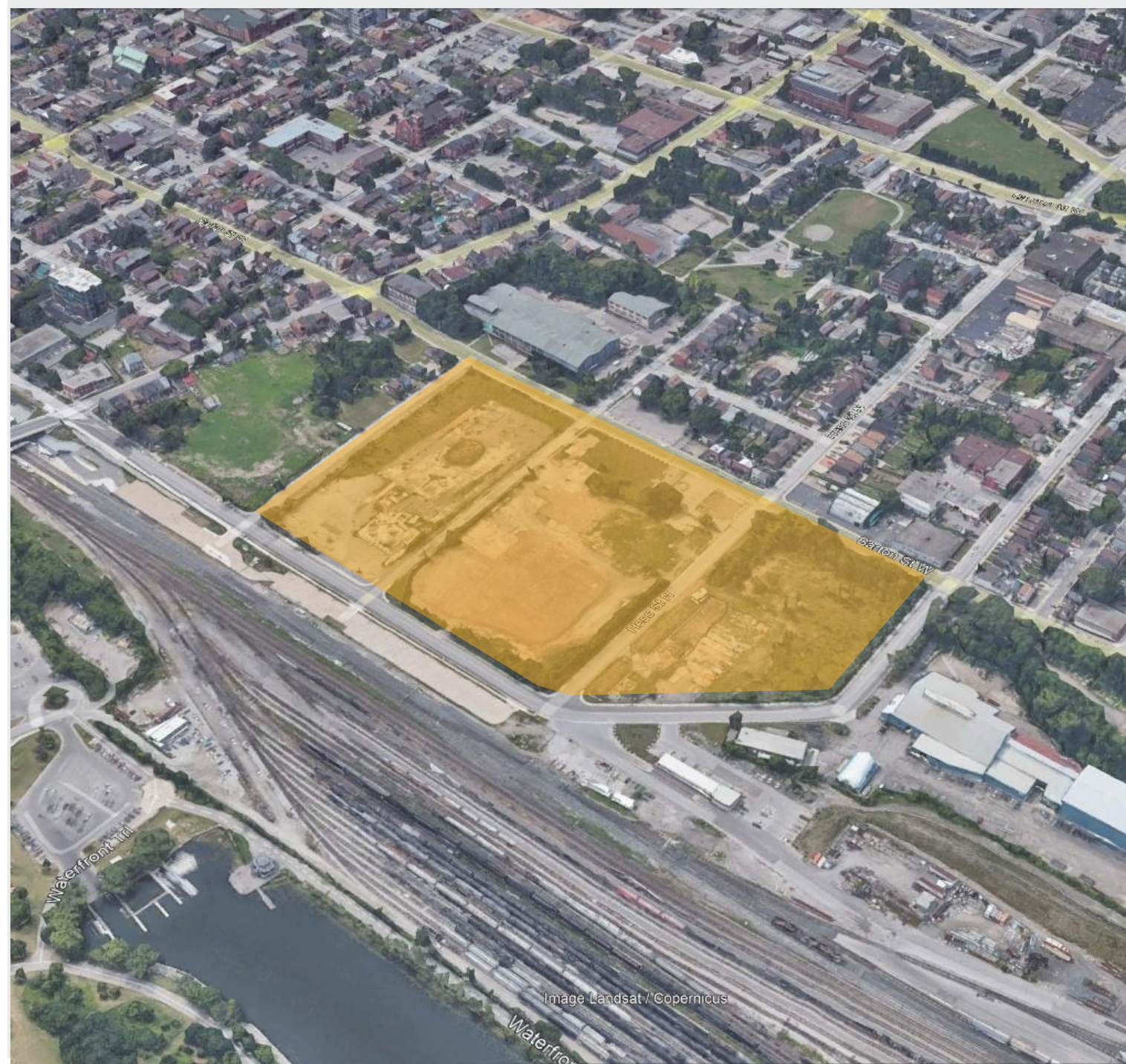
TAS will lead the arrangement of project financing, with active support from both F&F and Aeon.

TAS will lead condo marketing & sales, while Aeon and F&F will co-lead pre-leasing of all the commercial space.

TAS will oversee all construction, Aeon will play a lead role in overseeing studio construction.

Aeon will operate the studio facilities and administer the affordable artist space with a partner still to be determined. Forge & Foster will operate the Office & Industrial and Retail. TAS will operate all Residential.

- Property management will be outsourced



Aeon Studio Group
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