

City of Hamilton  
Strategy and Action Plan

# BAYFRONT INDUSTRIAL AREA STRATEGY

DRAFT



Hamilton

Prepared: March 2022  
City of Hamilton

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**Report Design by:** Thrillhouse Studios



The background of the page is a blue-tinted photograph of an industrial facility at night. Several tall smokestacks are visible, with white smoke or steam rising from them. The facility is illuminated by various lights, creating a bright, glowing effect against the dark blue background. The overall scene conveys a sense of industrial activity and progress.

**“AN INDUSTRIAL  
CAMPUS FOR  
CLEAN INDUSTRY,  
INNOVATION,  
RESILIENCE AND  
PROGRESS.”**

01



# INTRODUCTION

DRAFT

# 1.1 RESURGENCE OF A CITY



View of Port uses from Hamilton Harbour Credit: Dillon Consulting

— Over the past decade, the City has taken significant policy related steps to proactively plan for the City's future.

Some of these transformational policy moves include:

- The City's Growth Related Integrated Development Strategy (GRIDS) a long-range growth management strategy.
- A New Urban and Rural Official Plan
- Zoning By-law No. 05-200 - a comprehensive zoning by-law for all the former municipalities pre-amalgamation

These projects recognized the major structural elements of the City, aligning future population growth in key areas and directing employment growth to strategic locations, such as the Bayfront Industrial Area.

Subsequent to these major policy changes, there has been significant interest and redevelopment activity near the City's waterfront.

Some of these initiatives include major revitalization of its western waterfront:

- **Bayfront Park** — a 40 acre park over a former industrial landfill.
- **Pier 5-7** — reconstruction & public realm enhancements.
- **Gateway Park** — a park adjacent to the boardwalk and docks at Pier 8.
- **Copp's Pier Promenade Park** — a new 30 metre wide public space along the north east edges of Pier 8.
- **Jamesville Redevelopment** — A CityHousing Hamilton redevelopment of a 2.3 ha parcel of land for a mixed-income community.
- **Waterfront Shores** — A large mixed use waterfront community consisting of a mix of residential, commercial and institutional uses.

Parallel to these actions, the City approved a series of major enhancements to its transportation network, securing new and expanded GO rail services along the Lakeshore West line (West Harbour and Confederation Stations) and approving an LRT corridor to link McMaster University (west) with the Downtown and Eastgate Square (east).

These major transportation improvements will help to better align land use planning objectives with key transportation and infrastructure investments.

In addition to the City's efforts, the federal government has also initiated significant projects along the waterfront.

- **Randle Reef** — A sediment remediation project to remove and contain 695,000 m<sup>3</sup> of the most contaminated sediments from the Hamilton Harbour into an engineered containment facility located 24 metres into the bottom of the harbor.
- **Sherman Inlet Shoreline Restoration** — to restore the surface water area at Sherman Inlet that was filled in 2000.
- **Fisherman's Pier** — The redevelopment of the pier located at the entrance to the Hamilton Harbour at the shipping canal. The canal marks the municipal boundary between Hamilton and Burlington and contains many notable landmarks such as the Lift Bridge, Skyway Bridge, Historic Beach Canal Lighthouse, Keeper's Cottage, and Breakwater Piers.





# "..the City is now looking ahead to a new challenge of reenvisioning the Bayfront Industrial Area."

The Hamilton Oshawa Port Authority (HOPA) is the new owner of the Beach Canal Lighthouse and the nearby Keeper's Cottage after the Department of Fisheries and Oceans (DFO) transferred ownership. The lighthouse and cottage were recently designated heritage by Parks Canada under the Heritage Lighthouse Protection Act. HOPA intends to reposition the lighthouse onto HOPA property in order to restore both structures and facilitate public access, which will serve as a focal point for the redeveloped Fisherman's Pier.

**Shoreline Protection** - The City is undertaking shoreline protection projects which is partly funded by the Federal Government's Disaster Mitigation Adaptation Fund.

**Decarbonisation Funding** - ArcelorMittal Dofasco has received a federal investment of \$400 million, and \$500 million in loan and grant support from the Province towards decarbonisation technologies to transition away from the blast furnace-basic oxygen furnace steelmaking production route to the Direct Reduced Iron (DRI) – Electric Arc Furnace (EAF) production route, which carries a significantly lower carbon footprint.

Collectively, these measures were taken to assist the City in reestablishing a prosperous diverse local economy supported by state of the art infrastructure, transportation options, healthier environment, buildings and public spaces that create a dynamic City.

Building on the momentum of the past 15 years, the City is now looking ahead to a new challenge of reenvisioning the Bayfront Industrial Area (to be referred to as 'The Bayfront' for the purposes of this report).



### BAYFRONT PARK

a 40 acre park over a former industrial landfill



### PIER 5-7

reconstruction & public realm enhancements



### GATEWAY PARK

park adjacent to the boardwalk and docks at Pier 8



### COPPS' PIER PROMENADE PARK

a new 30 metre wide public space



### JAMESVILLE REDEVELOPMENT

redevelopment of a 2.3 ha parcel of land for a mixed-income community



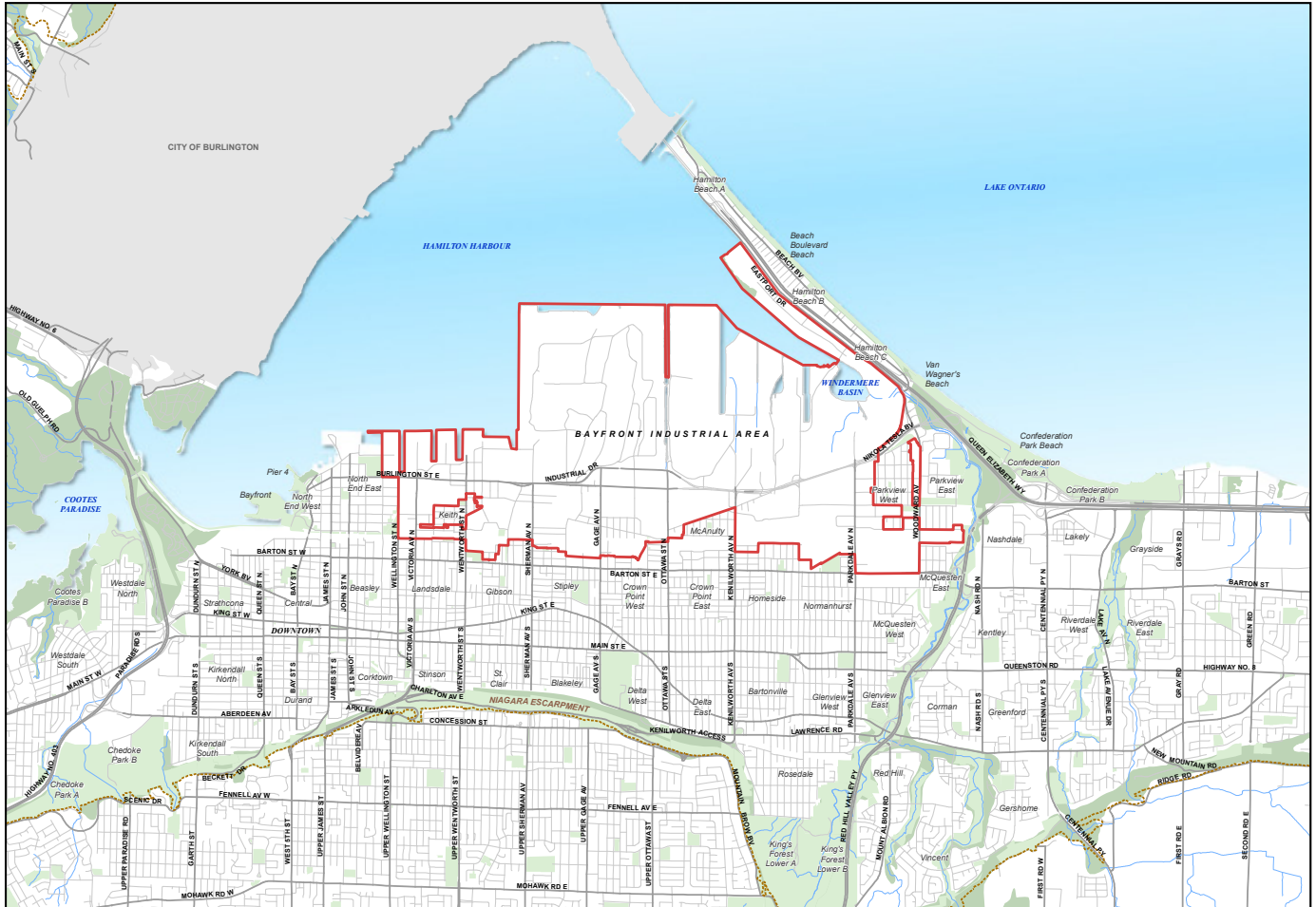
### WATERFRONT SHORES

large mixed use waterfront community consisting of a mix of residential, commercial and institutional uses





FIGURE 1.1  
**BAYFRONT CONTEXT**



## Legend

- ⋯ Escarpment
- Rivers
- Parks and Open Space
- Environmentally Sensitive Areas
- Study Area Boundary



March 26, 2019  
Scale 1:50,000



## FIGURE 1.2 STUDY AREA



### Legend

Study Area Boundary



March 26, 2021

Scale 1:25,000

Kilometres



## 1.2 AN ECONOMIC PILLAR

### — Building on the momentum of the past 15 years, the City is now looking ahead to a new challenge.

The Bayfront Industrial Area (referred to as the Bayfront) is the City's largest employment area, at over 1,400 hectares; it is home to over 19,700 jobs, generating approximately \$25 million in annual tax revenue.

It is anchored by major industrial and transportation-related uses, including the Hamilton Port, Stelco (Bedrock Industries), Arcelor Mittal Dofasco and a number of other industries.

Compared to other employment areas in the City, the Bayfront provides by far the highest total assessment at nearly \$1.2 billion due in part to the large size of the employment area, as well as the presence of a high-value heavy industrial area / steel cluster.

The Bayfront is part of Hamilton's expansive waterfront. Situated on the shores of Hamilton Harbour, the Bayfront is nestled in between the

City's recreational waterfront and the Beach Strip. To the west of the Bayfront lies the City's recreational waterfront comprised of Cootes Paradise, Bayfront Park, West Harbour and the iconic North End Neighbourhood. To the east of the Bayfront lies the Queen Elizabeth Way, Skyway Bridge and the Beach community (also known as the Beach Strip). Beyond the Skyway Bridge lies the open vista of Lake Ontario.

The northern edge of the Bayfront is comprised mainly of the Hamilton Oshawa Port Authority (HOPA) lands and looks out over Burlington Bay. The southerly limits generally follow Barton Street in between Woodward Avenue and Wellington Street. [Figure 1.1](#) shows the Study Area in the context of the City.

The specific limits of the Bayfront Industrial Area Study limits are shown on [Figure 1.2](#). The Study Area is 1,607 hectares in size and includes lands designated for employment purposes on Schedule E-1 of the Urban Hamilton Official Plan. The Study Area is further described in Section 3 of this document.



**9th Largest Economy in Canada**



**25 Million in Annual Tax Revenue**



**Home to over 19,700 Jobs**



**Employment Area of over 1,400 hectares**



## 1.3 NEW CHALLENGES

— The future holds a number of perceived and real economic and environmental challenges for the Bayfront including the following:

- As one of the Greater Golden Horseshoe's last major traditional industrial areas, there are a number of environmental challenges, including air quality, water quality and land use compatibility issues to resolve.
- Only a small percentage of land in the Bayfront is vacant.
- Acquiring new investment into the area will require a strategy for intensification.
- As global market and policy changes continue to impact the local steel industry creating uncertainty, there is a greater need to diversify with businesses that will capitalize on the local steel production and create synergies to bolster local economic development.
- The current employment density for the area is 12 jobs/ha; whereas the City's latest Growth Management Strategy (GRIDS 2) has identified an Employment Area Density Target of 29 jobs/ha for industrial and shipping navigation areas.

Notwithstanding the above, there will be opportunities to promote diversification and redevelopment in the Bayfront over the long term.

In the face of these environmental and economic challenges, there is an opportunity to provide some clarity around what the future long term vision for the Bayfront is.

## Economic and Environmental Challenges for The Bayfront

-  Air quality, water quality and land use compatibility issues
-  Lack of vacant land
-  Requires a strategy for intensification
-  Need to diversify with businesses that will capitalize on local steel production
-  Need to create synergies to bolster local economic development



## 1.4 STUDY PURPOSE & PROCESS

### — The Bayfront Strategy is the second phase of a three-phased process being conducted by the City of Hamilton.

**Phase 1** was completed with support from Deloitte LLP in the fall of 2015.

**Phase 2** includes the preparation of a long term Strategy for the Bayfront.

**Phase 3** will look at more specific opportunities to implement the recommendations of this Strategy. The overall process is illustrated in [Figure 1.3](#).

The purpose of strategy is to assist in guiding the redevelopment of the Bayfront, ensuring the effective use of existing employment lands, and maximizing opportunities for the Bayfront Industrial Area. The strategy will encourage economic growth and investment and identify opportunities where public investment is required to strengthen this important City asset.

1

### Phase One



The purpose of **Phase 1** was to establish the market outlook and determine the feasibility of various types of development over time. The Phase 1 report concluded that the Bayfront will remain an employment area for the foreseeable future and beyond.

#### Key recommendations from Phase 1 were to:

1. Establish a vision and strategy for the Bayfront Industrial Area;
2. Ensure that legacy sectors like steel maintain a strong position in the Bayfront Industrial Area, while expanding into new sectors to complement and diversify the employment area;
3. Ensure Airport Employment Growth District (AEGD) and other greenfield supply comes to market soon;
4. Encourage more efficient use of existing land and building supply in the Bayfront Industrial Area;
5. Consider targeted acquisition to encourage redevelopment of sites within the Bayfront Industrial Area;
6. Establish a program to bring new sites to market;
7. Explore program management options for longer-term implementation.

2

### Phase Two



The **Phase 2** work builds on the findings and recommendations of Phase 1, in particular item 1 (establish a vision and strategy for the Bayfront).

#### The specific objectives for Phase 2 include:

1. A high-level, long-term planning framework to capitalize on this unique employment area, support urban revitalization, and plan for better intensification in the Bayfront Industrial Area;
2. An outline of the key actions and next steps to unlock and realize the Bayfront Industrial Area's full potential;
3. A summary of tools for implementation (short, medium and long-term) to guide decision-making for all levels of government, as well as landowners and users;
4. Urban Design Guidelines to assist private sector businesses, residential landowners, and government in improving the overall aesthetic look and feel of the area, its function, and environmental well-being.



## Bayfront Strategy and Action Plan Purpose

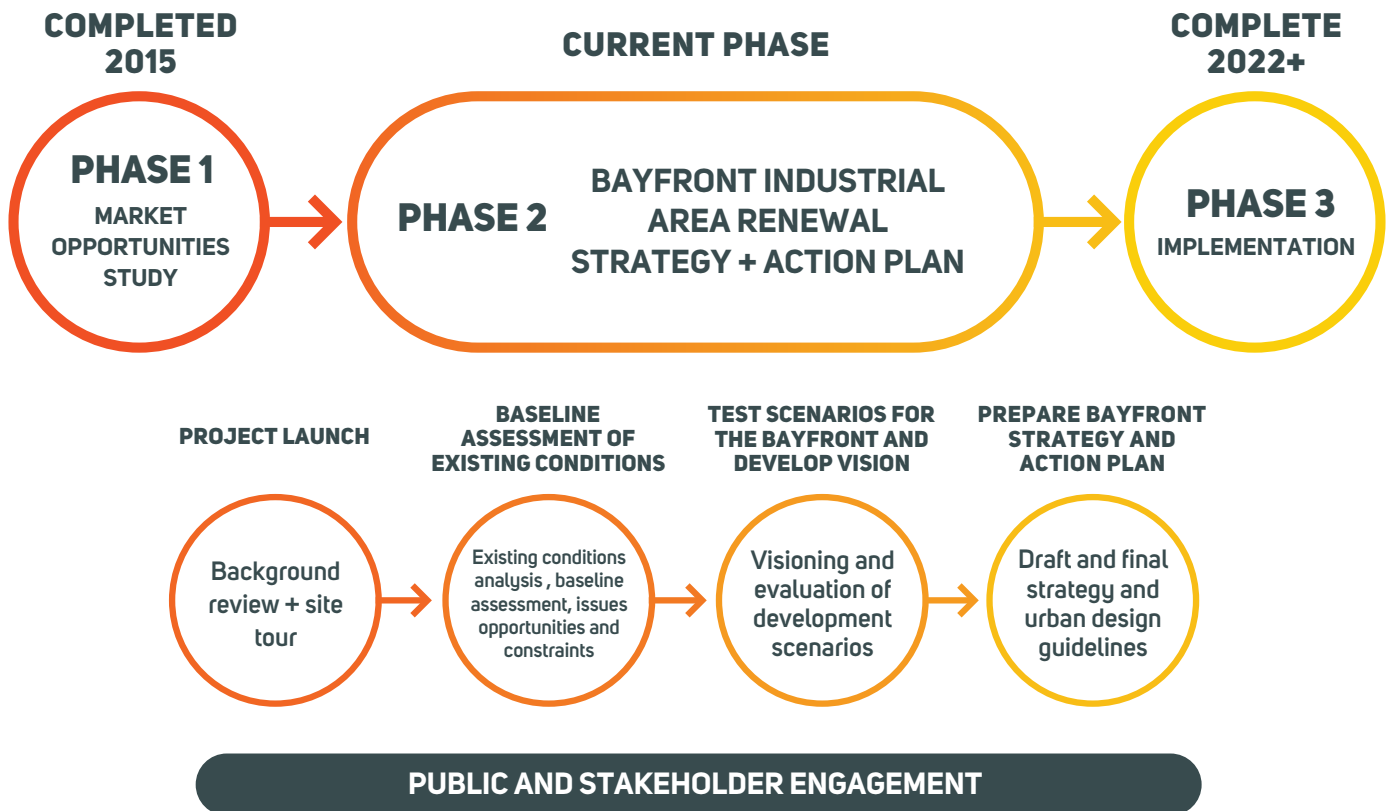
The Bayfront Strategy is part of a larger city-wide regeneration effort along Hamilton's Waterfront. Its regeneration will build on more than a decade of planning and renewal. While the Bayfront is a vast area that is perceived to be underutilized, it is not vacant.

It is also imperative to highlight that while many businesses in the area may be considered to be part of "old" economy industries, they are in fact sectors of high function with great opportunities for innovative and new technologies.

The overall goal of this three-phase project is to:

- conduct a thorough investigation of the opportunities and constraints in the Bayfront;
- establish a long-term vision;
- determine detailed actions through an interdisciplinary approach; and,
- implement these actions over various timeframes to fulfill the established vision over the next 45+ years.

FIGURE 1.3  
**STUDY PROCESS**



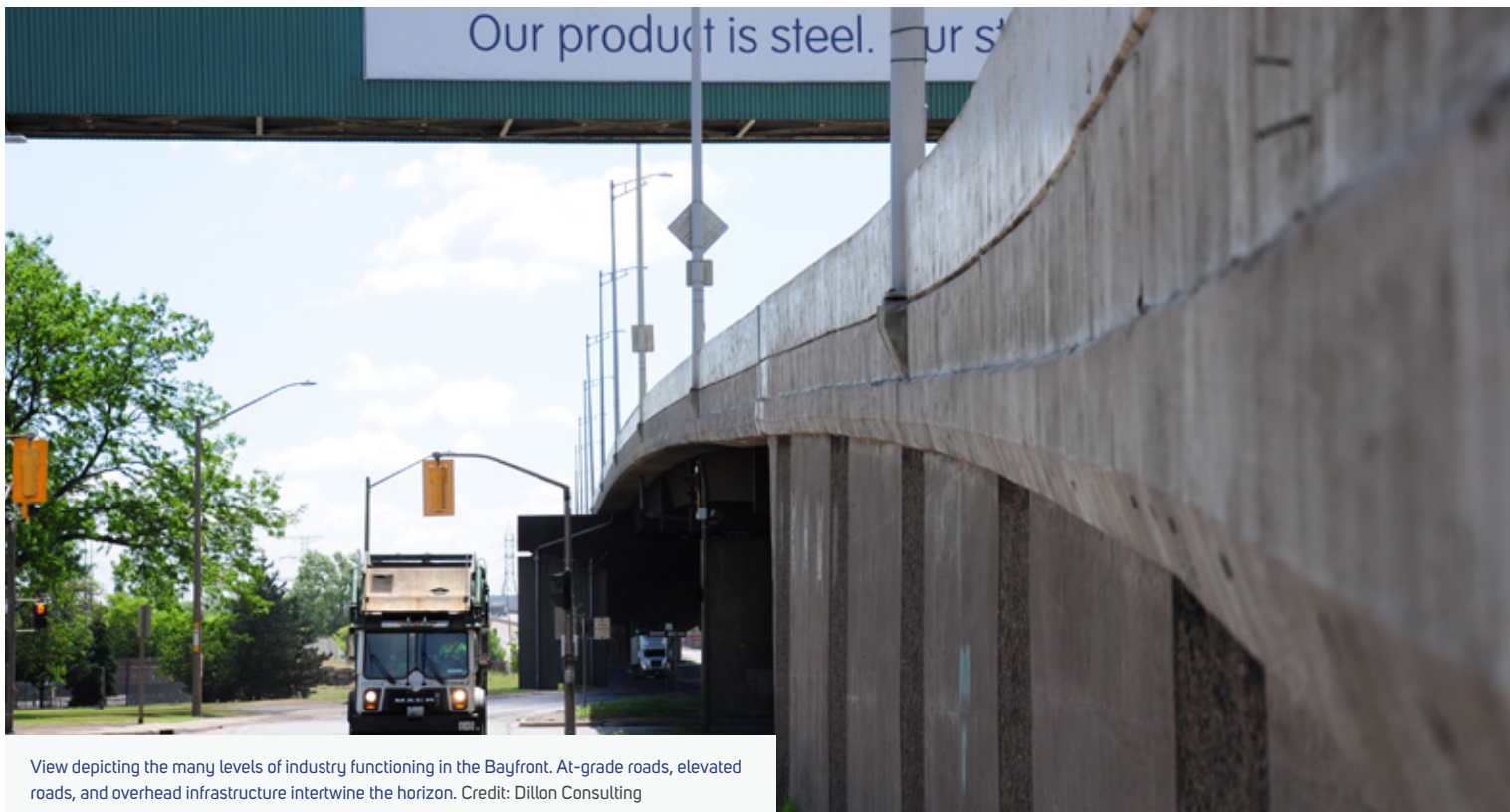
# 1.5 ENGAGEMENT

— Phase 2  
(this Study) includes  
a comprehensive  
community  
consultation  
& stakeholder  
engagement program.



The program includes engagement with:

- The general public through several public open house events scheduled at key intervals, as well as presence at several community events to solicit broader public feedback through “pop-up” style engagement activities;
- A project Focus Group, comprised of non-profit organizations, neighbourhood associations, community members and other project stakeholders;
- Youth audiences through a series of on-line activities (due to Covid) to gather input from The Bayfront’s “next wave” of employees and entrepreneurs;
- The Mississaugas of the Credit First Nation; and,
- Project Steering Committee comprised of business community members, academics, Council representation and real estate industry representatives.



View depicting the many levels of industry functioning in the Bayfront. At-grade roads, elevated roads, and overhead infrastructure intertwine the horizon. Credit: Dillon Consulting



## 1.6 DOCUMENT ORGANIZATION



01



02



03

### SECTION 01 INTRODUCTION

An introduction to the project and process. Pages 1 - 11

### SECTION 02 BAYFRONT IN THE PAST

This section provides a historical context and timeline of events that have shaped the area. Pages 12 - 23

### SECTION 03 THE BAYFRONT TODAY

A review of existing and emerging issues and challenges, while also highlighting opportunities for the future. Pages 24 - 54



04



05

### SECTION 04 THE STRATEGY

This section presents the overall vision and objectives for the Bayfront. Pages 55 - 66

### SECTION 05 ACTION PLAN

The direction forward through an interdisciplinary approach to the implementation of actions that are necessary to undertake to fulfill the vision. Pages 67 - 98





02



# BAYFRONT IN THE PAST

# THE BAYFRONT IN THE PAST

— The story of The Bayfront Industrial Area is rich and diverse, covering thousands of years.

In general, the purpose of this Section is to highlight several of the major events which have influenced and shaped the current character of Hamilton's industrial Bayfront.

A more detailed presentation of the area's history can be found under a separate cover in the Cultural Heritage Resource Assessment: Built Heritage and Cultural Heritage Landscapes prepared by ASI (2018). The content of this Section and the more detailed Cultural Heritage Resource Assessment provide a starting point for understanding how the area's significant cultural heritage resources can be conserved, celebrated and used to enhance the overall character of The Bayfront, as it evolves and sees redevelopment.

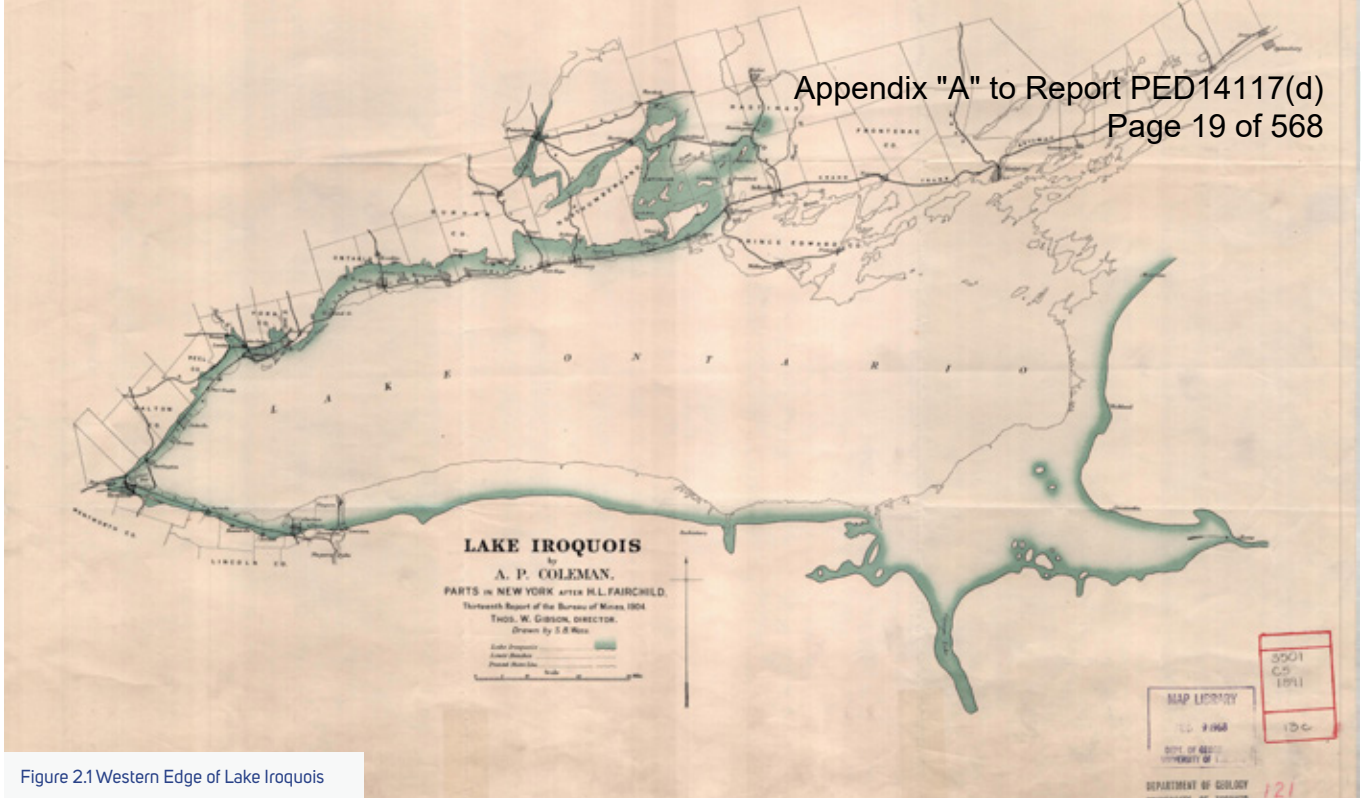


Figure 2.1 Western Edge of Lake Iroquois

## 2.1 THE FORMATION OF BURLINGTON BAY

Around 13,000 years ago the lands between the current Lake Ontario shoreline and the Niagara Escarpment (including The Bayfront Study Area) was under water, as that area was covered by the ancient glacial Lake Iroquois, as shown in [Figure 2.1](#).

Ultimately Lake Iroquois receded when the Laurentian ice sheet near the Thousand Islands melted, reducing the lake levels by approximately 30 metres and forming present-day Lake Ontario and Burlington Bay.

## 2.2 INDIGENOUS SETTLEMENT

— First Nations have lived and continue to live in and around the Hamilton Harbour area for centuries prior to European settlement.

The Mississaugas (Anishinaabe Peoples) have lived in the region since the late 17th century in the area known as 'head-of-the-lake.' The site was strategic and important in terms of communications and trade.

The escarpment, the Red Hill Creek valley, and the marshland by

the lake predetermined many early aboriginal trails. These ancient paths were created by Indigenous hunters, traders and diplomats who travelled between Indigenous settlements, hunting grounds, trading posts and forts. The Iroquois Trail was one of the more widely used trails and it ran along the base of the escarpment.

These trails provided a connection from the bay to along Lake Ontario to Niagara, north of Lake Ontario to York and Montreal, as well as to London and Detroit due to a break in the escarpment. These diagonal north-south and curvilinear east-west trails became permanent features in the landscape and later served as the basis for aligning many of the existing major roads in this area such as King Street. Indigenous people lived, and exercised stewardship over both land and water in The Bayfront area for many generations.

Hamilton Harbour was renowned for its abundance of flora and fauna and its natural beauty, especially the harbour and Cootes Paradise.

## 2.3 EARLY EUROPEAN SETTLEMENT

— Étienne Brûlé was the first European explorer to reach present day Hamilton in 1615.



The land located to the south of Hamilton Harbour and Lake Ontario (formerly known as the Townships of Barton and Saltfleet) were acquired by the British from the Mississaugas in 1784. The first European settlers occupied their lands in 1791 within the Townships of Barton and Saltfleet (named after places in Lincolnshire, England). Previously known as Geneva Lake, or Macassa Bay, Hamilton Harbour was officially renamed in 1792 as Burlington Bay.

In 1812, the City of Hamilton was founded as a village. It was an important node between the City of Toronto and the Niagara Peninsula.

Over time it grew towards the water and developed a port of its own, becoming the most important 'lakehead' community.

The sandbar separating the bay from Lake Ontario was seen differently depending on the year. During the war of 1812, it was seen as a natural barrier providing protection from lakeside attacks. After the war, the bay was valued as an area for a potential port. In 1823, there was a decision made to construct a 100m cut through the beach strip to allow for a navigable channel. In 1827, the first ships used the channel to pass from the Lake to the bay, construction was finished in 1832.

Map of the Bayfront Area (Hamilton District of Gore Canada) in 1842. Credit: ASI



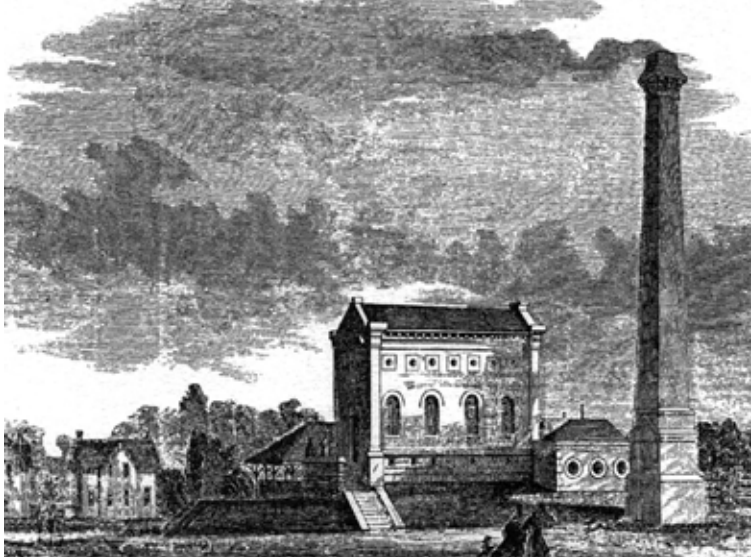


Illustration of the Hamilton Waterworks.  
Credit: Workercity

## 2.4 EARLY INDUSTRY

— The establishment of the shipping and port in the harbour as well as the arrival of the first railway system helped with rapid urbanization and commercial growth.



The Great Western Railway was constructed in 1854 and it linked Hamilton to the farming surrounding communities as well as to cities in the United States. The railway at this time was also connected to the port which led to a further expansion of the Port. This was one of the first instances of the long history lake filling in the bay.

The Hamilton waterworks opened in 1859, which improved the quality of drinking water and improved public health, however aspects of the natural environment continued to decline. For example, the fish stocks in the 1860's were noticeable in their decline and concerns over the health of the fish population began to emerge.

Around this time, the lands within The Bayfront remained largely agricultural and community centred. The railway system continued to grow through to 1888 connecting Hamilton to other cities including Georgetown.

Between 1867 and 1914 was the major period of growth for Hamilton as an industrial and commercial core. At the same time, the bay was also a popular spot for water-based recreation such as swimming, fishing and turtle hunting (although, this ended in the 1920's due to concerns over water pollution).

## 2.5 HEAVY INDUSTRY

— In 1912 through an Act of Parliament, The Hamilton Harbour Commission was established around the same time that the city's two big steel mills opened (Steel Company of Canada and Dominion Steel Castings).

When the Port opened, it had a shipping capacity of 89,000 tonnes. Building on the momentum of these investments, City Council moved to concentrate heavy industry in this area, which led to more infilling of the inlets to create additional developable industrial land.

Between 1929 and 1934 the port doubled its activity, becoming the 4th busiest port in the country. Part of this upswing was the completion of the Welland Ship Canal in 1932, and the deepening of the Burlington Canal in

1927 allowing larger vessels to access the bay. Cargo ships were replacing trains as a means of transporting goods between the Great Lakes. The iron and steel industry was a major contributor to further industrial and port development. During the Second World War, The Bayfront played a major role, as industry provided munitions, armour plating, textiles and other materials in support of Canada's war effort.

By the mid-twentieth century, Hamilton's Bayfront was home to a wide number of manufacturers, including International Harvester, Firestone Rubber and Tire, Canadian Industries Ltd, National Steel Car, the Studebaker Company and Proctor and Gamble. It was during this time that The Bayfront also began to see some shifting product demands resulting in some industry closure, including the textile plants and reconfigurations (such as the closure of the By Products Company's coke ovens as demand for coal declined). It was also around this time that Hamilton began to be known as Steeltown.

In the early part of the 20th century waterfront expansion required the use of piling walls as part of the infill process. In the early 1950s, a new Canadian company called National Slag was formed through a union of Stelco, Dofasco, and Buffalo Slag. The company transformed the by-product into material called slag, which was used for construction and road building. Soon the company started using slag to reclaim areas of the harbour; they dredged the bottom silt and plowed slag forward into the water to create a base for new land along the shore and expand their industry.



Workers at Firestone Tire & Rubber Company. Credit: Workercity



Hamilton Blast Furnace which merged with Ontario Rolling Mills to become Hamilton Iron and Steel. Then merged with Canada Screw to form Steel Company of Canada (Stelco). Credit: Workercity

The bay's southern shoreline continued to be shaped and reshaped, building outwards into the water and transforming marshy inlets into the straight channels of standardized depth that Great Lakes ships required.

The shipping industry in Hamilton gained another boost with the opening of the St. Lawrence Seaway in 1959. This led to further infilling, dredging and port expansion (wharves, warehouses).

The Woodward Wastewater Treatment Plant was opened in 1964, and shortly thereafter came growing community support for action on protection of the environment in Hamilton Harbour.

By the late 70s and into the 80s The Bayfront had been transformed into one of Canada's largest industrial landscapes. A century of infilling and industrial development had reshaped the City's shoreline and environmental concerns begun to emerge.





View of the restoration work done at Windermere Basin and associated public space with working waterfront in the distance. Credit: Dillon Consulting

## 2.7 EVOLUTION OF THE SHORELINE

## 2.6 ENVIRONMENTAL RESTORATION

— **The Great Lakes Water Quality Agreement (GLWQA) was signed in 1972, as part of a broader bi-national effort between Canada and the United States to improve water quality.**

Hamilton Harbour was identified in the 1980's as one of 43 areas of concern through the International Joint Commission's approach to improving the health of the Great Lake. In 1992 the Hamilton Harbour Remedial Action Plan was developed as a guide to help restore the harbour's ecological quality and health with the goal of having it removed from the list of Areas of Concern.

In 1991 the Bay Area Restoration Council (BARC) was formed. Since then, BARC has been at the forefront of implementing the Hamilton Harbour

Remedial Action Plan and several important environmental restoration projects such as:

- Randle Reef Sediment Remediation Project
- Skyway and Woodward Wastewater Treatment Plant Upgrades
- Windermere Basin Restoration
- Walleye Stocking
- Improvements to Public Access
- Increased Education and Public Information.

Of these improvements, one of the most visible improvements on the landscape is Windermere Basin. The Windermere Basin was historically a wetland area which was rife with fish and wildlife habitats (located at eastern limits of Study Area, see [Figure 1.2](#)). Due to industrial pollution and the overwhelming landfilling efforts, the Windermere Basin became highly degraded. It was identified in the Action Plan as a site for fish and wildlife habitat restoration. The work was recently completed, including a trail system on land and an established estuary ecosystem with improved water quality.

The Bayfront's shoreline has changed dramatically over time, as illustrated in [Figure 2.2](#). Prior to the 1900s, much of The Bayfront's shoreline remained in a relatively natural state.

Between 1900 and 1927 landfilling and straightening The Bayfront's shoreline added 80 hectares of land to The Bayfront. Between 1927 and 1962 significant levels of infilling took place to accommodate port expansion and industrial development, as an additional 232 hectares of developable land was added. Between 1962 and present-day, a further 299 hectares was added to further expand port facilities and the established steel industries.

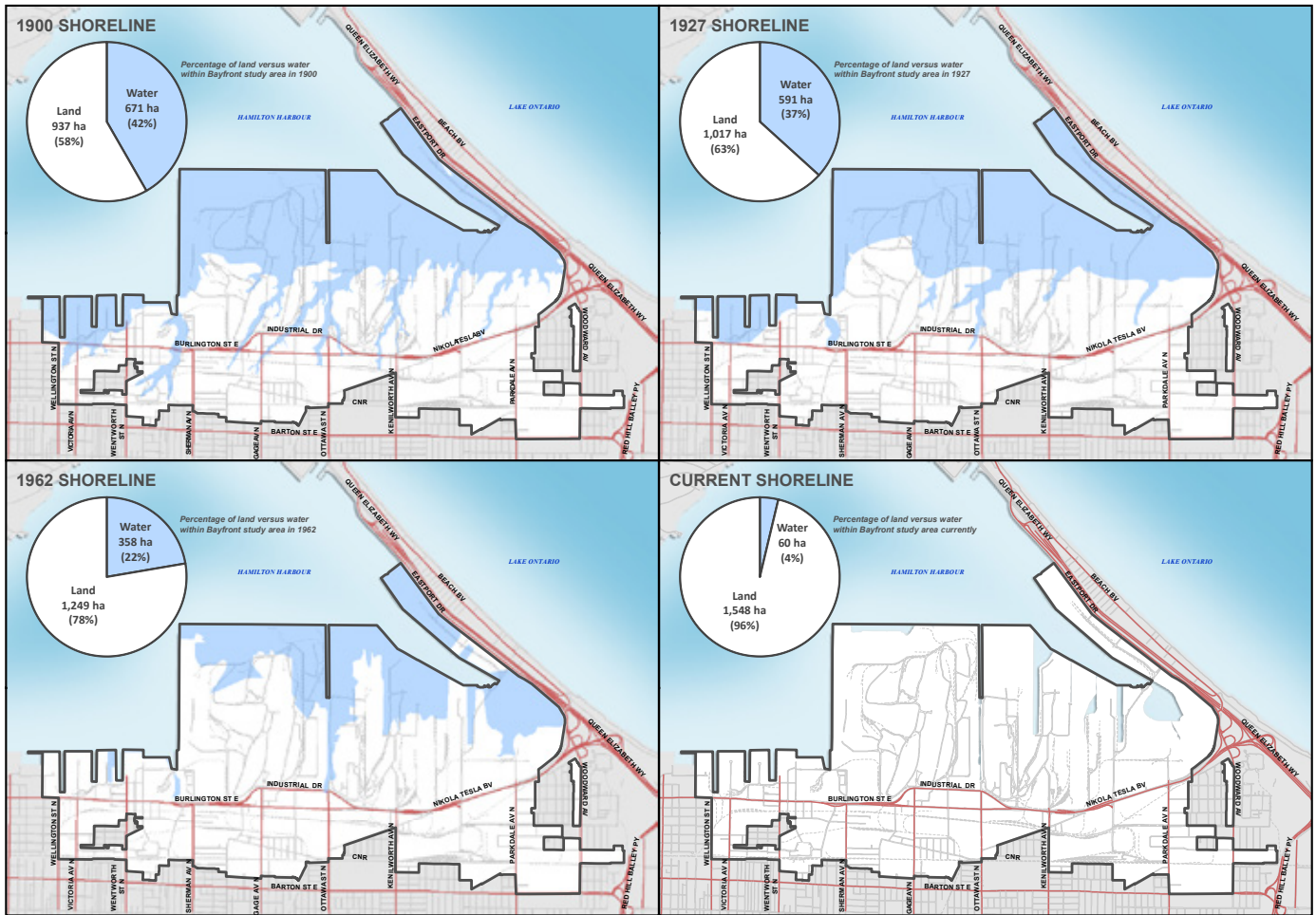
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**“Windermere Basin is a ‘healed’ area; a source of community pride; a place where citizens and visitors can witness the ongoing regeneration of the area to a healthier environment”**

— **Hamilton  
Waterfront Trust**



## FIGURE 2.2 EVOLUTION OF THE BAYFRONT'S SHORELINE



### Legend

- Major Road Network
- Study Area Boundary

March 26, 2019  
Scale 1:50,000





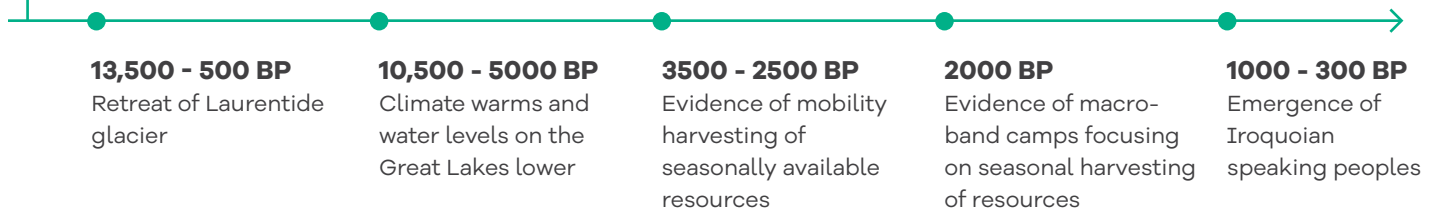
## 2.8 MILESTONES AND MEANING

— Looking through The Bayfront’s past provides an important glimpse into its future, as the historic themes and stories remain relevant for the future.

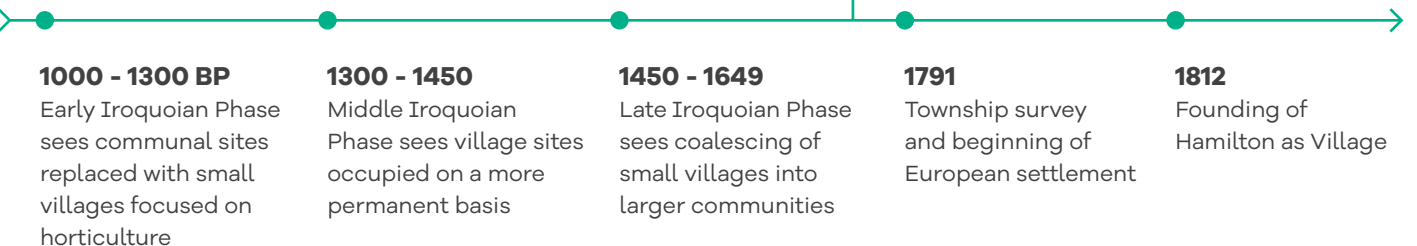
An investigation into the location of heritage resources present today, reveals that there remain a number of markers on the landscape which provide opportunities for preservation, enhancement and celebration.

Figure 2.3 shows the location of potential heritage resources within The Bayfront. Refer to Section 5 for recommended actions on how aspects of cultural heritage can be conserved and celebrated.

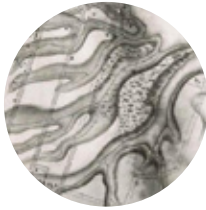
### INDIGENOUS LAND USE AND SETTLEMENT



### EARLY EUROPEAN SETTLEMENT



## RAILWAYS AND EARLY INDUSTRY



**1816**  
Gore District  
Established

**1832**  
Burlington canal opens,  
improving connectivity  
between Lake Ontario  
and Burlington Bay

**1854**  
Arrival of the  
Great Western  
Railway

**1859**  
Hamilton's first  
waterworks is  
constructed

**1874**  
Hamilton Street  
Railway is  
constructed

## HEAVY INDUSTRY



**1910**  
Hamilton Blast  
Furnace Company  
becomes Stelco

**1912**  
National Steel Car Company  
opens plant for the  
manufacturing of railway cars.  
  
Dominion Steel Casting  
Company (now Arcelor Mittal  
Dofasco) founded

**1915**  
Proctor and Gamble  
open plant, employing  
over 1000 people

**1922**  
Firestone opens  
Hamilton plant on  
Kenilworth Avenue

**1929**  
Coca Cola opens  
plant in Bayfront

## ENVIRONMENTAL REHABILITATION



**1981**  
Hamilton Harbour  
identified as Area of  
Concern as part of the  
International Joint  
Commission's approach  
to cleaning up the Great  
Lakes

**1988**  
Firestone closes  
Hamilton plant

**1991**  
Formation of Bay  
Area Restoration  
Council

**1992**  
Lakeport Brewery  
opens in former  
Pellar Brewery

**1997**  
Westinghouse  
plant closes



DRAFT



**1875**

Much of Bayfront remains mostly farmland, with a collection of small farmhouses, a school, church and a cemetery

**1895**

Hamilton Blast Furnace Company opens

**1898**

Canadian Westinghouse opens seven storey plant

**1900**

Hamilton Cotton Company opens facility

**1910**

Deering Harvester plant opens



**1946**

Stelco workers strike leads to progressive standardized rights for workers nationally

**1947**

Peller Brewing Company opens brewery

**1948**

Studebaker Corporation opens auto plant in Hamilton, at times employing up to 800 people

**1966**

Studebaker plant closes

**1972**

Imperial Cotton Factory closes



**1999**

Deering Harvester plant closes

**2000**

Remediation of Windermere Basin begins

**2001**

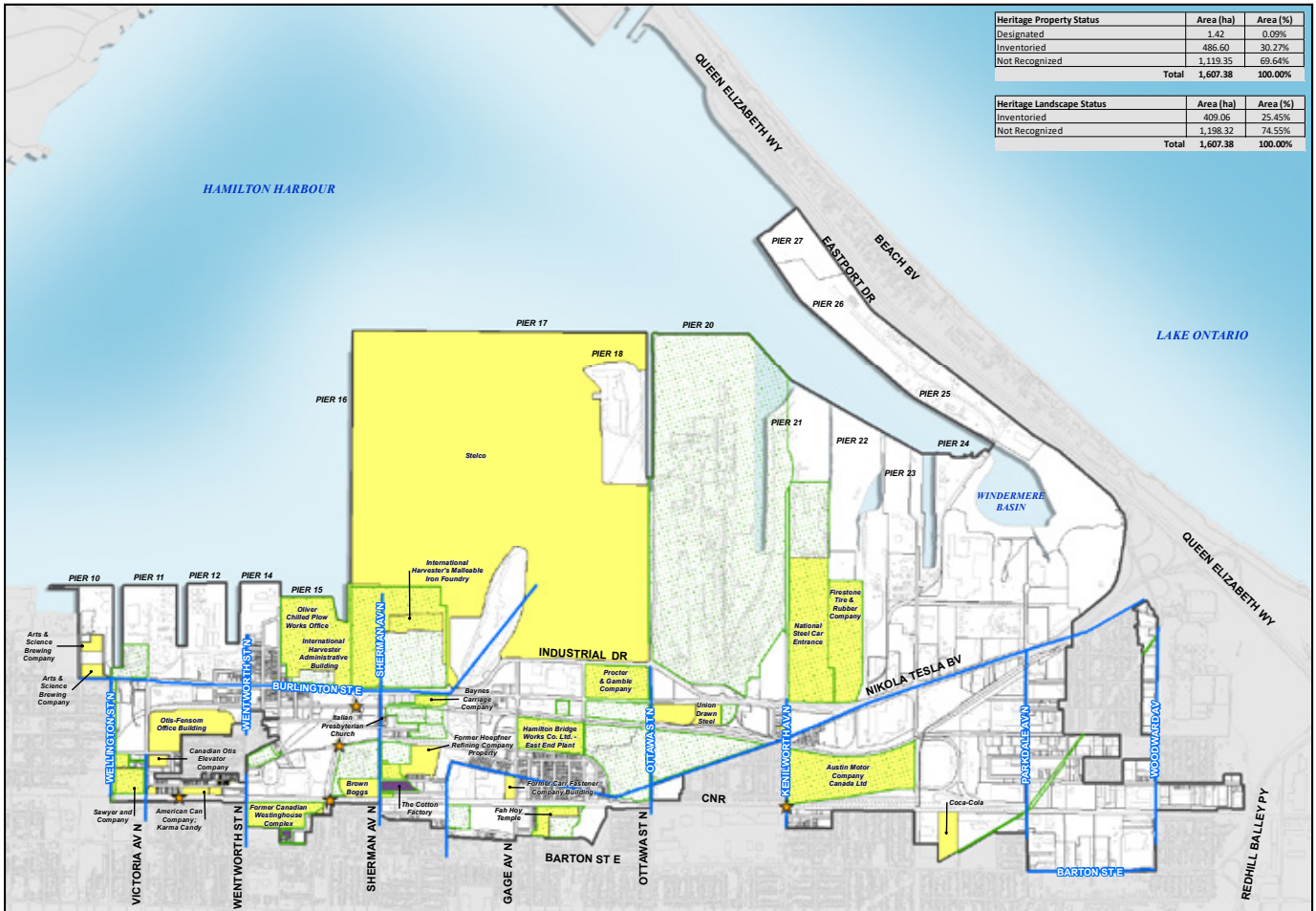
The Hamilton Harbour Commission is succeeded by the Hamilton Port Authority

**2014**

Collective Arts Brewing opens in former Lakeport Brewery. Imperial Cotton Factory building revitalized and adapted for reuse - re-opens for a mix of creative industries



## FIGURE 2.3 HERITAGE



### Legend

★ Heritage Interest (Bridge)

— Historic Roads

#### Heritage Property Status

■ Designated

■ Inventoried

#### Heritage Landscape Status

■ Inventoried

□ Study Area Boundary



NORTH

March 26, 2019

Scale 1:25,000

Kilometres



03



# BAYFRONT TODAY

# THE BAYFRONT TODAY

— As noted in the last section, The Bayfront has undergone a number of changes over the centuries.

Looking at The Bayfront today, there are several different characteristics and conditions which help to describe the area and provide the foundation for understanding the potential for The Bayfront's revitalization.

The following section describes the existing conditions within The Bayfront. This section also provides some general commentary on key issues and opportunities.



"Dazzling Ducts" by Stephen Ronald Fast - a photo submission to the "Beauty in the Bayfront" photo contest.

### 3.1 HAMILTON'S LARGEST EMPLOYMENT AREA

— The Bayfront is the City's largest employment area, with an estimated 1,449 hectares of designated employment lands.

The Bayfront's employment lands represent over 40% of the City's total supply of established employment clusters (Table 3.1). The Bayfront is also Hamilton's oldest industrial area, this older building stock provides many challenges, but also an opportunity for widespread land transformations.

Table 3.1 The Bayfront's Employment Lands.

Hamilton's Employment Lands	Total Area (ha.)	Percent of Total Employment Lands
Bayfront Industrial Area	1,449	32%
Stoney Creek Business Park	678	15%
Red Hill South	371	8%
Red Hill North	257	6%
Airport Employment Growth District	1,130	25%
Ancaster Business Park	231	5%
East Hamilton Industrial Area	195	4%
Flamborough Business Park	173	4%
West Hamilton Innovation Park	46	1%
<b>TOTAL</b>	<b>4,530</b>	<b>100%</b>

Note that totals may not add up due to rounding.

### 3.2 CANADA'S LARGEST STEEL CLUSTER

— The Bayfront has a sizeable area containing many steel-based industries, including primary, secondary and tertiary operation (i.e. industries using primary or secondary steel products as key input into their own products).

Hamilton's steel cluster is the largest in the county, accounting for an estimated 60% of all steel produced in Canada. The cluster is centred largely around the steel producing facilities which front on Hamilton Harbour and are bounded on the south by the rough boundary of Burlington Street East and Nikola Tesla Boulevard and include ArcelorMittal Dofasco (AMD) and Stelco. AMD currently employs approximately 5,000 people at its Hamilton facility.

Stelco filed for bankruptcy in 2007 and was subsequently bought by U.S. Steel. In 2016, the operation was sold to Bedrock Industries, which took the company public, reinstating the Stelco brand for the operation. Stelco has not produced primary steel in Hamilton since 2011, but its coke ovens and cold rolling finishing works remain in operation. Hamilton's Stelco facility currently employs about 750 people. As a result of the restructuring/divestment exercises, a portion of Stelco's lands are expected to be available for redevelopment and reinvestment in the future, representing a significant redevelopment opportunity.

The Bayfront's manufacturing sector has faced several challenges, such as significant global economic turbulence and fluctuating costs of doing business. The global manufacturing landscape will continue to impact the advanced manufacturing sector. Over the last two decades, globalization pressures have meant that manufacturing has become steadily less reliant on labour and more technologically intensive, a trend which is anticipated to accelerate in the future. Although some changes in the sector are expected to occur, the expectation for the foreseeable future is that the steel industry in particular will remain an important anchor in The Bayfront.



### 3.3 A MATURE, MIXED INDUSTRIAL AREA

— Close to 70% of the existing land uses within The Bayfront are traditional industrial uses (see [Figure 3.1](#) and [Table 3.2](#)).

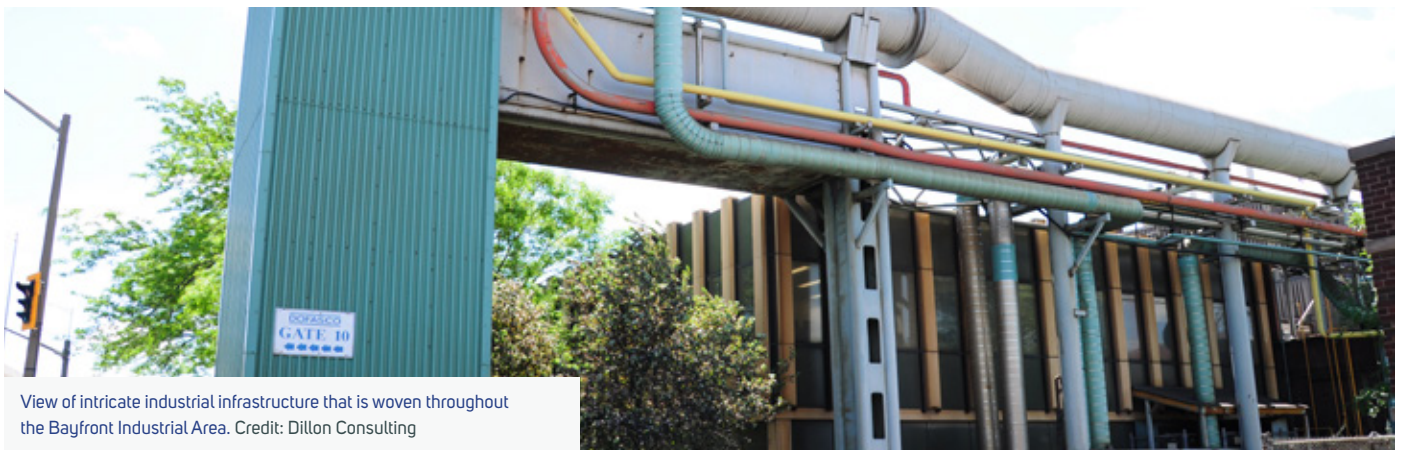
While the steel sector remains an important component of The Bayfront, the area also includes a growing diversity of manufacturing, warehousing and commercial uses. The City’s 2018-2019 employment survey estimated The Bayfront’s employment to be 19,785 full time employees, with the majority (63%) concentrated in the manufacturing sector.

Historically, industrial manufacturing has represented the driving force of the City of Hamilton’s local economy and is most visibly present in The Bayfront area. Based on the City’s 2018 employment survey, the top two job sectors in The Bayfront area are manufacturing (62%) and supporting storage and transportation uses (7%). The remainder comprises a mix of commercial, office and institutional uses, such as healthcare and social services. Commercial and other uses (including residential) tend to be clustered in distinct areas. Entertainment and recreational uses are limited.

Table 3.2 Existing Land Uses

Existing Land Use	Area (ha.) Rounded	Percent of Total Area
Industrial – Heavy Industry	788	49%
Industrial – Medium Industry	314	20%
Transportation (Port)	161	10%
Road Right-of-Way	97	6%
Water Lots	63	4%
Vacant Land*	56	3%
Warehousing	41	3%
Utilities	30	2%
Commercial	23	1%
Residential – Low Density	18	1%
Industrial – Light Industry	10	1%
Institutional	5	0%
Office	2	0%
Residential – Medium Density	1	0%
Open Space	1	0%
<b>TOTAL</b>	<b>1,607.38</b>	<b>100.00%</b>

\*Does not reflect recent development applications. Note that totals may not add up due to rounding.

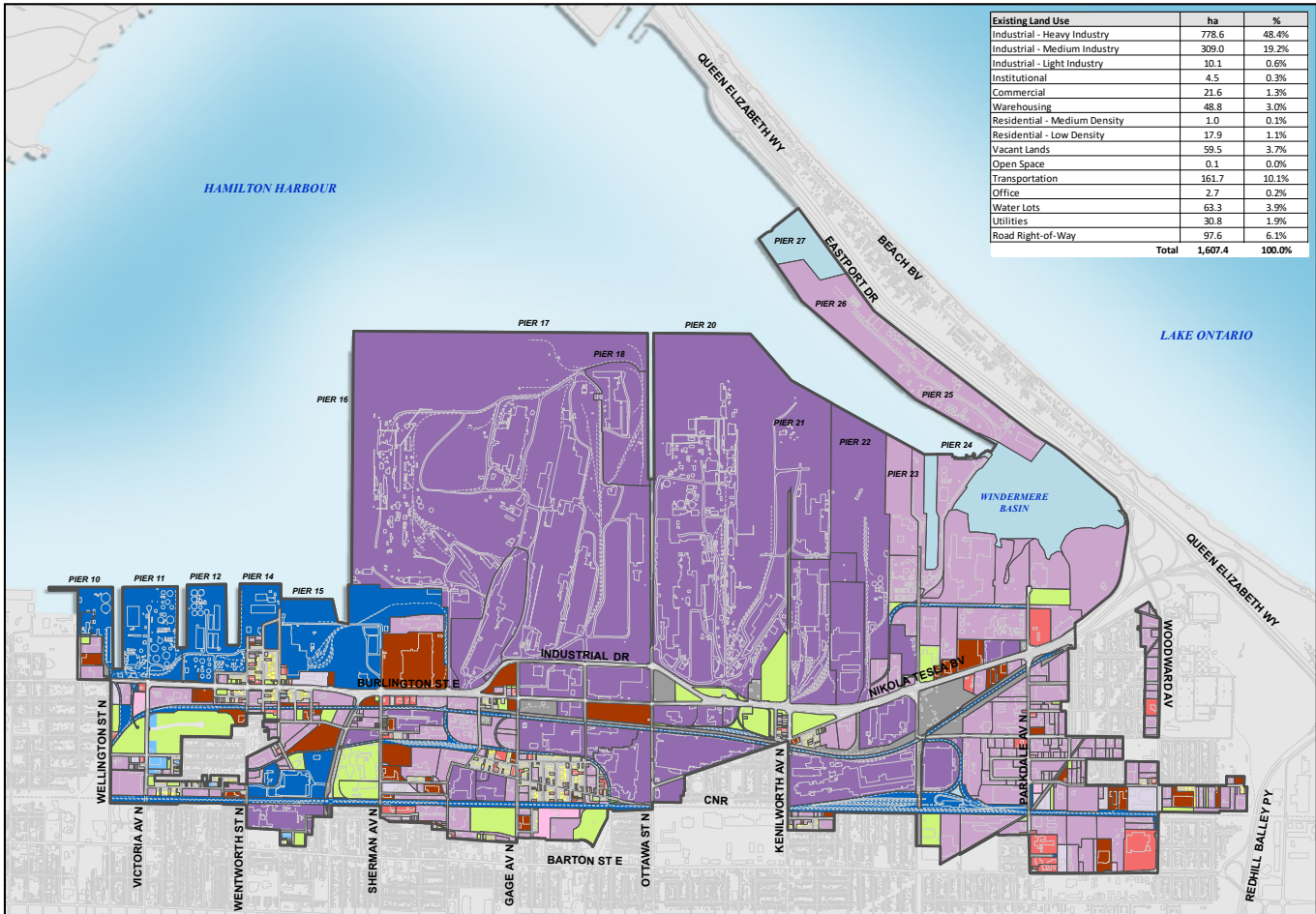


View of intricate industrial infrastructure that is woven throughout the Bayfront Industrial Area. Credit: Dillon Consulting





# FIGURE 3.1 EXISTING LAND USE



## Legend

- Industrial - Heavy Industry
- Industrial - Medium Industry
- Industrial - Light Industry
- Institutional
- Commercial
- Warehousing
- Residential - Medium Density
- Residential - Low Density
- Vacant Lands
- Open Space
- Transportation
- Office
- Water Lots
- Utilities
- Study Area Boundary



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Scale 1:25,000

Kilometres

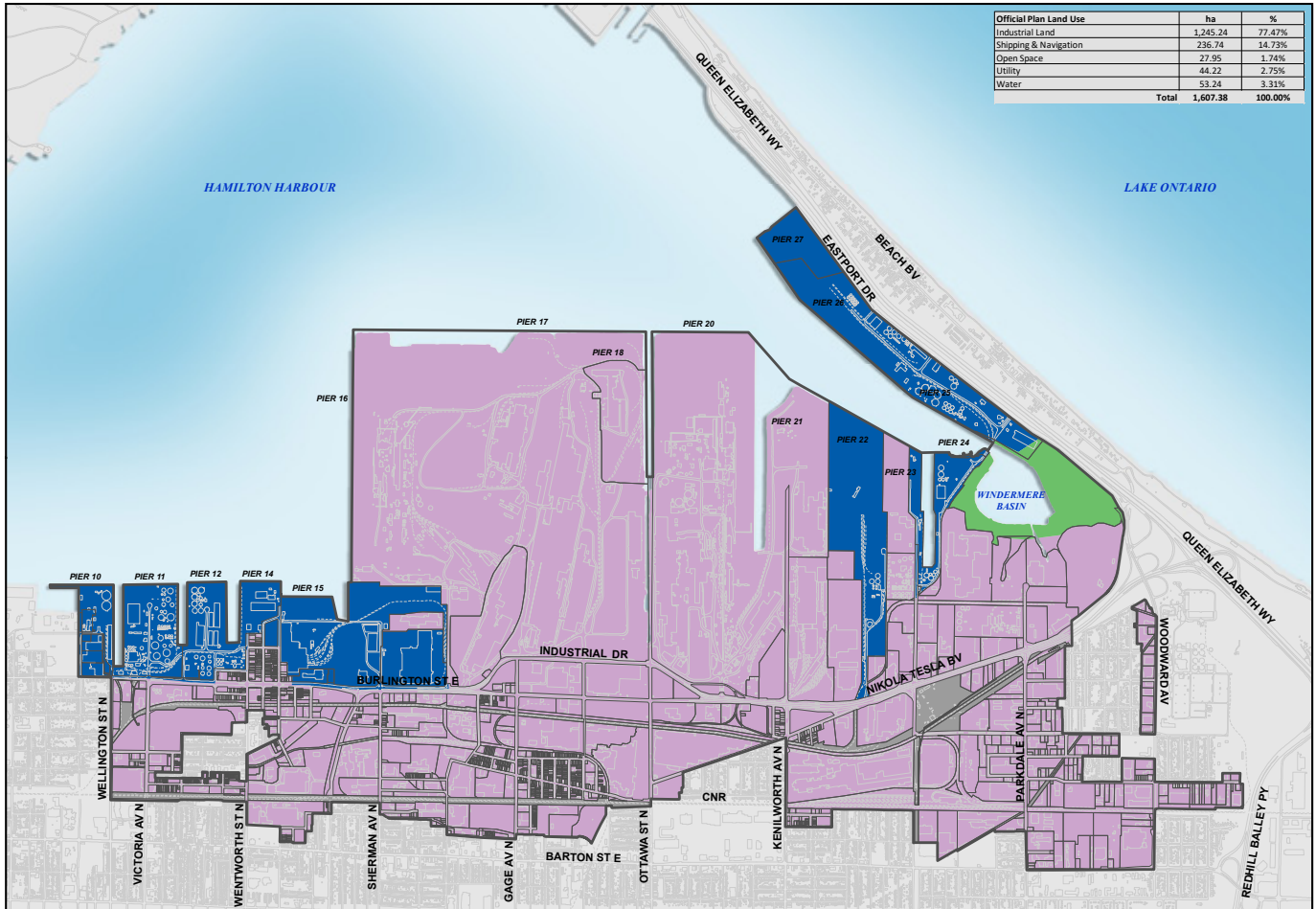


Source: City of Hamilton



FIGURE 3.2

# OFFICIAL PLAN LAND USE



## Legend

- Industrial Land
- Shipping & Navigation
- Open Space
- Utility
- Study Area Boundary

Source: Urban Hamilton Official Plan, Schedule E-1 Urban Land Use Designations



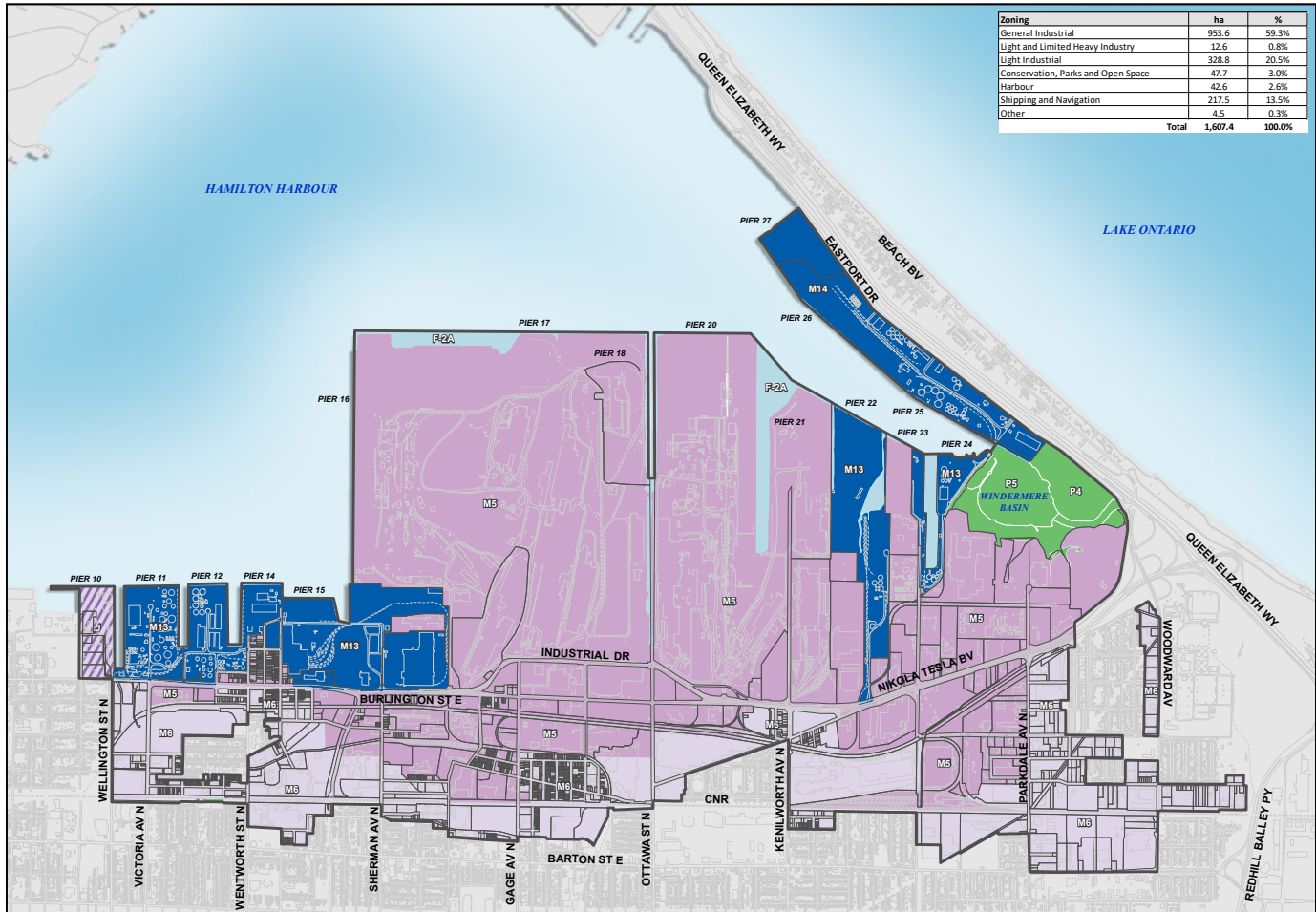
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# FIGURE 3.3 ZONING



## Legend

- Industrial - General
- Industrial - Light & Limited Heavy Industry
- Industrial - Light Industry
- Conservation, Parks and Open Space
- Harbour
- Shipping & Navigation
- Study Area Boundary



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Scale 1:25,000

Kilometres



Source: Zoning By-Law (05-200 and 6593), City of Hamilton



### 3.4 A DIVERSE ECONOMIC FOUNDATION WITH POTENTIAL FOR GROWTH

— The City of Hamilton is recognized as having a highly diversified economy, where a wide variety of businesses of varying sizes exist across several important sectors.



While the City of Hamilton supports all businesses, the concentration of specific supports on a small number of sectors enables the City to leverage finite resources to engage in sector-specific initiatives. The City’s current Economic Development Strategy and programs are based on growing and capitalizing on the following major sectors:

- Advanced Manufacturing
- Agriculture/Food and Beverage Processing
- Life Sciences
- Creative/Cultural Industries
- Information and communications technology (ICT)/Digital Media
- Finance/Insurance/Real Estate
- Goods Movement
- Tourism

The Advanced Manufacturing sector plays a key role in wealth creation and has the ability to drive economic prosperity and productivity growth in the City, Provincial and National economy. Adapting to a shifting global environment in advanced manufacturing will be

key to maintaining Hamilton’s competitiveness. As The Bayfront area continues to evolve, attention to the following top sub-sectors and emerging sub-sectors within Advanced Manufacturing is necessary:

- Materials / metal / steel manufacturing;
- Food & beverage manufacturing;
- Machinery manufacturing;
- Transportation / automotive manufacturing;
- Life sciences / healthcare manufacturing;
- Clean technology manufacturing; and,
- Emerging technologies such as additive manufacturing, nanotechnology and synthetic biology and genetic engineering.

The Bayfront’s significant established manufacturing base, strong transportation infrastructure assets, access to talent and strong educational institutions, critical innovation networks, and the ability to leverage its position within a super-regional advanced manufacturing cluster will continue to be key components to its competitive advantage and potential of bringing back (reshoring) more specialized manufacturing to Canada, the Province of Ontario, and the City.

The trend towards reshoring has increased as a result of the Covid-19 pandemic and the disruptions to the global supply chain, which creates





further opportunities for The Bayfront renewal. As noted by Deloitte in the Phase 1 report “The Bayfront continues to be in a stronger position than is commonly perceived by the market... from steel to advanced manufacturing, The Bayfront can once again emerge as Hamilton’s innovation hub”.

Deloitte’s work in Phase 2 further explored a number of emerging trends in advanced technology and business innovation to better understand what types of enhancements or improvements might be required to attract more investment into The Bayfront. In looking at modern advanced manufacturing and knowledge-based employment areas, Deloitte identified several critical success factors, including:

1. **Inter-disciplinary collaboration:** productivity and innovation as a result of proximity and interdisciplinary collaboration research/development institutions and businesses as well business to business;
2. **Liveability:** proximity to a range of liveable environments, including mixed-uses areas for employees;
3. **Visibility:** visible international branding and marketing through demonstration facilities, public relations, events and physical appearance/infrastructure;
4. **Creativity:** ecosystem that supports start-ups through mentorship and financial incentives;
5. **Knowledge Transfer:** knowledge transfer through clustering and interdisciplinary work spaces;

6. **Smart Infrastructure:** incorporation of evolving technology to support growth (energy systems, telecommunications, information sharing, water/wastewater systems, transportation systems, autonomous systems, etc.);

7. **Flexibility & Resilience:** systems that can respond to variety of changes (e.g. climate resilient infrastructure); and,

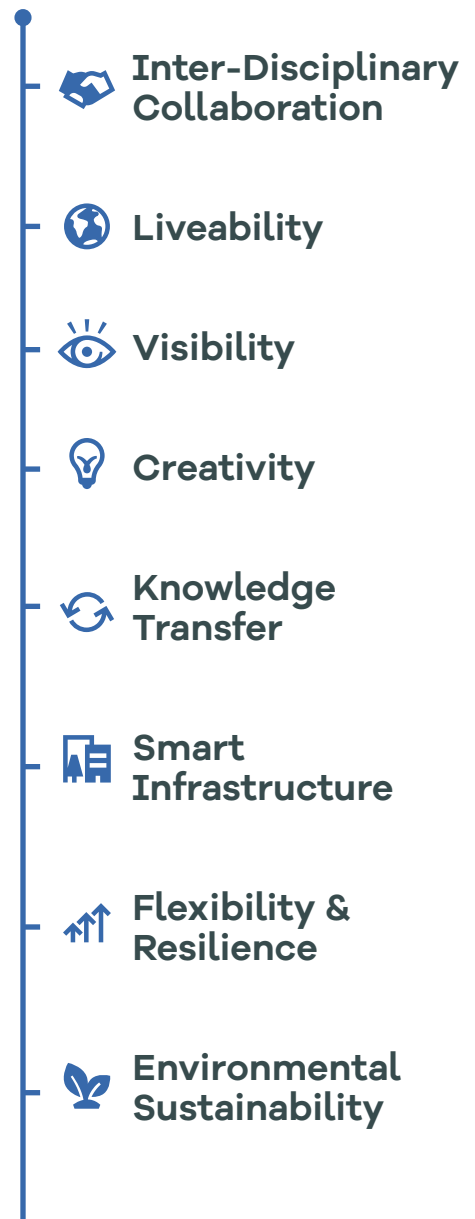
8. **Environmental Sustainability:** attraction of investors and employees through environmental sustainability practices (e.g. application of cutting-edge technology, building/campus design, etc.).

The City’s current Official Plan , as shown on Figure 3.2, divides the area up into four major land use types:

- **Industrial;**
- **Shipping and Navigation;**
- **Open Space; and**
- **Utility**

Finally, the zoning shown in [Figure 3.3](#) provides a finer grain of land use classifications for the industrial lands in The Bayfront, distinguishing between various types of industrial uses. Ultimately, the current land use permissions for The Bayfront are very broad and there may be an opportunity to refine permissions and typologies to align with a number of the future diversification opportunities.

## Modern advanced manufacturing and knowledge-based employment areas Success Factors



# 3.5 VACANCY AND UNDERUTILIZED LAND

— The common perception is that The Bayfront has a lot of vacant land. In reality, there is less than 50 hectares of vacant land in The Bayfront. Approximately 97% of all lands in the study area are occupied with an active use (as shown on Figure. 3.1).

The reason for the perception of high vacancy is due to some larger parcels of land being underutilized. These properties contain viable economic activities, but tend to have low-rise buildings, and a high percentage of the property dedicated to outdoor storage and surface parking.

There are other suburban areas in the GTHA that have industrial zoned greenfield sites that can accommodate large new industrial developments (10 acres or greater). Therefore, the ability of The Bayfront to compete for larger industrial uses will depend heavily on the

future potential reorganization, consolidation, and redevelopment of sites like the Stelco Holdings Inc. site and the ArcelorMittal Dofasco site.

The Stelco Holdings Inc. site alone has the potential to accommodate up to 10.5 million square feet of new industrial space (Deloitte, 2015)\*\* 500 acres of leasable land. Stelco Holdings Inc. has recognized this opportunity and has actively begun consolidating and reorganizing the operation to redevelop on their lands and lease out prime manufacturing spaces to complimentary businesses.



View of industrial use which utilizes large portions of property for storage purposes. Credit: Dillon Consulting



Storage yard for industrial / steel products in the Bayfront. Credit: Dillon Consulting





Commercial use which serves employment and residential population on Burlington Street East. Credit: Thomas Allen, The in-let

## 3.6 AMENITIES

— To attract and retain talent, many larger companies/employers in The Bayfront offer on-site amenities, including cafeteria space with healthy meal options, multipurpose spaces, & fitness facilities.



The range, design, and quality of on-site amenities is designed entirely by employers.

Additional work undertaken by Deloitte identified the importance of off-site employee amenities in attracting and retaining talent. The competitive landscape for talent attraction, sometimes referred to as “the war for talent”, suggests that industries face an increasing competitive landscape for recruiting and retaining talented employees. From this competitive perspective, firms and governments need to provide a range of elements that will attract and retain employees – in the context of The Bayfront, this means improving the off-site amenity offerings available to employees, such as better transportation systems, wider range of retail/commercial services and increased public spaces and greenspaces for “down-time” during the work day.

With regards to nearby off-site amenities such as restaurants, banks, medical and personal health services, daycare facilities, and commercial gyms, these types of uses are very limited in The Bayfront. The off-site amenities that do exist are currently located near the Sherman

Avenue and Burlington Street East intersection and just south of the study area along Barton Street East including The Centre on Barton. The Centre on Barton contains many retail stores, fast-food eateries, personal services, a fitness gym, and several banks; but is located more than a 15 minute walking distance from a majority of the businesses located in the study area. As such, many individuals employed in the study area likely resort to using their personal vehicles on their breaks, or do not use these services during the work day.

In addition to a lack of off-site retail, personal service, and fitness amenities, there is also very limited outdoor recreational amenity space for active and passive recreation. Amenities that can be shared amongst various businesses and the general public would help to promote socialization, health and well-being through the work day and can aid in providing a more desirable work environment for employees and productive work environment for employers.

## 3.7 RESIDENTIAL NEIGHBOURHOODS

— it is common practice for policy makers to promote living in relatively close proximity to your place of work as this helps to reduce traffic congestion, promotes a healthier, active lifestyle, and improves air quality by lowering carbon emissions from vehicles.

After World War II, before understanding the relationship of heavy industry and public health, similar sentiments of living near where you worked created a number of residential communities within The Bayfront directly adjacent to the cluster of steel industries. These neighbourhoods provided a source of convenient, affordable housing located in close proximity to employment and the waterfront. Today The Bayfront still includes approximately 19 hectares of well-established low-rise residential uses which are generally located south of Burlington Street.

These neighbourhoods include homes within the Crown Point Neighbourhood and Keith Neighbourhood. In

addition, there are several other residential neighbourhoods that are near The Bayfront area located just south of the CNR railway corridor (Landsdale, Gibson, Stipley, Homeside, Normanhurst, McQuesten), to the west (the North End) and to the east (Parkview West).

The built form character of The Bayfront’s residential neighbourhoods can generally be defined as having:

- Narrow local streets organized in a grid pattern;
- Few street trees;
- Single-detached dwellings;
- One to two and a half storeys in height;
- Small lots with narrow side-yards;
- Short front yard set-backs;
- Front porches or verandas; and,
- Multiple interfaces with surrounding industrial uses.

Figure 3.4 shows the location of established residential neighbourhoods.

Also note that Figure 3.4 does not show zoning, instead it depicts the locations of existing, active residential uses. Properties that are shown to actively

be used for residential purposes, but that are located within the defined study boundary, have been zoned and designated for industrial purposes. Current land owners of these properties are limited in the types of modification and improvements they can make for residential purposes, as the intent of the land use designation and zoning is for these properties to transition from residential uses to industrial uses in an attempt to minimize land use conflicts in these specific areas.



View of immediate transition between established residential neighbourhood on the left, and an industrial use on the right across the road at Hillyard Street. Credit: Dillon Consulting

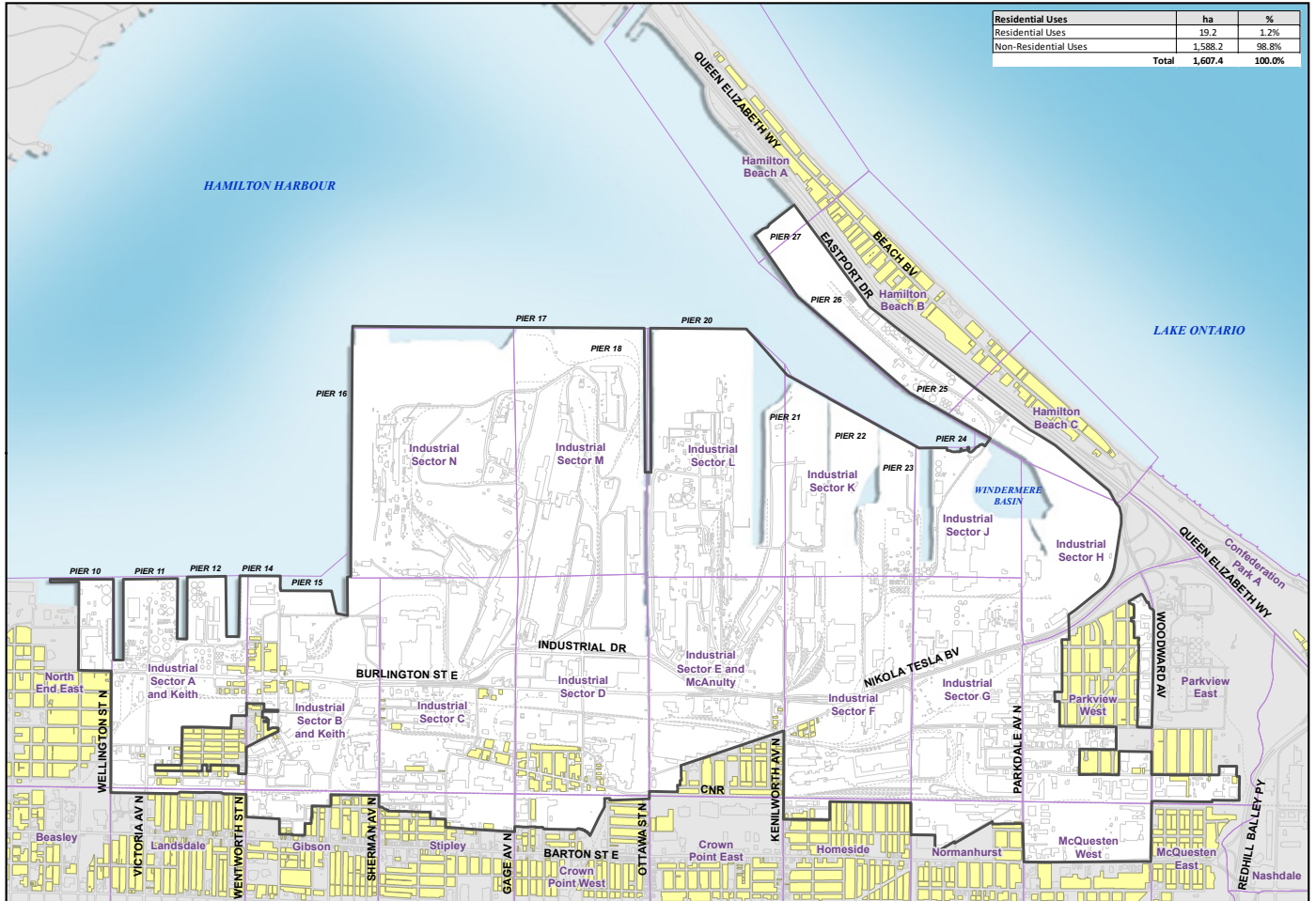


View of established residential homes facing Burlington Street East. Credit: Dillon Consulting





# FIGURE 3.4 RESIDENTIAL AREAS



## Legend

- Residential Areas
- Study Area Boundary

\*Note properties identified on this map as "Residential Uses" refer to their current use not necessarily their Zoning as shown on Fig. 3.3.



March 26, 2021

Scale 1:25,000

Kilometres



Source: City of Hamilton



## 3.8 THE PORT OF HAMILTON

### — The Port of Hamilton is one of 18 major Canadian ports and is the largest port in Ontario.

The Hamilton–Oshawa Port Authority (HOPA) owns and operates 250 hectares (620 acres) of land, 15 commercial wharves, and 4 grain export/processing terminals. Majority of these lands are contained within The Bayfront study area boundaries, with some smaller landholdings off the City of Burlington’s waterfront. HOPA owns and operates two main clusters of land with waterfront access in Hamilton: the western area includes Piers 10, 11, 12, 14 and 15; and the eastern area includes Piers 22, 23, 24, 25, 26 and 27. HOPA plays a direct role in the following types of businesses:

- Agri-food;
- Commercial/Retail;
- Community Services;
- Electronics;
- Engineering & Construction;
- Environmental & Clean Technologies;
- Food Services;

- Infrastructure & Construction Materials;
- Installation & Repair Services;
- Liquid Bulk;
- Logistics/Trucking;
- Manufacturing;
- Professional Business Services;
- Rail Services;
- Recreational Marine; and,
- Shipping Services.

The Port of Hamilton is a critical transportation asset for the City of Hamilton and for the Province of Ontario, as a majority of the shipping cargo journeys made are connected to the North American market place. It is estimated that approximately 28% of the shipping cargo journeys are overseas, indicating that the Port of Hamilton plays a vital role in the North American and global economy. Further, it is estimated that approximately 10 million tonnes of cargo flows through the Hamilton Port each year, holding a value of \$3 billion for goods such as:

- Iron ore and coal for steel making;
- Finished steel products (ie. coils, beams, machinery components)
- Agri-food materials (ie. soybeans,

corn, wheat, canola, sugar, flour, packaged foods, and fertilizer);

- Aggregates (ie. gypsum, salts, sand and other construction materials); and,
- Liquids (ie. biodiesel, edible oils, gasoline, liquid asphalt).

In addition to the lands under HOPA’s jurisdiction, several Bayfront industries maintain private wharves. [Figure 3.5](#) shows that approximately half of the parcels within The Bayfront have access to either the Port of Hamilton’s facilities or a private wharf.



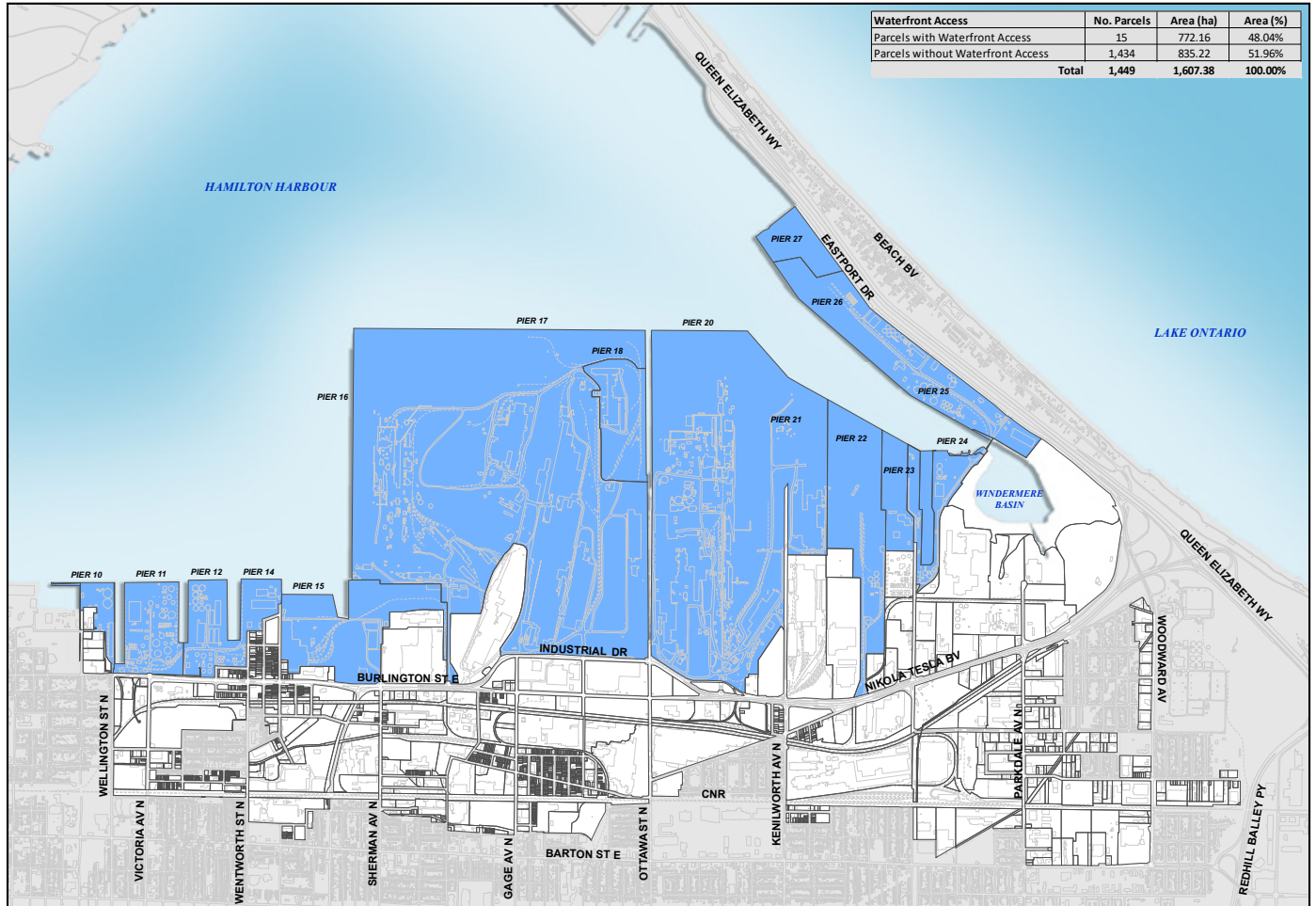
Views of marine related use within the Hamilton Port Authority lands.  
Credit: Dillon Consulting



View of port uses and infrastructure from Hamilton Harbour.  
Credit: Dillon Consulting

FIGURE 3.5

# SHIPPING & NAVIGATION ACCESS

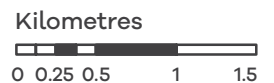


## Legend

■ Waterfront Access



March 26, 2019  
Scale 1:25,000



### 3.9 ROAD NETWORK

— The Bayfront’s road network is comprised of arterial roads (major and minor roads), collector roads and local roads (based on Urban Hamilton Official Plan road classifications).



Refer to [Figure 3.6](#) for a depiction of the road hierarchy. Generally the transportation network has good coverage with few capacity constraints. One of the attractive characteristics of The Bayfront is the close proximity of the industrial area to the QEW corridor. Highway access is an important characteristic, allowing companies to efficiently move people and goods in and out of The Bayfront and into the broader region and beyond. Almost 80% of the lands within The Bayfront are within 5km (5 minute drive) of the QEW interchange and over 25% are within less than a 2km (2 minute drive). Refer to [Figure 3.7](#) for additional details.

While the overall road network access and capacity appears sufficient to meet existing transportation requirements, there are several on-going and

emerging challenges to address. The condition of many of the streets is poor. Heavy truck traffic and harsh winters have made many roads cracked and worn with potholes. Some of these roads have already been identified for major capital improvements including Nikola Tesla Boulevard, Industrial Drive, a portion of Burlington Street East, Wentworth Street North, Beach Road west of Kenilworth, Brampton Street and a portion of Barton Street East to the east of the Study Area. At a more granular level, there are also concerns over conflicts between heavy truck traffic and pedestrians. In particular, there are instances where truck users short-cut through adjacent residential neighbourhoods to get to HWY 403 or up to the escarpment. In addition, there are challenges between rail and truck traffic at grade crossings creating broader road safety issues.



View looking west towards the ascent of Burlington Street Overpass at Leeds Street. Credit: Dillon Consulting



FIGURE 3.6  
**ROAD NETWORK**



## Legend

- Provincial Highway
- Parkway
- Major Arterial
- Minor Arterial
- Collector
- Minor Road
- Private Minor Roads
- Study Area Boundary

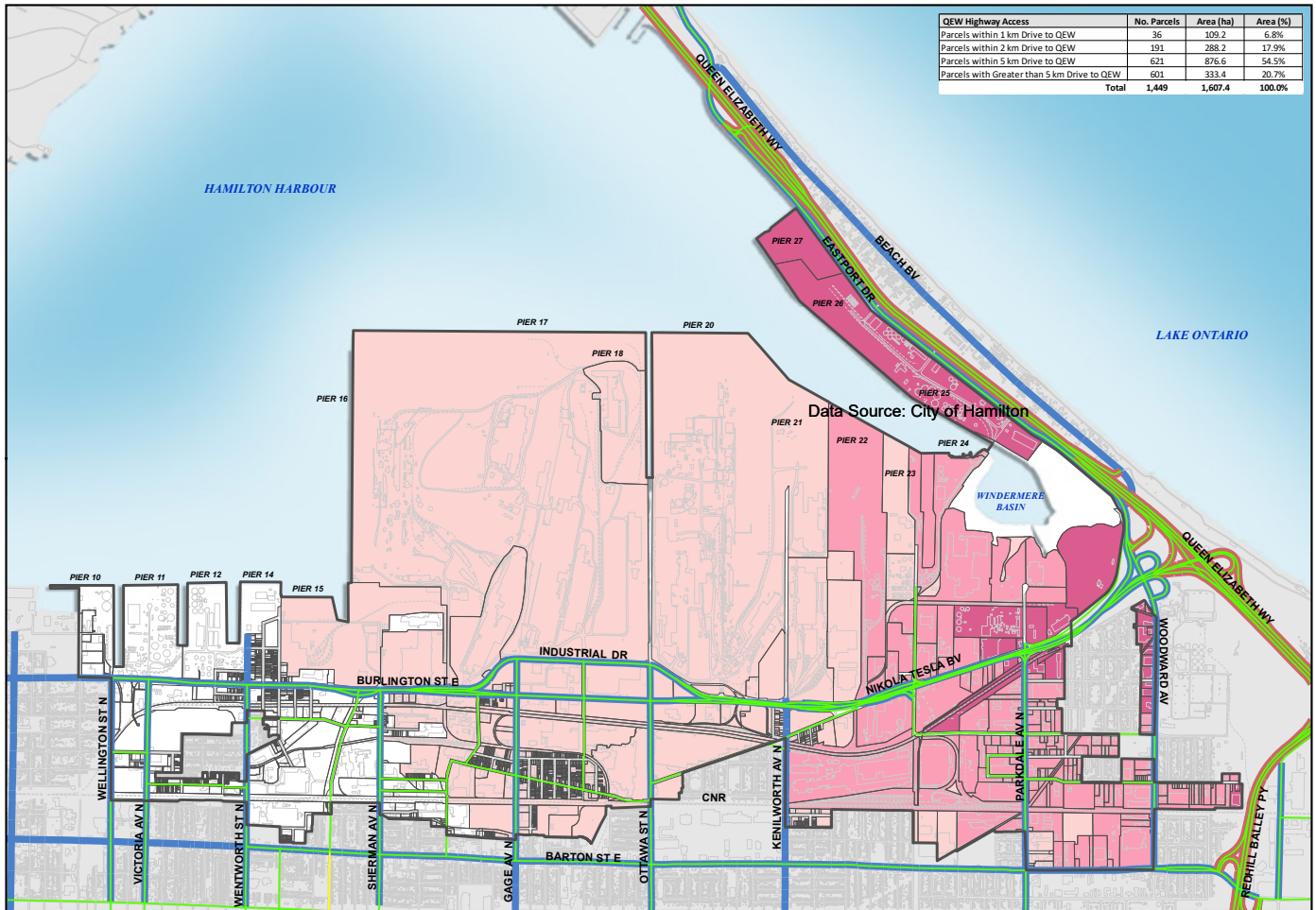


March 26, 2019  
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FIGURE 3.7  
**QEW HIGHWAY ACCESS**



**Legend**

- QEW Highway & Interchange
- Major Road
- Full Time Truck Route
- Part Time Truck Route
- Parcels withing 1km Drive to QEW
- Parcels withing 2km Drive to QEW
- Parcels withing 3km Drive to QEW
- Study Area Boundary



March 26, 2021

Scale 1:25,000

Kilometres



Source: City of Hamilton



## 3.10 RAIL NETWORK

— The Bayfront is very well connected with both Canadian National Railway (CNR) and private tracks throughout the site and various crossings either at grade or grade separated.

Rail access is desirable for many industries which require flexibility for goods movement. [Figure 3.8](#) shows rail access in The Bayfront, revealing that over 75% of the parcels within The Bayfront have access/potential access to the existing rail network. Rail access, combined with access to the QEW and the Port make The Bayfront one of the most well-connected industrial areas in the Greater Golden Horseshoe.

Rail service is also an increasingly important aspect to the function of the Port of Hamilton. In recent years, demand by existing and prospective tenants for more and better rail infrastructure at the Port has steadily increased. As such HOPA is actively pursuing several initiatives to enhance rail infrastructure for Piers 10, 22 and 26. The ability of the Port to receive unit trains of 50 or more rail cars will expand the Port's reach and service area, providing service to more

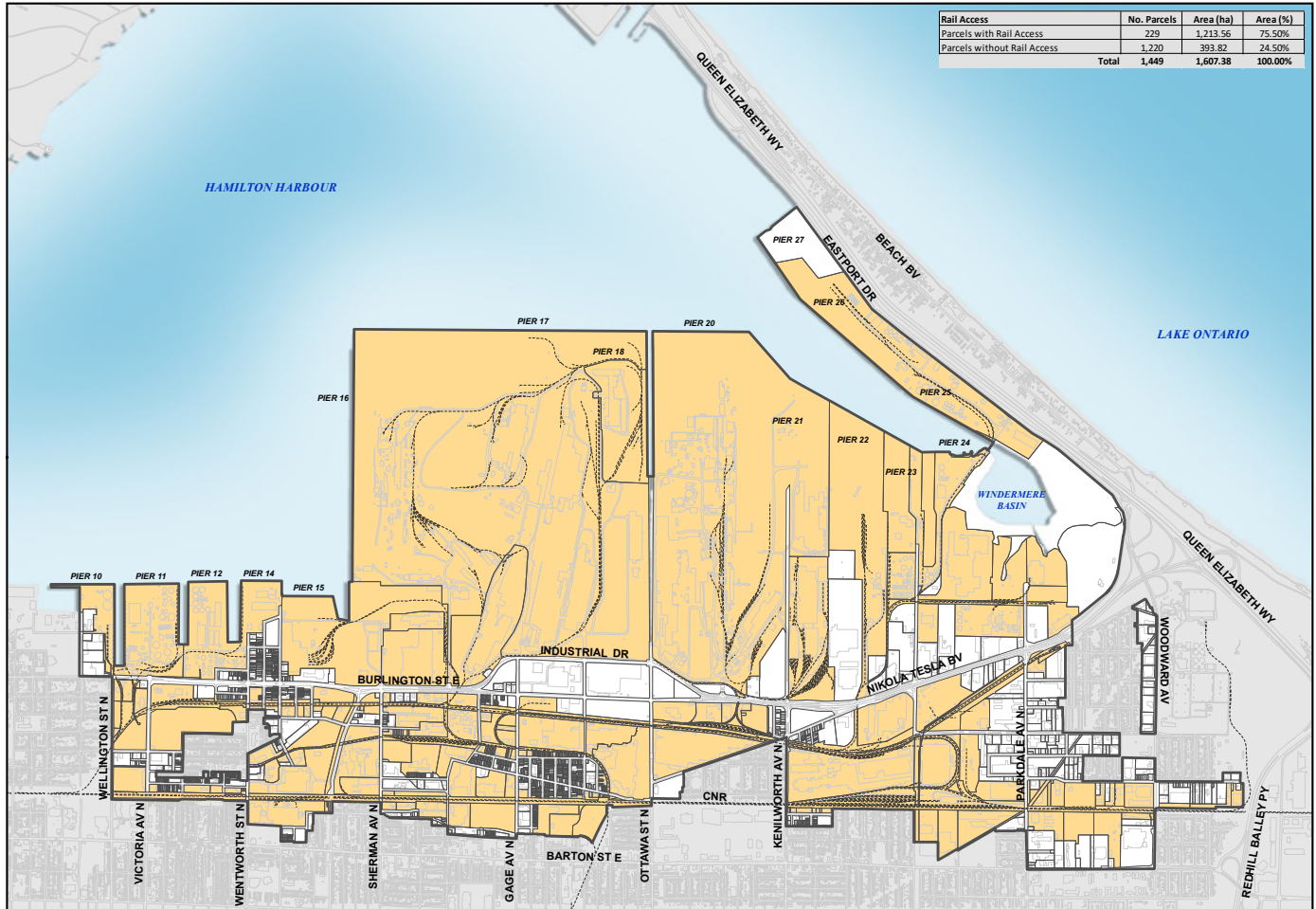
Canadian industries and businesses. Efficient use of rail rather than trucks for marine transload cargo also has the added benefit of reducing the number of trucks on local roadways.

While the railways are a significant and vital infrastructure asset for The Bayfront, the railways also create barriers to the free flow of people within and through the area. Rail crossings are embedded in Hamilton's local road network. They can be perceived as barriers to pedestrian and cyclists movement. With projected increased rail traffic associated with all-day two-way GO Transit service to Niagara coupled with intensification pressures, a strategic assessment of future grade separation candidate locations will need to be undertaken in coordination with Rail Safety Improvement Program, infrastructure, technology and research (RSIP-ITR) funding.



View of rail infrastructure in the Bayfront. Credit: Dillon Consulting

## FIGURE 3.8 RAIL ACCESS



### Legend

- Railway Network
- Rail Access
- Study Area Boundary



March 26, 2019

Scale 1:25,000

Kilometres





## 3.11 TRANSIT CONNECTIONS

— Transit services currently extend along most of the major roads in the area with the exception of Sherman Avenue.

There are 6 existing HSR transit routes which intersect or are adjacent to The Bayfront. [Figure 3.9](#) shows the current transit network in Bayfront, showing that most properties have access to bus transit (within 200 metres of a bus stop, representing a comfortable walking distance for bus access).

There may be an opportunity to extend the T-line (from the City's BLAST Network) north of Barton to better serve the area should demand along Kenilworth within the Bayfront study area increase.

The extension of GO services along the CNR corridor is expected to be completed by 2023 linking Niagara Falls to the West Harbour GO station in Hamilton. This increased commuter rail connectivity will also increase choice for people working in The Bayfront. While Metrolinx has no current plan to add an additional station between West Harbour GO and Confederation Stations in their 2041 Regional Transportation Plan, there

may be a long-term opportunity for an additional station central to The Bayfront Industrial Study Area.

A business case can be made that direct GO service would be a catalyst to support the redevelopment of this significant employment hub to better connect skilled workers in the GTHA to the area.

It is also worth noting that the City has signed a Memorandum of Understanding with the Province and Federal Government for a future Light Rail Transit line (LRT) that will connect McMaster University in the west end of Hamilton to Eastgate Square in the east. This transit investment has the potential to transform the way Hamilton moves in a more sustainable manner, diversify and intensify development in the City, and integrates with an overall efficient multi-modal transportation system, including integration with existing and potentially new HSR bus services.



View of incomplete multi-use Trail along Burlington Street East at Ottawa Street North. Credit: Dillon Consulting

## 3.12 ACTIVE TRANS- PORTATION

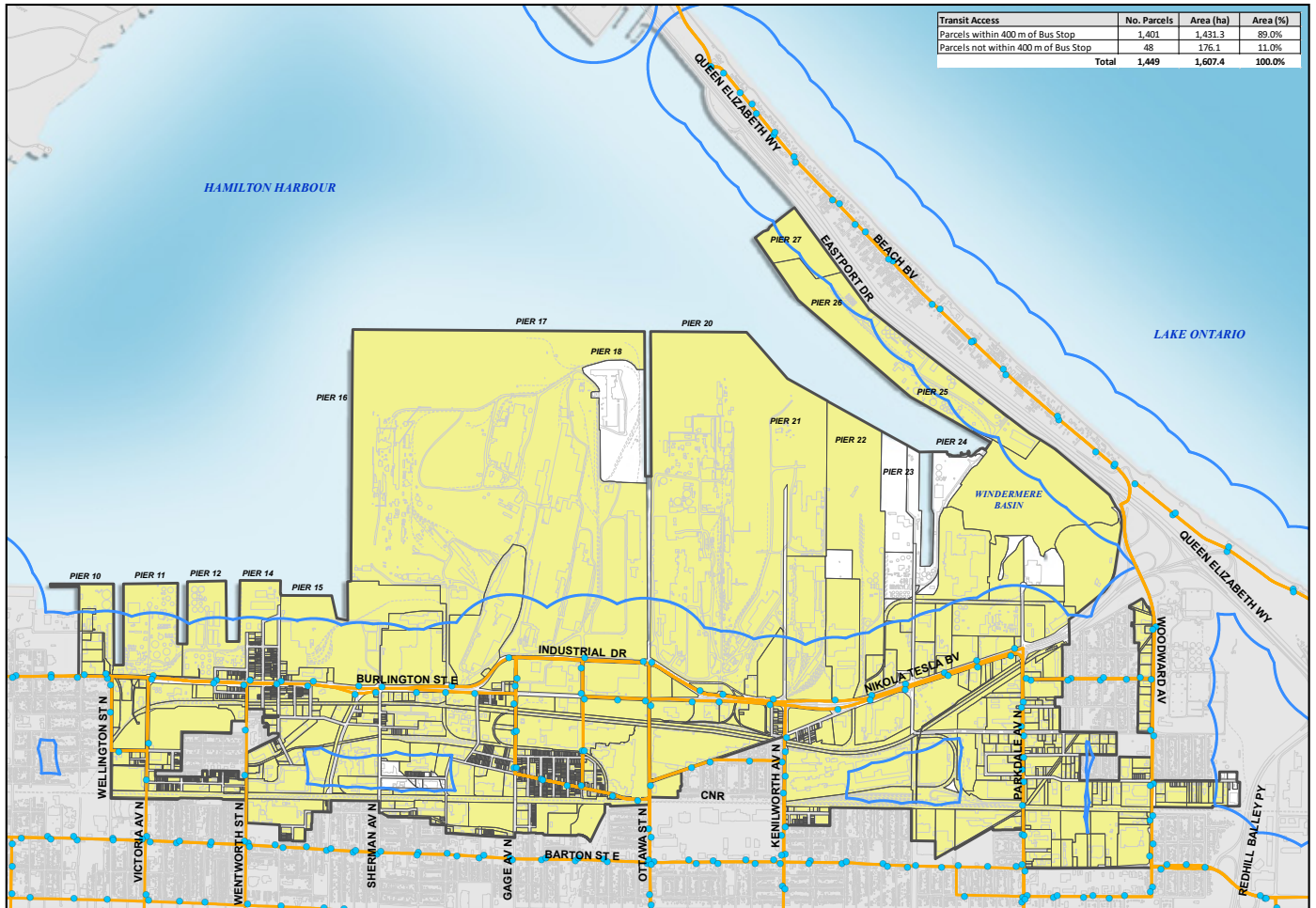
— Currently there is limited infrastructure for cyclists and pedestrians.

There are aging sidewalks, a short portion of off-road paved multi-use trail between Gage Avenue North and Ottawa St North, and a short stretch of dedicated bike lanes along Victoria Avenue North and Woodward Avenue. [Figure 3.10](#) shows the existing and planned active transportation improvements according to the City's Transportation Master Plan.

There are several proposed interventions including on-road bike routes and separated/off-road multi-use recreational trails. As there are existing and established residential areas within and adjacent to The Bayfront it is important to provide these amenities to residents as well as employees who may be using the active transportation network to get to and from work in The Bayfront. Many of the road rights-of-way are quite wide which pose excellent opportunities to accommodate dedicated active transportation facilities such as multi-use paths, wider sidewalks and safer pedestrian crossings. The direction has begun with the on-going review and update of Hamilton's City-Wide Transportation Master Plan.

There may be additional opportunities to provide further connections and a more integrated network throughout and connecting outside of the Study Area. Improvements to the active transportation network should be carefully and selectively implemented to minimize the potential for conflict between cyclists, pedestrians, automobiles, trucks and rail.

## FIGURE 3.9 TRANSIT ACCESS



### Legend



March 26, 2021

Scale 1:25,000

Kilometres



- Bus Stops
- Bus Routes
- Bus Stop 200m Radius
- Parcels within 200m of Bus Stop
- Study Area Boundary

Source: City of Hamilton



FIGURE 3.10

# ACTIVE TRANSPORTATION



## Legend

- Existing Multi-Use Path
- Existing Cycle Routes
- Parks
- Open Space
- Study Area Boundary

Source: 2018 Cycling Master Plan, City of Hamilton



**NORTH**

March 26, 2021

Scale 1:25,000

Kilometres





View of road condition in the Bayfront with rail and overhead infrastructure. Beauty in the Bayfront Photo Contest Submission. Credit: Bernard Buchanan

## 3.13 SERVICING INFRASTRUCTURE



— **The Bayfront is fully serviced with municipal water and a combined sewer collection system.**

From a municipal servicing perspective, the water supply network is located entirely within one pressure district and a significant number of large diameter watermains exist due to the area's proximity to the Woodward Wastewater Treatment Plant (located to the east of the Study Area). From a sanitary servicing perspective, the area is fully serviced by a combined sewer network that collects both sanitary and storm flows and directs them to the Woodward Water Treatment Plan. The use of combined sewers to collect both sanitary and storm flows is a legacy from a previous era and the City must exercise caution in how and where new inflows are introduced into this system to protect the service area from basement flooding during wet weather periods. Several large industries in The

Bayfront also maintain private systems for industrial wastewater treatment purposes. Some of these private systems are extensive, requiring regular maintenance/upgrades to ensure compliance with environmental regulations.

In general, the area is well serviced with municipal water services but has limited sanitary and storm sewer capacity. As such, there are a few items to consider in the context of The Bayfront Strategy and Action Plan:

- Watermains, sanitary and storm sewer replacement due to age and condition occurs on a regular basis. There is an opportunity to coordinate all future public works projects in the area to align the full range of improvements that occur within the municipal right of way (e.g. water, sanitary, storm, active transportation, streetscape, roadway, etc.);
- In general, there is adequate water capacity and limited sewer capacity

throughout the area, and modelling and analysis is normally required when the intensity of a proposed use differs from existing conditions;

- For redevelopment of larger sites where land is to be further subdivided into smaller parcels, there can be additional effort to add connections and, in some cases, reconcile abandoned on-site private service infrastructure and include brownfield remediation;
- From a stormwater perspective, there may be opportunities to address issues related to combined sewers such as directing storm flows north to the harbour or the use of other forms of stormwater infrastructure, such as low impact development to improve water quality; and,
- Harbour flood levels should be monitored, and flood mitigation strategies updated on an as needed basis.



View of road condition along Beach Road with industries adjacent to residential uses. Credit: Dillon Consulting





View of existing condition at east Gateway, Nikola Tesla Boulevard prior to the first instance of the split in expressway and collector road infrastructure infrastructure. Credit: Dillon Consulting

## 3.14 CLIMATE CHANGE AND ENVIRONMENTAL CONDITIONS

— The Bayfront is a mature industrial area and with the exception of the naturalized lands in Windermere Basin, much of the area has been fully developed.

With over 100 years of relatively continuous industrial development, there are a number of environmental challenges to be addressed. From a soils perspective, most of the lands within The Bayfront have been developed on reclaimed land of unknown quality. Furthermore, taking into account any risks associated with the historic land use it would be appropriate to characterize most areas within the Bayfront as brownfields with a high degree of complexity.

The expectation is that a certain degree of remediation and or risk management will be required as land is redeveloped over time. The City recently updated its Environmental Remediation and Site Enhance (ERASE) Community Improvement Plan incentives which are intended to help offset some of the front-end costs for remediation. There is a need to regularly monitor and track the success of various brownfield

programs to ensure that they are well aligned with market needs and reasonably capture the range of redevelopment challenges in The Bayfront.

From a water quality perspective, it was noted earlier that water quality in Hamilton Harbour has improved over time with concerted effort to manage the quality of water flowing into the Harbour and to restore degraded areas. This has been achieved through a combination of both improved policy and regulation as well as physical infrastructure improvements implemented on behalf of the Federal Government, the City, local industry, stakeholders and a number of other partners.

There will be opportunities to continue to build on the positive momentum from the Hamilton Remedial Action Plan and help to improve water flows and quality controls as redevelopment occurs throughout the Bayfront (at both the site level and more broadly through municipal infrastructure improvements).

From a climate change perspective, The Bayfront has a significant impact on the how the City measures up against various climate change metrics and in particular air quality. From a greenhouse gas (GHG) perspective,

the Bayfront's steel sector represents the largest source of GHG emissions, accounting for approximately 40% of all GHG emissions in the City of Hamilton in 2018.

Recognizing The Bayfront's role as a major industrial area, there is an opportunity to more aggressively offset the area's GHG emissions through a combination of efforts – including but not limited to supporting green industry investments in new technology, energy efficient building design, co-generation, district energy and increased greening of the area as a whole (e.g. increasing the tree canopy).



View of existing condition at west Gateway, Burlington Street East at Wellington Street North. Credit: Dillon Consulting



## 3.15 STREET SCAPES

— The term streetscape is used to generally refer to the natural and built fabric of the street, and is defined as the quality of the street, how it functions and how it looks.

A streetscape includes the roadway and adjacent boulevard, including sidewalks, trees and landscaping, lighting and street furniture. The streetscapes within the study area have different functions, some are mainly used by industry for goods movements, some cater to residential neighbourhoods and some provide connections to neighbourhoods and industrial blocks.

Cluster as well as great views to the lake. It should be noted though, that the elevated portion (Nikola Tesla Boulevard) is currently limited to vehicular movement only. The ground level portion underneath provides access to connecting streets and neighbourhoods. Currently the spaces are underutilized, as they are vacant or used for overflow parking. This underutilized space underneath the overpass infrastructure has great potential for improvements visually and physically to enhance for visitors, residents and employees through refreshed surfacing, plantings, public art and lighting.

The quality of these streetscapes varies but all have tremendous opportunity for improvements. Treatments such as the introduction of street trees, the provision of appropriate active transportation infrastructure and low-impact development technologies such as rain gardens or bioswales would help to enhance the area's streetscapes and functions.

In addition, there is also an opportunity to review the pedestrian infrastructure to ensure alignment with City standards. The Province's Accessibility for Ontarians with Disabilities Act (AODA) requires employers to remove barriers which restrict access to employment opportunities. In the context of The Bayfront upgrading sub-standard pedestrian infrastructure (e.g. curb cuts, narrow sidewalks, etc.) would help to improve overall access to the area.

One unique aspect of The Bayfront's streetscape is the elevated roadway experience. Two instances occur along Burlington Street which affords the public with the opportunity to pass through the study area through two separate experiences depending on the route they take. The elevated portion of Burlington Street (the more express route through the area) lets the public see into some of the hard working sectors of the Steel

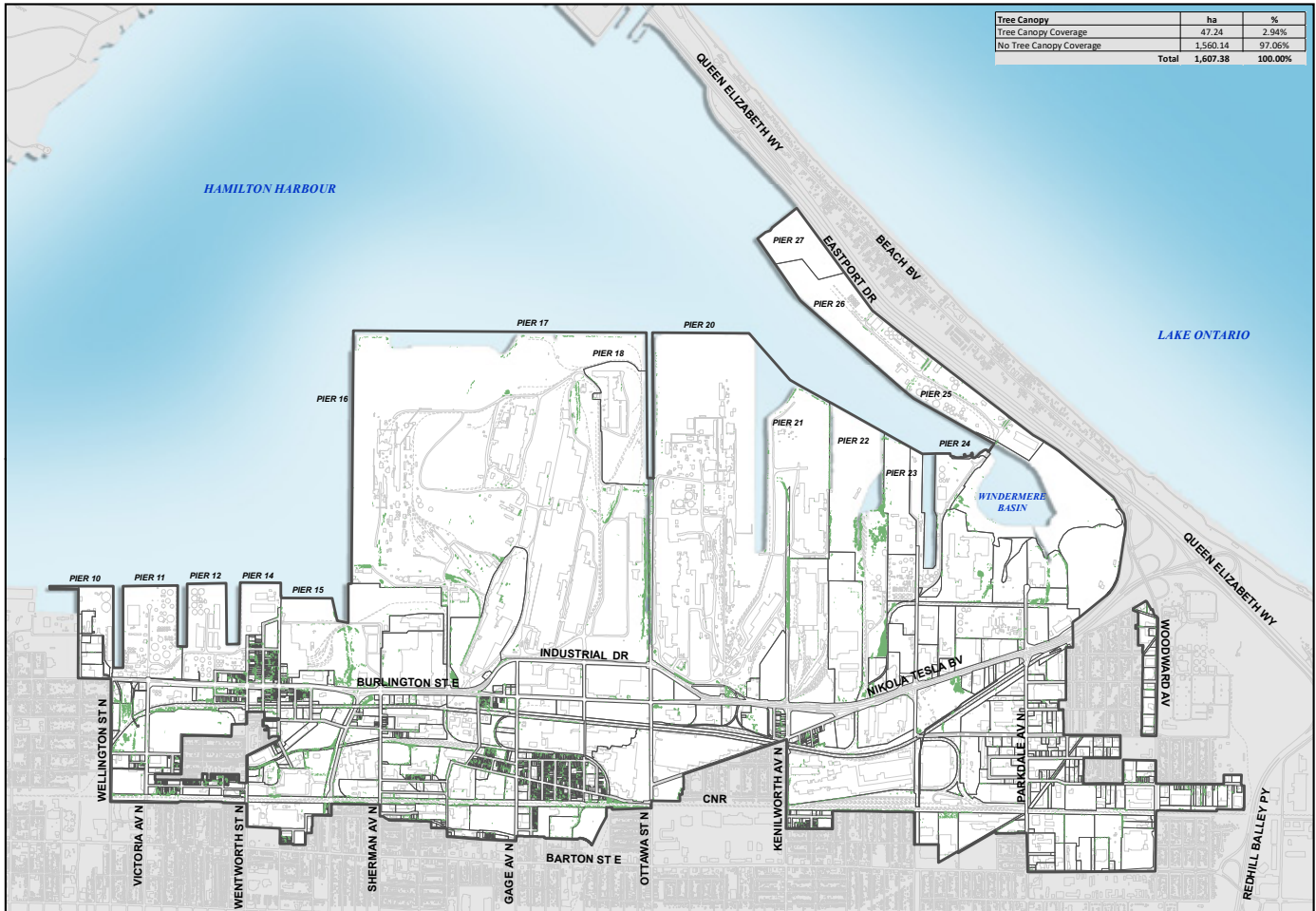


View of existing condition at Birch Street Dog Park, one of the few park spaces in the Bayfront. Credit: Dillon Consulting



View of community driven-pop up community garden in enclosed Empire Steel parking lot, showing desire for public open space. Credit: Dillon Consulting

# FIGURE 3.11 TREE COVERAGE



## Legend

- Forest Canopy Coverage
- Study Area Boundary



March 26, 2019

Scale 1:25,000

Kilometres



Source: City of Hamilton, Community Planning GIS Section





View of Hamilton Harbour from water's edge pier.  
Beauty in the Bayfront Photo Contest Submission

## 3.16 GATEWAYS, UNIQUE VIEWS AND VISTAS

— Gateways are strategic entry locations and are intended to signify the physical transitions from one area to another.

The Bayfront's major gateways are on the east and west end of the arterial road system. These occur at the QEW exit to Nikola Tesla Boulevard and at the Wellington Street North intersection. A number of minor gateways are located along the transition zone along the edge of the Study Area (where land uses transition from residential to industrial or commercial to industrial) at the various north-south connections between Wellington and Woodward including:

- Wellington Street North;
- Victoria Avenue North;
- Wentworth Street North;
- Sherman Avenue North;
- Gage Avenue North;
- Ottawa Street North;
- Kenilworth Avenue North;
- Parkdale Avenue North; and,
- Woodward Avenue.

At most of the existing gateway locations there is little to signal to visitors/ employees that you are entering The Bayfront. There are informal gateway elements such as the initial split of Burlington Street into an elevated road and hydro tower infrastructure. At this gateway there is opportunity for a more intensive design due to the wide right of way and open lawn area. To the west at Wellington there are slight gateway treatments with a decorative planted median but the remaining landscape leaves much to be desired.

There are many unique views of The Bayfront and within The Bayfront. The most iconic view is of the working waterfront and Hamilton Harbour, which is most visible from the QEW heading towards Niagara. Another unique and interesting view is of the industrial infrastructure including some of the large equipment.

These elements are inherent to The Bayfront's history and help to reinforce The Bayfront's identity as an active industrial area. Views of this equipment should be maintained, and in the future enhanced with aesthetic applications such as interesting paint colours, or murals. Another of The Bayfront's unique vistas is that of the Escarpment, which is most visible when looking south along north/south corridors intersecting with Barton Street East and Burlington

Street. The Escarpment is one of the major features in Hamilton, so protecting views to the Escarpment are extremely important. Future building heights, and additional infrastructure will need to be carefully planned in order to preserve and protect key north/south views of the water and the Escarpment and interesting views of key industrial infrastructure elements.



View of escarpment from north-south connector street in the Bayfront. Credit: Dillon Consulting



View of overhead industrial infrastructure. Credit: Dillon Consulting





## 3.17 TREE CANOPY AND PUBLIC SPACES

— Trees are an important and easy way to improve air and water quality as well as storm water management when applying a climate change lens to the redevelopment potential of this area.



Trees provide a number of environmental, economic and social benefits, several of which are of particular relevance for The Bayfront:

- Trees can help to reduce air pollution by absorbing gases and emissions (e.g. ozone, nitrogen dioxides, and sulfur dioxide), while at the same time producing oxygen. Trees also intercept fine particulate pollutants (e.g. dust) on their leaves;
- Trees remove atmospheric carbon and store it in their tissues (called carbon sequestration). By removing carbon from the environment, trees reduce the impacts of climate change;

- Tree canopies and roots absorb rainfall and reduce storm water flows and flooding;
- Trees provide habitat for urban wildlife, contributing significantly to local biodiversity;
- Trees moderate temperatures by providing shade and by releasing water vapour (through transpiration), which reduces temperature. Trees also lower energy costs by providing shade and shelter from wind;
- Trees enhance the overall appeal of an area by providing shade and beauty, encouraging people to walk which contributes to improved physical and mental health; and
- Trees increase property values and a well-developed urban forest improves aesthetics and has the potential to attract new industries and investors.

The estimated tree canopy coverage in The Bayfront is less than 3% (see [Figure 3.12](#)). There is a significant opportunity to improve the tree coverage in The Bayfront and help to transition the area into a cleaner, greener industrial campus. Efforts to expand the urban forest in The Bayfront would align well with the City's Urban Forestry Strategy, which aims to increase the City's overall canopy to 30%. Opportunities to increase the tree coverage in The Bayfront would include both private lands (in particular to enhance street presence of existing facilities also to soften the interface between industrial and residential uses) and also a number of the area's most prominent streets which currently have little coverage, such as:

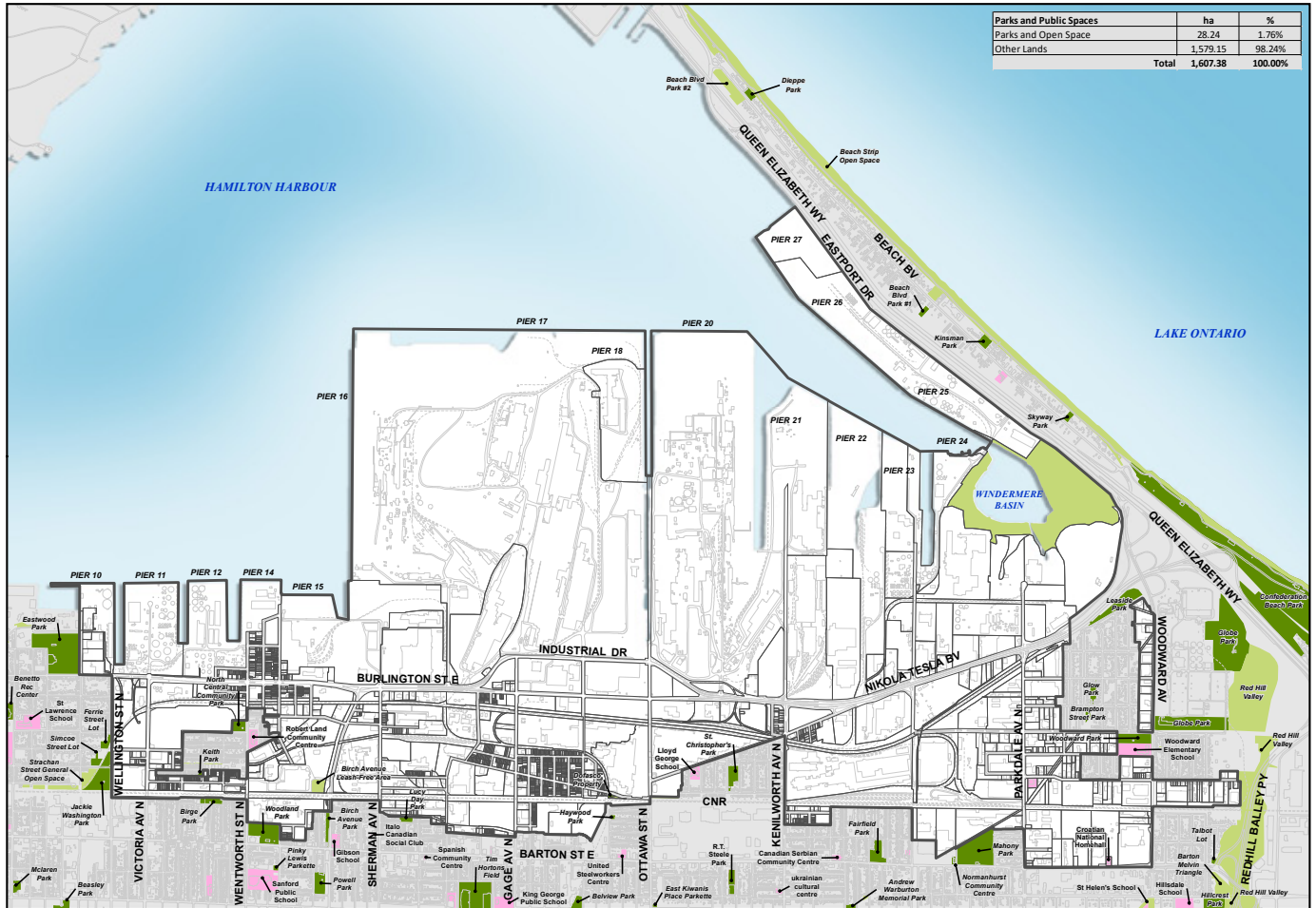
- Burlington Street East;
- Industrial Drive;
- Nikola Tesla Boulevard;
- Wellington Street North;
- Victoria Avenue North;
- Wentworth Street North;
- Sherman Avenue North;
- Gage Avenue North;
- Ottawa Street North;
- Kenilworth Avenue North;
- Parkdale Avenue North; and,
- Woodward Avenue.

There are three developed public open spaces (see [Figure 3.12](#)). The smallest park is Dofasco Property Park which contains a children's playground. The second is Birch Street Dog Park, which is a large open space mainly for off-leash dogs. The last is the Windermere Basin. The Windermere Basin area is a visibly softer area within an area which is mostly comprised of hard surfaces. The Windermere Basin project was launched to restore the local ecosystem and provide areas for natural wildlife and passive parkland for recreational use. The vegetation, the walking trails, the views to the water and the visual interaction from across the basin grant the public access into the workings of The Bayfront at a safe distance. The success of the Windermere Basin project provides a positive example of what can be achieved when stakeholder, the public and governments work together to solve problems and restore natural systems. It is also worth noting that the City recently approved a new park space near Barton and Gage Street.



FIGURE 3.12

# PARKS AND PUBLIC SPACES



## Legend

- Parks
- Open Space
- School/Community Centres
- Study Area Boundary



March 26, 2021

Scale 1:25,000

Kilometres



Source: City of Hamilton



## 3.18 WAYFINDING



— Wayfinding within The Bayfront is largely focused towards automobile and truck traffic.

There is very little by way of wayfinding to help signal direction to pedestrians and cyclists. This is an important opportunity for an improved public realm. Another opportunity to enhance the public realm is through public art and cultural heritage interpretation.

As noted in Section 2, The Bayfront has a rich heritage, and there are many topics which could help to tell the story of The Bayfront which could be located within the public realm.



View of Burlington Street Overpass infrastructure with the accompanying collector road underneath. Credit: Dillon Consulting

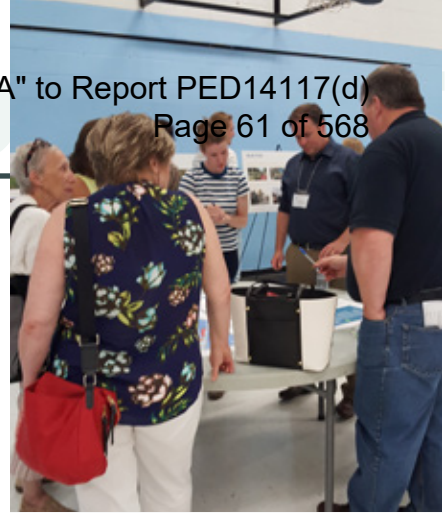


04



# STRATEGY





Public Meeting #2 Breakout Activities - June 2018.  
Credit: Dillon Consulting

## 4.1 WHAT WE HEARD

— The overall process to develop the Strategy has included wide-reaching engagement with City staff, members of the public and a variety of other stakeholders through various activities and events, including:

- Regular meetings and workshops with the City's Project Team and the City's internal Technical Advisory Team;
- Community Focus Group Meetings with members drawn from The Bayfront's neighbourhood associations, Barton Street BIA, Chamber of Commerce, Environment Hamilton, Hamilton Industrial Environmental Association, the Cotton Factory and the Hamilton Port Authority;
- Meetings with representatives from the Mississaugas of the New Credit First Nation;
- On-line activities to engage with Hamilton's youth demographic;
- Participation in community events

to solicit feedback from members of the public (Art Crawl, PED Talks and Barton Street Festival);

- Steering Committee Meetings with members drawn from the Hamilton Oshawa Port Authority (HOPA), Arcelor Mittal Dofasco, Avison Young Commercial Real Estate Brokerage, McMaster Innovation Park, Ward 3 Councillor and Stelco; and
- Formal public open house events as well as other informal activities intended to garner feedback from the public, such as the Beauty in The Bayfront Photo contest and speaking events (PED Talks).

The above-noted activities and events allowed the City and Consultant Team to share technical information, best practices and have meaningful dialogue with participants to better understand their perceptions and ideas. The various engagement activities produced a wide range of feedback and in general, a number of positive and progressive ideas for renewing The Bayfront. The following section provides a brief snapshot of the feedback received and how it helped to shape the key elements of the Strategy.

In earlier phases of the project, participants were asked to help

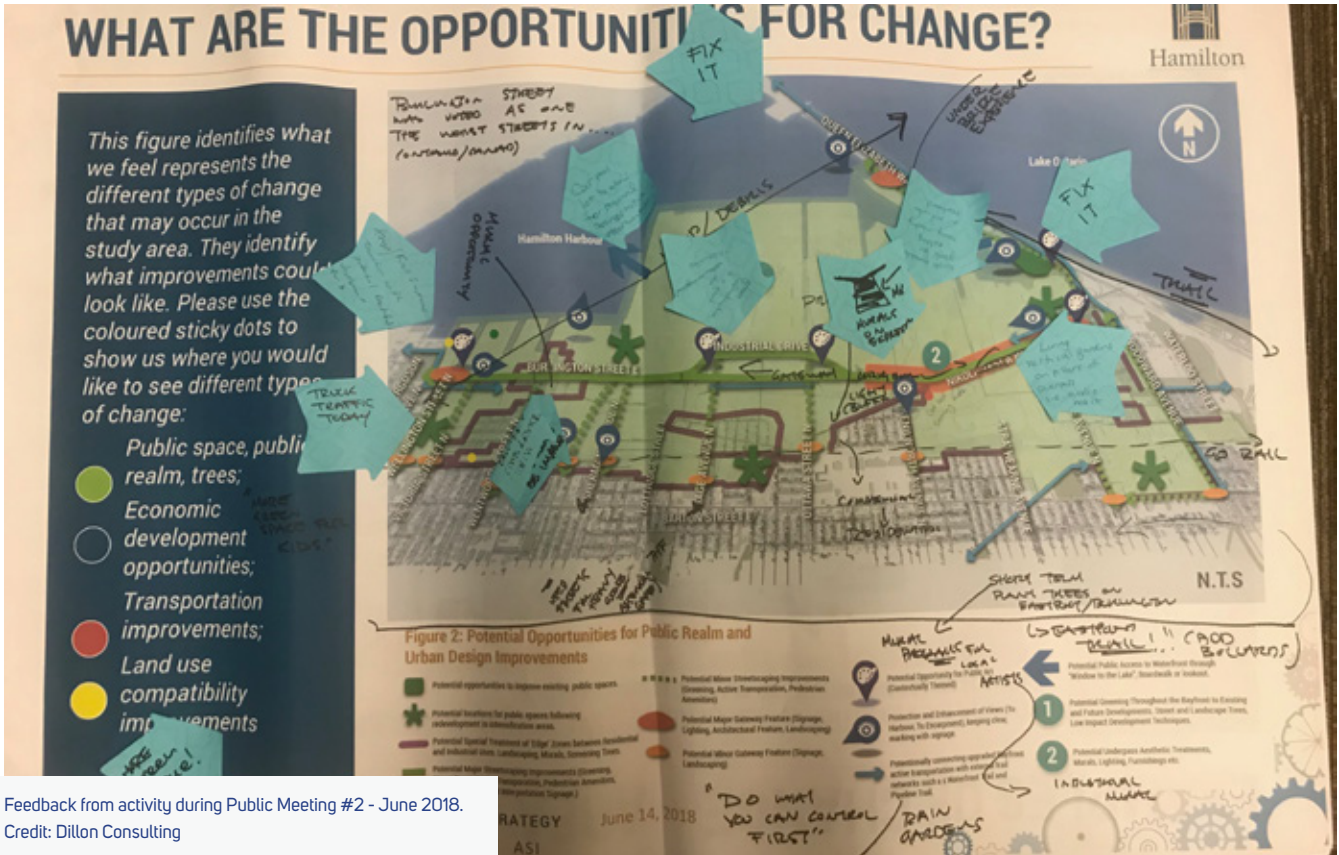
identify major issues or opportunities for improvement (including a number of topics discussed in Section 3). Building on the feedback on issues and opportunities participants were engaged to think about their vision for The Bayfront and what the future could look like. Through several activities held with City Staff, the Focus Group, the Steering Committee and members of the public, participants were asked to help identify guiding principles and their overall vision for The Bayfront. The feedback from these activities helped to shape the vision and objectives for the Strategy.

The images on the following page illustrate feedback received during consultation.

Finally, one of the key ideas to emerge through the engagement sessions was around the notion of The Bayfront as one large industrial campus. The campus idea grew out of an exploration of best practices for large greenfield industrial parks and smaller innovation districts. The principles of economic development, innovation and green development are well captured in the campus concept and form an important element of the overall Vision, which is described in the next section.



Word cloud which was generated from feedback collected at the Public Meeting in June of 2018 to help form the Vision.



Feedback from activity during Public Meeting #2 - June 2018. Credit: Dillon Consulting





Beauty in the Bayfront Photo Contest Submission

## 4.2 THE VISION FOR THE BAYFRONT

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**“A modern industrial campus for innovation, clean industry, resilience and progress”**

### The Vision Story

The Bayfront will continue to be one of the City's major employment areas, home to a diverse range of economic activities that enhance the global competitiveness of the City and the Greater Golden Horseshoe.

The Bayfront will continue to hold a high number of jobs and be planned to attract a wide range of innovative, and synergistic creative industries.

The Bayfront will feature attractive green streets and a number of green infrastructure elements which support improved air, soil and water quality.

Redevelopment in The Bayfront will celebrate the rich social, cultural and environmental history through a wide variety of public art, wayfinding, murals, public institutions and public spaces.

The area's multi-modal transportation system will enable industries to efficiently move goods via water, air, rail, or roads. Well-connected roadways, transit, bike lanes, multi-use paths and sidewalks will offer residents and employees a full range of transportation options to safely access, move through, and enjoy The Bayfront. The Port will continue to be a vital piece of infrastructure, helping to support a number of economic activities within The Bayfront (and beyond).

## 4.3 OBJECTIVES



— The following subsection outlines the 10 main objectives for The Bayfront and also includes potential measures of success.

The measures of success are suggestive to illustrate how aspects of each objective can be measured to track implementation (i.e. progress tracking/monitoring). Specific actions for the objectives can be found in Section 5 – Action Plan and are identified with icons relating to each objective.

- 01 **Maintain the employment function of The Bayfront**
- 02 **Attract a mix of high quality industrial uses to complement existing industrial strengths**
- 03 **In appropriate locations, promote a greater diversity of uses**
- 04 **Promote brownfield redevelopment, adaptive reuse, and employment land intensification**
- 05 **Improve air, soil and water quality within The Bayfront**
- 06 **Improve the attractiveness of both the public and private realm through urban design excellence**
- 07 **Provide opportunities to resolve existing land use compatibility issues**
- 08 **Conserve and celebrate cultural heritage resources**
- 09 **Continue to improve the transportation network**
- 10 **Provide opportunities for public access to the waterfront and enhance important views and vistas**



DRAFT

# 01



## Maintain the employment function of The Bayfront

As the City's largest employment area, there is a need to maintain and protect the employment function of The Bayfront over the long term.

The Bayfront should maintain the strength of existing industrial sectors, including manufacturing, storage and transportation, commercial and office uses.

### Potential Measures of Success

- Net positive change in overall Bayfront employment levels
- Net positive change in Bayfront sectoral employment levels
- Net positive change in employment density from 12 jobs/ha to 29 jobs/ha

# 02



## Attract a mix of high quality industrial uses to complement existing industrial strengths

High quality industrial uses are those activities which have a high-quality building/site design combined with either high employment densities or a high level of capital intensity.

It is important to continue to attract new industries which support Hamilton's Steel Cluster by diversifying the value chain (e.g. automotive component manufacturing, downstream steel production, fabrication, coating, etc.), ultimately reinforcing the strength of Hamilton's steel cluster.

### Potential Measures of Success

- Estimated annual private sector capital investment
- Number of new jobs created
- Number of high-quality developments (e.g. new developments which achieve Green Building Development standards or win design awards) transportation, commercial and office uses



03



### In appropriate locations, promote a greater diversity of uses

To support the overall competitiveness of The Bayfront it would be appropriate for the City to proactively identify specific locations where additional diversification of non-residential uses could help to improve the overall function of the employment area (e.g. amenity uses and supportive commercial uses for employees working in the area).

There may also be an opportunity to introduce other employment uses, such as research and development, light industrial or creative industries into transitional areas to help reduce the potential for land use impacts between residential and employment uses.

**Potential Measures of Success**

- Number of new jobs in non-industrial sectors (diversity of employment)
- Number of Bayfront amenities
- Amount of amenity floor space
- Ratio of amenities to employees

04



### Promote brownfield redevelopment, adaptive reuse, and employment land intensification

The majority of the lands within The Bayfront are occupied and have several redevelopment challenges. Given the complexity of redevelopment challenges, the City should continue to expand opportunities to support brownfield redevelopment. A mix of different approaches should be employed.

**Potential Measures of Success**

- Number of brownfield redevelopments
- Amount of retrofitted floors pace
- Overall Floor Space Index for Bayfront increasing



## 05



### Improve air, soil and water quality within The Bayfront

This can be achieved through a number of tools. The first is through private sector capital investment into existing facilities to upgrade and improve private water, wastewater, stormwater and on-site air pollution controls.

More broadly, further area-wide master planning can be used to improve and upgrade public infrastructure in The Bayfront, which can be undertaken through the City's regular master planning cycles.

#### Potential Measures of Success

- Reduction in localized greenhouse gas (GHG) levels
- Increase in overall urban tree canopy
- Positive changes in Hamilton Harbour phosphorous loads
- Number of remediated sites or volume of clean fill added
- Improvement in air quality by reducing the concentration of pollutants (measured in parts per million)

## 06



### Improve the attractiveness of both the public and private realm through urban design excellence

The Bayfront is well-positioned to retain existing industries and attract new investment due to its location, size and access to a multi-modal transportation network. Additional efforts to improve the overall physical environment through urban design and place-making will further enhance The Bayfront's investment position, offering employers and investors an opportunity to connect their brand and employees with a modern industrial campus.

#### Potential Measures of Success

- Number of Bayfront-specific place-making initiatives (e.g. new public spaces, private/public art, gateway improvements, etc.)
- Number of award-winning design projects
- Amount of capital infrastructure investment in the public realm

Urban Design Guidelines has been prepared alongside this report as a companion document. Please refer to [Appendix A](#).

## 07



### Provide opportunities to resolve existing land use compatibility issues

Other elements which will help to improve The Bayfront's competitive position are strategies to reduce the potential for land use conflict between employment and residential uses. A variety of measures should be piloted throughout The Bayfront to find the right balance between regulatory and incentive-based tools.

#### Potential Measures of Success

- Reduction in number of nuisance complaints to both the City and the Ministry of Environment

## 08



### Conserve and celebrate heritage resources

Important aspects of The Bayfront's rich cultural heritage should be celebrated and conserved, as this will help to improve the overall brand of The Bayfront and also provide a vehicle for celebrating a unique aspect of the City's character.

There are multiple ways to advance this objective, be it through the future improvements to the public realm or through private industry led-initiatives.

#### Potential Measures of Success

- Number of heritage building adaptively reused, conserved and/or restored
- Number of cultural heritage enhancement or celebration projects



## 09



### Continue to improve the transportation network

The Bayfront's multi-modal transportation network is one of its major strengths, offering industry access to the QEW, rail networks and the Port.

Modern industrial parks offer a full range of transportation connection opportunities and the area's competitive position will be further enhanced through a selection of targeted improvements to road safety, active transportation, truck routes and transit.

#### Potential Measures of Success

- Reduction in number of collisions
- Increases in transit ridership
- Total km of continuous active transportation infrastructure
- Amount of multimodal capital investment in transportation network

## 10



### Provide opportunities for public access to the waterfront and enhance important views & vistas

The view of the industrial shoreline from the Skyway Bridge offers a panoramic view of Hamilton's industrial waterfront. Other areas within The Bayfront offer impressive views of the Niagara Escarpment and Hamilton Harbour.

Improving and enhancing important views and vistas, as well as offering selected access to shoreline locations (for viewing purposes) is another way to improve the brand of The Bayfront.

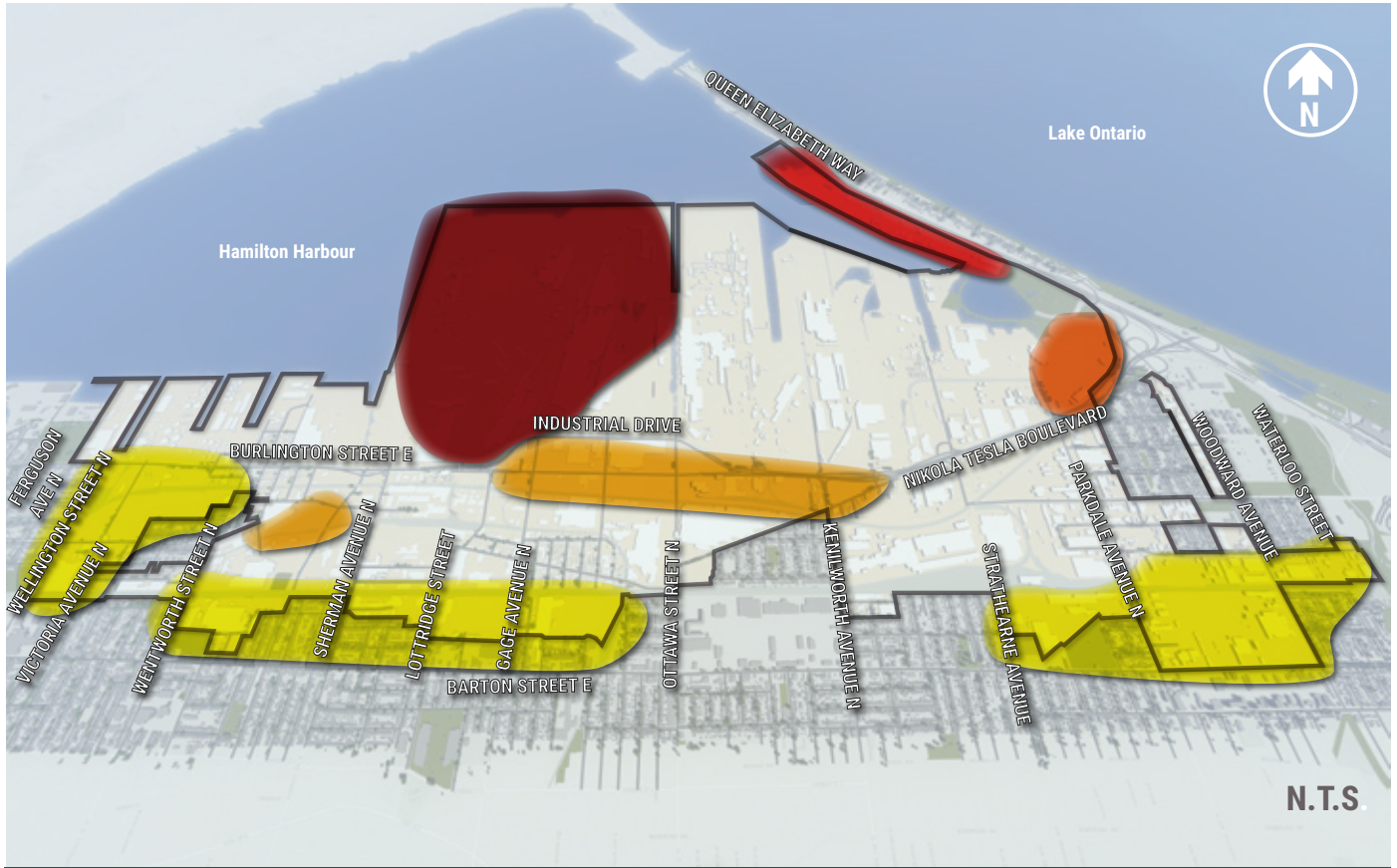
#### Potential Measures of Success

- Number of locations with public access to waterfront for viewing
- Number of enhanced views of Escarpment or waterfront



FIGURE 4.1

# POTENTIAL OPPORTUNITY AREAS FOR CHANGE



## Legend

- Portions of the Stelco Site**  
 Potential opportunity to consolidate current uses elsewhere on site and redevelop western half for prestige waterfront employment uses
- Pier 25-27**  
 Potential opportunity to intensify port-related uses
- QEW Gateway**  
 Potential opportunity for higher profile gateway redevelopment, greening, and leveraging access and visibility to QEW
- Burlington Street Corridor**  
 Potential opportunities for mixed industrial infilling along Burlington Avenue
- Edge Areas**  
 Potential opportunities to transition edge conditions from vacant/under-utilized uses to a range of more compatible employment-based uses





FIGURE 4.2

# OVERALL POTENTIAL OPPORTUNITIES FOR PUBLIC REALM AND URBAN DESIGN IMPROVEMENTS



## Legend

- |   |  |   |  |
|---|--|---|--|
|  Potential opportunities to improve existing public spaces.                              |  Potential Major Streetscaping Improvements |  Existing Lookout to the Waterfront.   |  Maintain views |
|  Potential locations for public spaces following redevelopment in intensification areas. |  Potential Minor Streetscaping Improvements |  Potential Public Access to Waterfront.  |  Protect views  |
|  Potential Special Treatment of 'Edge' Zones between Residential and Industrial Uses.    |  Potential Major Gateway Feature            |  Potential Greening Throughout the Bayfront to Existing and Future Developments. |  Enhance views  |
|   |  Potential Minor Gateway Feature            |  Potential Underpass Aesthetic Treatments  |  |



05



# ACTION PLAN



# THE ACTION PLAN

## 5.1 CONTENT

— The vision and objectives outlined in the previous section provide direction for how The Bayfront should be improved over time.

They are general and directional in nature, leaving room for further refinement at the implementation stage. The opportunities for potential change and the action plan in this section are intended to inform the implementation phase (Phase 3 of The Bayfront Industrial Area Renewal project) by identifying a number of possible opportunities for how the City can advance the Vision and achieve the Objectives for The Bayfront. The following section presents the opportunities for potential change and the action plan.

Beauty in the Bayfront Photo Contest Submission

## 5.2 OPPORTUNITIES FOR POTENTIAL CHANGE

### What are Areas for Potential Change and Why are they Important?

Areas of potential change are lands within The Bayfront where some redevelopment has the potential to occur over the next 25 to 50 years. When looking ahead to the future it can be challenging to predict precisely which sites might redevelop or intensify over the time. Given this uncertainty and the large size of The Bayfront, it is appropriate to identify the broad areas where redevelopment is most likely to occur, as this will allow for general alignment between future public infrastructure investment and potential private sector redevelopment. Alignment between public and private investment will ensure the City maximizes the potential for positive change in The Bayfront.

### How were Areas of Potential Change identified?

In considering where potential change could occur, the following aspects were considered:

- Nature of current uses and availability of lands for redevelopment (vacant lands, under-utilized lands);

- Location and geography (gateway sites, high profile sites, etc.);
- Ownership (public vs. private);
- Presence of stable uses which are unlikely to change (parks, public spaces, existing transportation corridors, HOPA lands, etc.);
- Historic uses (longstanding steel industries); and,
- Parcel sizes.

Essentially the areas where redevelopment is least likely to occur is within well established, stable areas. Established areas are comprised of existing uses which are unlikely to change such as parks and public open spaces, low-density, residential neighbourhoods, the uses within HOPA's control, and well established and longstanding industries along the waterfront and Burlington Street, especially those that are functioning within the Heavy Industrial Area.

### Where are the Areas of Potential Change?

Based on the criteria presented above, as well as feedback from various stakeholders, the following have been identified as the Areas of Potential Change for The Bayfront:

- Edge Areas;
- Along the Burlington Street Corridor;
- QEW Gateway Lands;
- Piers 25-27; and,
- Portions of the Stelco Site.

Figure 5.1 presents the locations of potential change and demonstrates that there are some areas within The Bayfront which may see intensification over the long term. It is important to note that conditions can change and over time there may be other areas to consider and there is always potential to update aspects of this Strategy as time conditions evolve.



Example of revitalized space underneath overhead infrastructure, The Bentway, Toronto, Ontario. Credit: Shawn Goldberg



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## Edge Areas

The edge areas tend to be transitional in nature and include a wide range of uses, such as warehousing, commercial, light industrial, office, vacant lands and some low density residential uses. Due to the fact that the parcels are smaller in size and that they are further away from the perceived 'heavier industries' these transitional areas have some potential for change. The transitional edge has multiple opportunities to transform vacant and underutilized uses to a palette of more compatible employment based or employment supportive uses for the established industries in The Bayfront.

Edge areas identified in [Figure 5.1](#) include lands located southeast of the Burlington Street East and Wellington Street North intersection; lands located between Wentworth Street north and Ottawa Street North south of the rail line to the study area boundary; and lands located at the south east portion of The Bayfront, between Strathearne Avenue and Waterloo Street straddling both sides of the rail line.

## Burlington Street Corridor

The second area of potential change is located on or near the Burlington Street East corridor. Burlington Street is the main east-west arterial road and links the lands in The Bayfront to the QEW in the east and West Harbour in the west. It is a strategic corridor, one where there are a number of opportunities to achieve multiple objectives noted in the previous section. And while most of

the lands along the corridor maintain active industrial uses, including a number of industries within the heavy industrial area, there are several vacant sites as well as a number of under-utilized properties which could prove to be attractive for infilling and redevelopment given the high-profile location of the lands.

## QEW Gateway

The third area of potential change is located at the interchange of Nikola Tesla near the QEW. This is an important site within the context of The Bayfront, as it is one of the first visible areas when exiting the highway and entering into the industrial area. The high visibility of the lands at a key gateway location presents a unique opportunity for redevelopment and employment land intensification. While the lands are mostly developed at present (currently being used for metal recycling), over the long term, one could imagine the area being transformed with a landmark building or series of buildings which could also play into the recently revitalized Windermere Basin Park.

## Pier 25-27

The fourth area of potential change is located along the parcels which front onto Eastport Drive as well as the QEW. They are all under the authority of HOPA and were recently identified in HOPA's Land Use Plan for marine industrial uses. According to the land use plan, HOPA will also be making a number of landscaping improvements to beautify the edge of this area and improve visual appeal of these lands.

## Portions of the Stelco Site

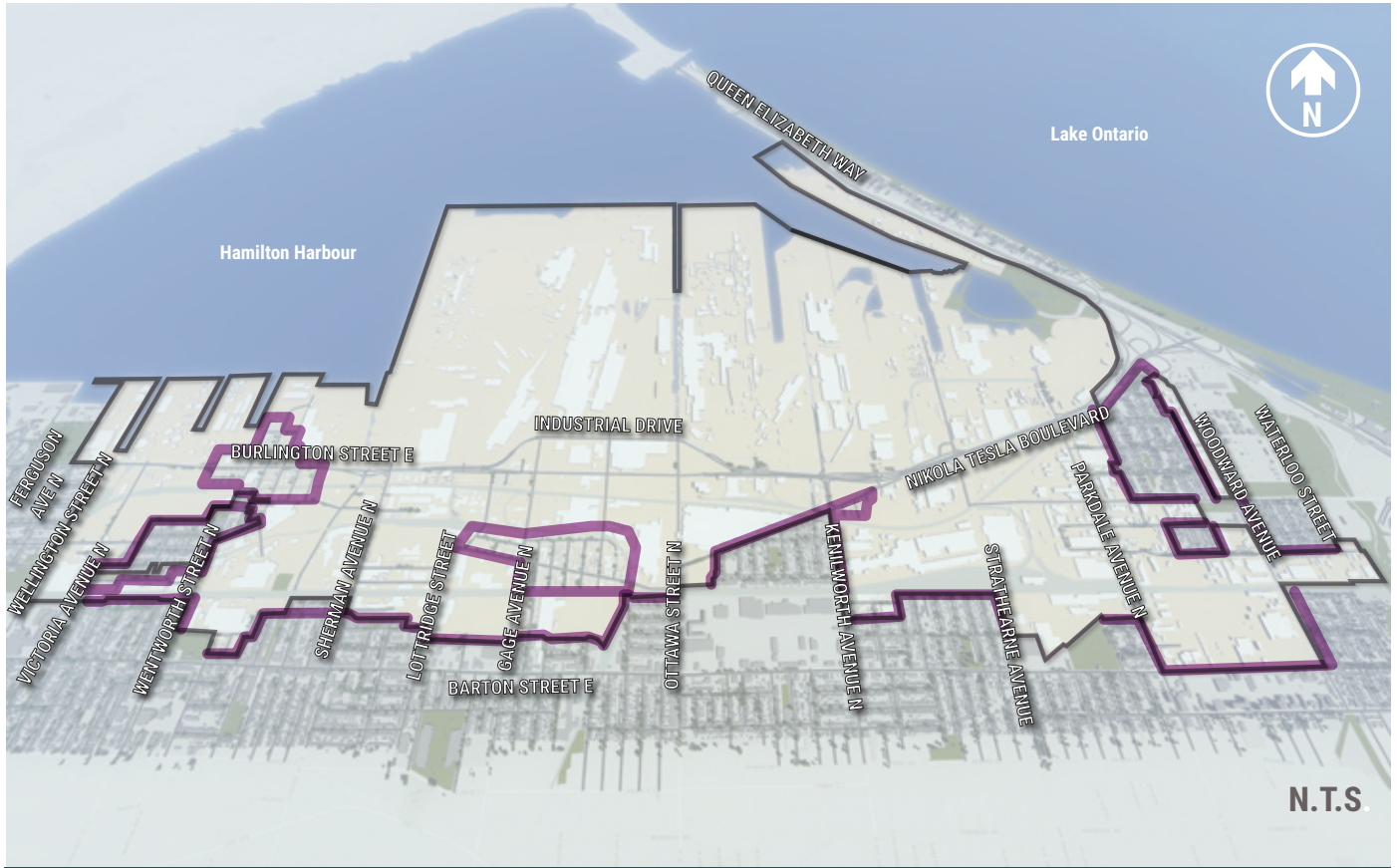
There is a portion of the Stelco site which is expected to be redeveloped in the future. A large parcel on the north end of the site which fronts onto the Hamilton Harbour has a number of potential redevelopment opportunities. And while portions of the broader Stelco site are currently being used for heavy industrial activities, there are parts of the site which are not actively being used and over time the expectation is that a portion of the site could become available for redevelopment and intensification.



Example of greening using paving and soil cell system for maximum overhead canopy, East Bayfront, Toronto, Ontario. Credit: Dillon Consulting



FIGURE 5.1  
**EDGE ZONES**



### Legend

- Potential Special Treatment of 'Edge' Zones between Residential and Industrial Uses. Landscaping, Murals, Screening Trees.

Note: Information contained in this figure is for illustrative purposes only to inform the analysis and development of the Bayfront Industrial Area Renewal Strategy and Action Plan



## 5.3 LAND USE DIRECTIONS

— There are several land use planning opportunities that will help to advance the Vision for The Bayfront.



As discussed in the previous subsection, there are a number of specific geographic areas in the Bayfront that have potential for land use change. An important next step in this exercise to better understand the range of potential options in each location, given the site specific constraints/opportunities. Accordingly, the City should consider developing land use options for the Areas of Potential Change, along with an evaluation and potential policy (Secondary Planning, Area Specific Policies etc.) and zoning recommendations to help align land use compatibility constraints with market and non-market opportunities. It should be noted that The Bayfront is identified as a Provincially Significant Employment Zone (PSEZ) in the Provincial Growth Plan (2019). As such, conversion of lands to non-employment uses is not foreseen as part of the strategy.

In addition, there are several other land use planning opportunities that will advance the vision for The Bayfront:

- The City will need to undertake a housekeeping Zoning By-law Amendment to capture the regulation changes needed to advance the diverse needs of existing and potential future businesses in the Bayfront;

- There is also an opportunity to establish a new Community Improvement Plan and Community Improvement Project Area for industrial/commercial properties within The Bayfront to allow for specific programs that implement the various objectives of the Bayfront Strategy. The programs could include façade improvements, sustainable retrofits to existing buildings, conservation of cultural heritage assets, screening, wayfinding and landscaping improvements;
- To manage the impact of nuisance effects during brownfield redevelopment the City should develop demolition guidelines for the Bayfront Industrial Area, including dust and pest mitigation requirements through consultation with the Ministry of the Environment, Conservation and Parks; and,
- Consider updating the overall Bayfront Strategy every ten years to coincide with the City's five-year Official Plan review cycle to ensure that the vision, objectives, strategy and action plan to respond to new emerging issues and opportunities.



# 5.4 STREETSCAPE AND PUBLIC REALM OPPORTUNITIES

## Public Realm

The public realm is a broad term that refers to publicly owned places and spaces that belong to and are generally accessible by everyone. The public realm in the context of the Bayfront includes municipal streets and intersections, sidewalks, trails, parks, open spaces, the waterfront, public art and signage.

## Streetscapes

Improving the streetscapes is one effective way to bring visible change to the Bayfront. Most people experience the Bayfront from the road network and there are a number of opportunities to enhance and improve the streetscape experience. Recognizing that not all streets have the same function, the approach to streetscaping should consider at least two hierarchies of improvement: Major Streetscaping Improvements and Minor Streetscaping Improvements. Major Streetscaping treatment is needed on the major arterial road through the Bayfront which is Nikola Tesla Boulevard / Burlington Street East. This is the Bayfront’s primary corridor and would require significant improvements, such as:

- Intensive overall greening, including intensive landscaping at gateways and street trees along the full length of corridors;
- Off road active transportation facilities (building from existing planned multi-use trail improvements);
- Pedestrian amenities such as benches, lighting, waste management receptacles and connections to other public spaces;
- Incorporation of wayfinding and Bayfront area branding to raise profile and awareness of anchor businesses; and,
- Interpretive historical plaques and cultural signage where appropriate.

There are also several streets which would be suggested for Minor Streetscaping Improvements. These would occur on the various north-south streets which connect to the major arterial road and into the rest of the city, with Ottawa Street representing one of the most prominent opportunities for improvement given its central location. Improvements could include:

- Light overall greening, including street trees where feasible;

- Accommodation of off-road active transportation facilities;
- Visible and accessible public art;
- Modest pedestrian amenities and connections to other public spaces.

Refer to [Figure 5.2](#) to see locations for streetscape improvements. Additional details are also included in the Urban Design Guidelines attached in [Appendix 1](#).

## Gateways

In addition to Streetscape Improvement opportunities there are a number of key intersections within the Bayfront that act as gateways – places of arrival and transition – which could benefit from further public realm improvement. To complement Major Streetscape Improvements, Major Gateway Improvements should be considered for the areas around Wellington Avenue and Burlington Street East and at Nikola Tesla Boulevard and the QEW. Minor Gateway Improvements should be considered for the key intersections of major north-south collector roads, mostly south of Barton Street. Major and Minor Streetscape Improvements are shown on [Figure 5.3](#).



FIGURE 5.2

# POTENTIAL STREETScape IMPROVEMENTS



## Legend

- Potential Major Streetscaping Improvements (Greening, Street Trees, Active Transportation, Pedestrian Amenities, Wayfinding / Cultural Interpretation Signage.)
- - - Potential Minor Streetscaping Improvements (Greening, Active Transportation, Pedestrian Amenities)

Note: Information contained in this figure is for illustrative purposes only to inform the analysis and development of the Bayfront Industrial Area Renewal Strategy and Action Plan





FIGURE 5.3

# POTENTIAL GATEWAYS



## Legend

-  Potential Major Gateway Feature (Signage, Lighting, Architectural Feature, Landscaping)
-  Potential Minor Gateway Feature (Signage, Landscaping)

Note: Information contained in this figure is for illustrative purposes only to inform the analysis and development of the Bayfront Industrial Area Renewal Strategy and Action Plan





## 5.5 MOVEMENT & ACCESS IMPROVEMENTS

— There are a number of opportunities to improve road safety, goods movement as well as pedestrian and active transportation access throughout the Bayfront.

### Road Safety

In general, the existing road network is not expected to have major capacity constraints over the short term. Looking ahead to the future there are a number of potential enhancements which could improve the overall functionality of the network. For example, where redevelopment is proposed there will be potential to selectively introduce smaller block sizes. There also will be opportunities to examine the individual function of the streets and evaluate them with a Vision Zero and the City's Strategic Road Safety Program lens, so that certain roads receive the appropriate treatment. Local roads, arterial roads and goods movement routes should be looked at and upgraded appropriately. The Bayfront is and will remain an industrial area and the logistics of industry need to be maintained and potential for conflicts minimized. At the same time there are opportunities

to make improvements to the roads that will benefit all users and a fully integrated approach is required.

### Transit Network

As the Bayfront grows and evolves there will be a need to update and improve access to transit. Opportunities for improving access to transit include a number of active transportation improvements "first mile/last mile" improvements and pedestrian improvements to streetscapes as discussed previously.

In addition to reviewing and updating HSR's bus transit connections in the Bayfront, there is a need to identify other transit connections such as new locations for more bike-share access and a longer-term goal of connecting this employment area with regional transit by developing a business case for a potential GO Transit Station (centrally located off of Ottawa Street and south of Burlington Street).

### Trails and Cycling Network

There are numerous opportunities to connect to the existing and proposed trail and cycling networks within the Bayfront. Due to the limited nature of existing and available public open space, the active transportation network and trails are

the key connectors to the existing and proposed trails and cycling facilities such as the Waterfront Trail network and the proposed extension to the Pipeline Trail at the south east end of the study area. Improving the east-west trails/connectivity through the Bayfront represents a significant opportunity, with potential to safely link Hamilton's waterfront area to the neighbouring Burlington waterfront. Refer to [Figure 5.4](#) to see locations of existing and potential locations for trails and connections.

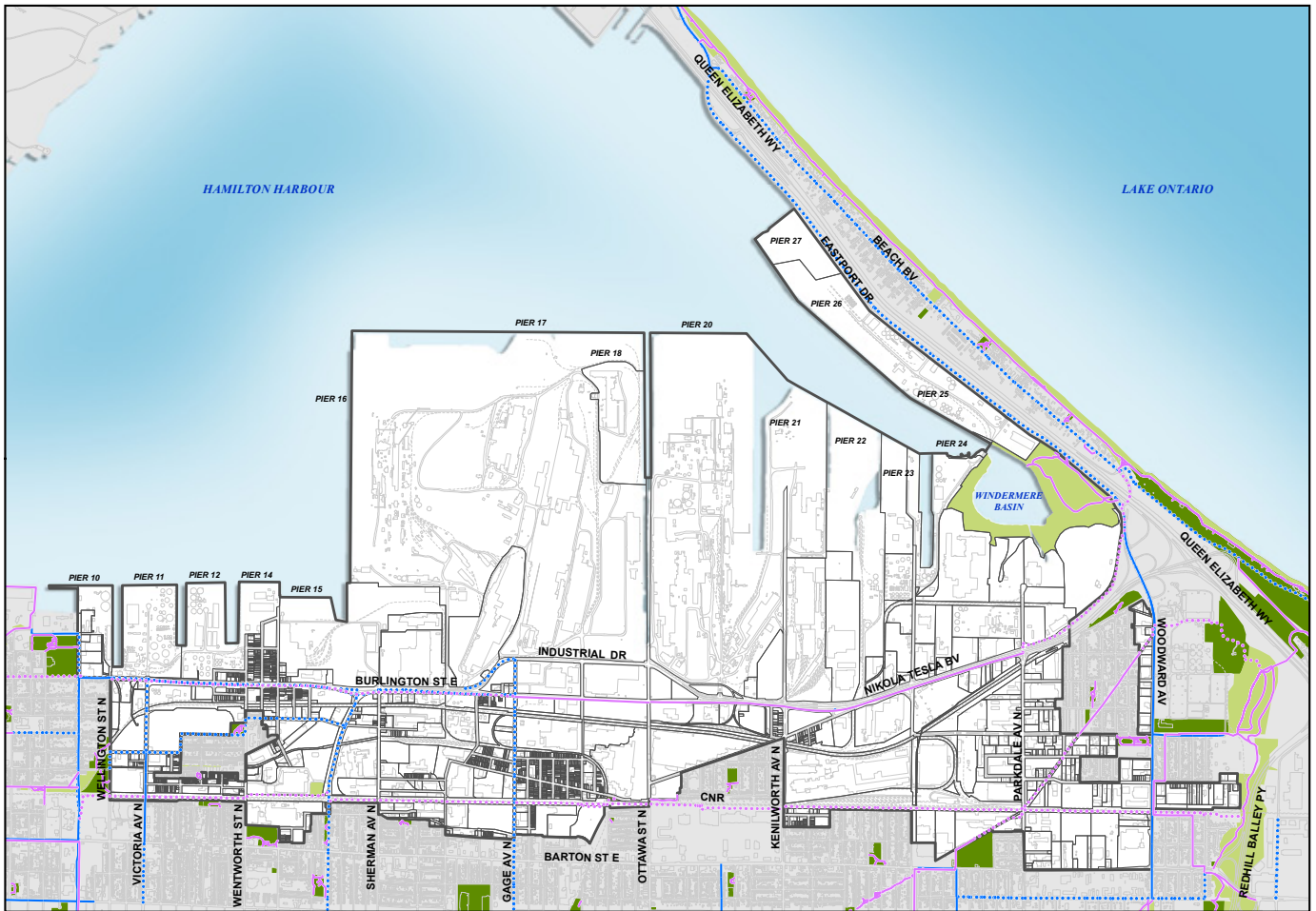
### Public Access to Waterfront

In general, there is very limited public access to the waterfront in the Study Area. Safety and security are the two limiting factors for allowing the general public to reach and experience the water's edge. However, there are opportunities to develop lookout type features, 'Windows to the Lake' or a boardwalk to the water through redevelopment, intensification and partnerships with entities like the Port. One lookout space was recently implemented by the Port Authority at their Hillyard building parking lot to allow the public a good vantage point. Another lookout / boardwalk opportunity is at the existing Windermere Basin. Refer to [Figure 5.5](#) to see locations of potential locations for public access to the waterfront.



FIGURE 5.4

# PROPOSED ACTIVE TRANSPORTATION



## Legend

- Existing Multi-Use Path
- - - Proposed Multi-Use Path
- Existing Cycle Routes
- - - Proposed Cycle Routes
- Parks
- Open Space
- Study Area Boundary



NORTH

March 26, 2021

Scale 1:25,000

Kilometres



Source: City of Hamilton, 2018 Cycling Master Plan



# FIGURE 5.5 PUBLIC ACCESS TO WATERFRONT



## Legend

- Existing Lookout to the Waterfront.
- Potential Public Access to Waterfront.

Note: Information contained in this figure is for illustrative purposes only to inform the analysis and development of the Bayfront Industrial Area Renewal Strategy and Action Plan



## 5.6 INDUSTRIAL HERITAGE & CULTURE OPPORTUNITIES

Hamilton's Bayfront is rich with Industrial heritage that tells the intricate story of achievements, ambition, technological changes over time, and the vital labour that is important to many generations of Hamilton families. Conservation of heritage resources while creating new and inspiring facilities for the present and the future has the opportunity to benefit the broader community as well as the owners and tenants of these spaces.

The remains of our industrial heritage may be more than buildings that housed industrial activity, they can be landscapes, machinery, servicing, and industrial remnants and other evidence of processes and productions. Many of these historical elements offer an opportunity for reuse or to be repurposed. Adaptive reuse can contribute to the building of social and cultural capital, environmental sustainability, and unique aesthetic employment spaces.

The Bayfront has a rich cultural heritage with a number of potential opportunities to conserve, enhance and celebrate its legacy, such as:

- Improving public awareness of the area's significance through education (e.g. brochures, tours, workshops with landowners, developers, etc.) and also by incorporating aspects of heritage and culture into the wide range of planned physical improvements for the area (e.g. streetscaping, public art, wayfinding/signage, trails, etc.);
- Developing and maintaining a heritage resource inventory for the area;
- Developing a pilot program for collecting and storing salvaged historic materials for reuse in future public and private projects;
- Prepare guidelines for conserving industrial heritage buildings and complexes and,
- Providing information on the indigenous history of the area prior to industry and the evolution of the shoreline (through historic shoreline mapping).

## 5.7 PARKS & OPEN SPACE OPPORTUNITIES

### Parks and Open Space

There are few public open spaces or parks in the Bayfront. When areas of change come up for redevelopment, it is strongly suggested that some type of public open space be incorporated to help provide employees and residents with additional access. [Figure 5.6](#) shows the potential locations for improving the Bayfront's parks and open space system through enhancements/restoration of existing spaces and also potential locations for new public open spaces. The areas on the map are indicated to help provide more equitable access throughout the Bayfront and within the areas of change that were identified earlier. These spaces could be more urban or greener depending on the context of the new development.

### Public Art

Public art is another way for municipalities to bring stronger identities or stronger sense of place to an area. Art helps connect people to spaces and areas, and they also help to be informal wayfinding features for people in the area. Bayfront has an interesting history and there are numerous ways it can be represented in public art. The theme can also be reflective of the particular neighbourhood or event that is contextually significant.

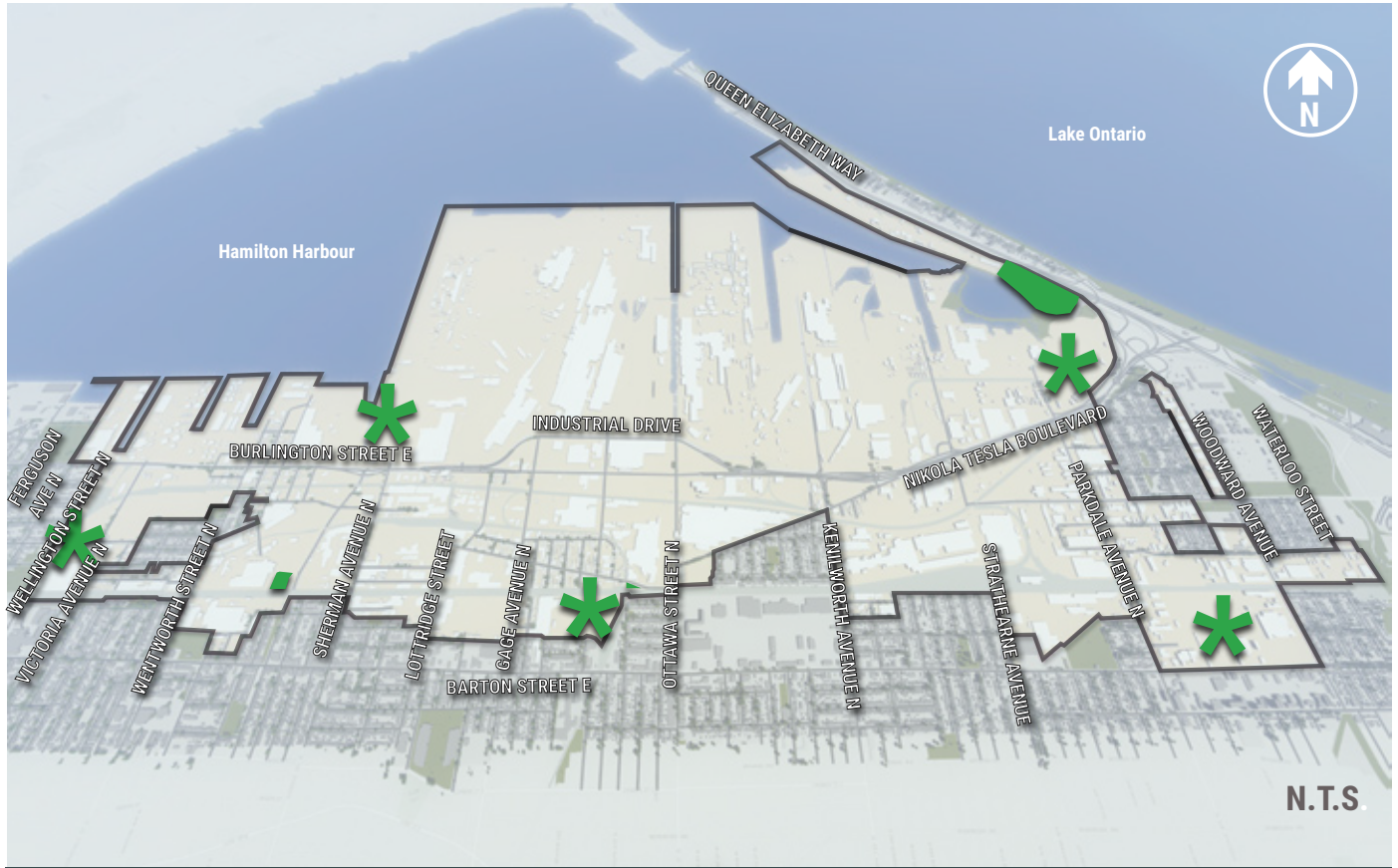
### Views and Vistas

There are a variety of views of, and from the Bayfront which are important and require protection. The view of the Bayfront is one of the first glimpses of Hamilton that can be seen upon arrival over the Skyway Bridge. There are also a number of important views of the Niagara Escarpment which should be preserved and enhanced. Refer to [Figure 5.7](#) for additional details.





FIGURE 5.6

# POTENTIAL PUBLIC OPEN SPACE IMPROVEMENTS



## Legend

-  Potential opportunities to improve existing public spaces.
-  Potential locations for public spaces following redevelopment in intensification areas.

Note: Information contained in this figure is for illustrative purposes only to inform the analysis and development of the Bayfront Industrial Area Renewal Strategy and Action Plan



FIGURE 5.7

# IMPORTANT VIEWS AND VISTAS



## Legend

- Maintain views of iconic industrial overhead infrastructure.
- Protect views of the Niagara Escarpment.
- Enhance views to and from the water.

Note: Information contained in this figure is for illustrative purposes only to inform the analysis and development of the Bayfront Industrial Area Renewal Strategy and Action Plan



## 5.8 SERVICING, SUSTAINABILITY AND FLOOD PROTECTION OPPORTUNITIES



### — There are a number of opportunities to improve servicing and flood protection and to also promote sustainability within the Bayfront:

- Work with the Provincial and Federal governments to explore and develop new financial tools which promote sustainable buildings and infrastructure (e.g. Sustainable Rebate Program for LEED certified buildings);
- Identify lands which are to be conveyed to the City for public streets as redevelopment of larger parcels occurs;
- Establish a tree planting fund and task force to work with the private landowners to increase the area's tree wide canopy;
- Integrate wastewater and green infrastructure into public street design to help improve storm water management and air quality and,
- Developing tools to promote adaptive reuse and retrofitting of existing buildings where appropriate, in an effort to reduce demolition waste, reduce resource consumption, and retain the original building's embodied energy (the energy and materials already used in making the building).

## 5.9 ECONOMIC DEVELOPMENT OPPORTUNITIES

### — The global and regional industrial landscape continues to evolve.

Emerging trends towards automotive/cognitive industrial processes, modular construction and renewable energy suggests that the City should consider tactics which help to modernize the Bayfront's positioning. To capitalize on future economic development opportunities, the Bayfront will need to enhance and evolve its value proposition and offer higher quality, modern industrial development opportunities in a campus-like setting. Some specific opportunities for the Bayfront include:

- There are a number of potential economic development opportunities in the Bayfront, including opportunities within the manufacturing, clean technology steel, automotive, life sciences, food and beverage, logistics, research and development, and creative industry sectors;
- Improve the range of support amenities within The Bayfront;
- Additional stakeholder engagement with private investors is required to affirm current and projected operational needs for existing/future industries;
- The development of a cohesive brand for the Bayfront, as a modern industrial campus;
- Confirmation of the governance model for the Bayfront (opportunity for BIA style approach);
- Capitalizing on the historic legacy of the Bayfront through adaptive reuse and celebrating elements of the Bayfront's unique character; and,
- Recognize that hydrogen is expected to play a key role in the success of decarbonisation in the industrial, transportation, and building sectors. The Bayfront has a unique opportunity to invest in projects and companies related to the production, transportation and end use of hydrogen, that can ensure long-term economic competitiveness as the world shifts towards a low-carbon future.

[Appendix 2](#) provides a detailed overview of the economic opportunities for the Bayfront.



# 5.10 KEY ACTIVATION INITIATIVES

— “A modern industrial campus for innovation, clean industry, resilience and progress” is a vision that will take decades to fulfill.



The desired end state is not something that can be defined completely and is not something that will be revealed or accomplished through a single action. Instead, it is a series of intentional actions, small and large that will provide for a gradual reveal of a meaningful and memorable evolution of the Bayfront Industrial Area.

To put this strategy in motion, key catalytic actions have been identified to fuel other actions in this document, and spur more organic change which capitalizes on the Bayfronts’ unique attributes and history. As such, the key activation initiatives identified here are not a complete list, as they represent the thinking at a specific point in time. The entire action list will require reflection and reassessment over time as society and technology changes requiring this list to adapt while the end goal remains the same.

### Key Actions:



#### Establish Leadership/ Governance

Governance helps to guide an operating model and ensure appropriate leadership and engagement to deliver the key actions toward results in a more efficient and effective manner. Requirements of this group include:

- Identifying a Bayfront Industrial Area Strategy Program office to provide oversight, guidance, reporting and direction throughout the process.
- Leadership that would advance key responsibilities of the groups mandate, governance, business case, budget and overall deliverables.
- Determining the Program budget, along with infrastructure capital and operating budgets through the short to medium term, along with defined benefits to the City and local economy.
- Lead the creation and partnership coordination of an Advanced Manufacturing and Innovation Campus within the study area.



#### Prepare, develop and implement Streetscape Master Plans

Streetscape Master Plans provide a broad design strategy and context for future physical, above ground improvements within the public realm. This action would target public realm improvements for 3 key corridors that serve as vital connections for goods movement and people:

1. Burlington Street between Bay Street North and Woodward Avenue;





2. Ottawa Street between Barton Street East and Burlington Street East/Industrial Drive; and,
3. The area underneath the elevated portions of Nikola Tesla Boulevard.

Streetscape design creates functional, active and vibrant streets that provide facilities to encourage walking, cycling, transit use, recreational use and social interaction in targeted areas. The successful coordination of these elements in an area with a high level of truck activity is necessary to create safe streets, good public realm spaces, and improved goods movement.



**Establish a Climate Change Readiness and Building Improvement Community Improvement Project Area (CIPA) and Community Improvement Plan (CIP)**

The Planning Act allows municipalities to prepare Community Improvement Plans to improve a defined target area through incentives. This action intends to define an area around 2 significant corridors as pilot areas with room to expand the boundary later:

1. Burlington Street between Bay Street North and Woodward Avenue;
2. Ottawa Street between Barton Street East and Burlington Street East/Industrial Drive; and,

Grants or loans are offered to owners as an incentive to build or repair properties to meet aims stated and defined in the plan. The Bayfront area has its own unique opportunities and challenges that differ greatly from other employment

areas across the City. The biggest threat to economic success in the Bayfront is climate change and loss of culturally significant history. It is recommended that a scoped CIP with a climate change and historic industrial preservation lens be established to target improvements to these aging corridors that serve as vital connections for movement of goods and people, mirroring the public realm improvements made through implementing Streetscape Master Plans.



**Build an internationally recognized architecturally unique flagship building**

A modernized architecturally significant building is a visual expression of change and innovation that the Bayfront Industrial Area needs.

The Bayfront seeks to be a leader in creating a modern industrial innovation hub/campus. This will require designed spaces – both physical and virtual – where start-ups that want to scale and have impact, anchor businesses that want to help them, researchers and academics can interact together to fuel innovative growth.

An architecturally significant building to house convention space, social space, research and innovation incubation space, and recreational space will represent a beacon of change. It will act as a catalyst in a domino effect to developing more sustainable and better designed buildings, facilities and structures, over time creating a more welcoming and desirable area to work, research and visit.

## Key Actions



# 5.11 IMPLEMENTATION



— The renewal of The Bayfront Industrial Area will be an incremental process with some larger transformational moves combined with many smaller incremental actions involving many different stakeholders and agencies.

As it is anticipated that these changes will take place over time, it should be noted that they may be further influenced by a range of evolving and often unpredictable forces. These include local and regional growth, demographic trends, market trends, and technological changes.

Much of the previous successes of The Bayfront Industrial Area have been market driven. A strategy-driven evolution will require long term commitment and leadership from both the City and private landowners. This commitment must

include strategic, phased public investments that will require on-going monitoring, maintenance and upgrades, and consistency with existing policies and adherence to recommended Urban Design guidelines ([Appendix A](#)) effecting The Bayfront Industrial Study Area.

The overall purpose of this section is to lay out the implementation framework for the plan. It should be noted that some recommendations may fall into multiple timeframes – short, medium and long. These recommendations are included in the timeframe they are anticipated to start and may be ongoing. Each item in the action plan includes a brief description and recommended timing for the action to be implemented. Timelines are as follows:

- **Short Term:** within the next five years;
- **Medium Term:** within the next ten years;
- **Long Term:** within the next ten years and beyond.

Renewal will also require commitment and investment from, and collaboration between the City of Hamilton, the Hamilton Oshawa Port

Authority, the Province of Ontario, the Hamilton Conservation Authority, business owners and employees, land owners, developers, local non-profit organizations, community groups, local indigenous groups, neighbourhood associations; and residents as a whole. The following four types of Partnerships will be used to describe the responsibility of undertaking the various implementation strategies:

- **Public Sector:** The City of Hamilton, the Province, Federal Government, Hamilton Conservation Authority...
- **Private:** Business Owners, Land Owners, Developers
- **Public Private Partnerships:** Partnerships between the Public Sector and Private Sector
- **Community:** Residents, Non-profit organizations, community groups, indigenous groups etc.

Note that the itemized listing of the actions does not imply importance of one item over another. The numbering provided is for organizational purposes only. [Table 5.10b](#) summarizes the actions in an implementation table.



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# ACTIONS

## Actions Towards:

- 1 Leadership & Land Use Policy
- 2 Public Realm Enhancements
- 3 Naturalization and a Livable Climate
- 4 Conserving and Celebrating Industrial Heritage
- 5 Better Transportation Connections and Access
- 6 Creating an Advanced Manufacturing & Innovation Campus

1

### Actions Towards Leadership & Land Use Policy

1. Establish a Bayfront Industrial Area (BIA) Governance Body represented by a unified board of stakeholders (anchor tenants, government, academics, community leaders, non-profits) to collaborate and lead a process and decision-making towards a united vision for North America's largest steel cluster for advanced manufacturing. This group will define their mandate, shared management model, scope and goals. One of the first goals will include the creation of a campus/hub for steel-based research and technology. A priority project such as Action #44 could be used to demonstrate the group's capacity to work together and evolve to complete more complex actions such as Action #28. **SHORT TERM**

2. Implement the Bayfront Industrial Area Urban Design Guidelines (Appendix A to the Bayfront Industrial Area Strategy & Action Plan) and add the document as appendix "A" to the City-Wide Site Plan Guidelines. **SHORT TERM**

3. Organize capacity building workshops on how to use the Bayfront Industrial Area Urban Design Guidelines (BIAUDG). This would be geared towards planners, developers, architects, private landowners, and commercial realtors to guide their understanding and use of these guidelines. **SHORT TERM**

4. Work with Provincial and Federal Ministries to explore and develop a guide to the financial tools available for businesses to promote the advantages of locating businesses in an identified advanced manufacturing supercluster. **SHORT TERM**

5. Develop a targeted land acquisition strategy where improving land use compatibility is too difficult to accomplish through other measures and in specific locations for improving public realm spaces. **SHORT TERM**

6. Complete a local level stormwater and wastewater servicing strategy for The Bayfront area. **SHORT TERM**

7. Expand existing programs to evaluate enhanced lot level controls for managing stormwater on-site to assist with the reduced capacity in the existing combined sewer system, to reduce the impacts of wet weather flows. **SHORT TERM**

8. Complete the ongoing City-wide Water, Wastewater and Stormwater (W/WW/SWM) Master Plan infrastructure assessment to identify trunk level capacity constraints based on future growth and redevelopment, and a strategy to resolve existing and anticipated capacity constraints through the capital works program. **SHORT TERM**

9. Implement recommendations pertaining to The Bayfront from the City-wide Water, Wastewater and Stormwater (W/WW/SWM) Master Plan to resolve wastewater/combined sewer conveyance and treatment capacity



constraints related to the Woodward Avenue Wastewater Treatment Plant service area within the Lower City of Hamilton. **MEDIUM TERM**

**10.** Develop a Wastewater Sewer Allocation Program for The Bayfront to ensure that servicing capacity is allocated in a sustainable and logical manner to best meet the growth objectives of the area. **MEDIUM TERM**

**11.** Develop land use options for "Potential Areas for Change" (Figure 4.1), followed by a comprehensive evaluation of the options to create the right synergies in the area and address compatibility issues. This process would include:

- Conduct research on key industries and consult with landowners, employees, and operators to understand the fundamental current and projected future operational needs of their industries.
- Investigate land use policies for preferred land use options in the "Potential Areas for Change."
- Initiate Zoning By-law Amendments, if needed or appropriate, to capture regulation changes needed to advance the diverse needs of businesses in the Bayfront Industrial Area and consult with broader public on any changes.

**MEDIUM TERM**

**12.** Implement an on-going review and reporting of these actions coinciding with the 5-year Official Plan review periods specified in the Planning Act, to assess the fulfillment of this long-term vision and strategy. Ongoing review of the implementation of these actions will enable the City of Hamilton and its partners to reflect on the successes and achievements of this

plan, but also respond to economic or societal changes and update areas that would benefit from additional direction. **ONGOING**

## 2

### Actions Towards Public Realm Enhancements

**13.** Implement a new internal development application process requiring any new or altered energy facilities (public or private) to go through Site Plan Control approval process to ensure that appropriate screening from any public street is included and is consistent with the Bayfront Industrial Area Urban Design Guidelines. **SHORT TERM**

**14.** Include the Bayfront Industrial Area Strategy study area for consideration as an area for public art installations in the next update to the Public Art Master Plan to identify and prioritize the area for opportunities for new public art projects as well as provide recommendations on potential types of public art, materials and scale that would be appropriate in the area. **SHORT TERM**

**15.** Determine opportunities for mural art on private property that is publicly experienced with the assistance of the Placemaking Tourism and Culture Division of the City and along the Burlington Street Corridor (Wellington to Strathearne). **SHORT TERM**

**16.** Develop and Implement a wayfinding signage program that is AODA compliant and potentially multi-lingual, to attract visitors to businesses and explore key attractions of the Bayfront Industrial Area. **SHORT TERM**

**17.** Prepare, develop and implement Streetscape Master Plans targeting public realm improvement for 3 key corridors that serve as vital connections for goods movement and people:

- 1) Burlington Street between Bay Street North and Woodward Avenue;
- 2) Ottawa Street between Barton Street East and Burlington Street East/Industrial Drive; and,
- 3) The area underneath the elevated portions of Nikola Tesla Boulevard.

These public realm improvements may include, but are not limited to:

- the use of permeable surfaces (where possible) on roads, multi-use paths, sidewalks, curbs;
- enhanced landscaping to reduce flooding, preserve capacity in storm drains and sewers, and add visual interest;
- Connective active transportation infrastructure (ie. bike parking, signed bike lane, signed multi-use trail);
- street furniture and waste management receptacles;
- pedestrian scaled lighting, weather protection, wayfinding and heritage commemoration signage; and,
- curbside alternative fuel charging stations.

**SHORT TERM**

**18.** Investigate the feasibility of new financial incentive programs through the creation of a new Bayfront Industrial Area specific Community Improvement Plan intended to support Climate Change Readiness and industrial Building Improvements.



This would include the identification of the following two strategic corridors (referred to as Community Improvement Project Areas) within which incentives would be provided:

- 1) Burlington Street between Bay Street North and Woodward Avenue;
- 2) Ottawa Street between Barton Street East and Burlington Street East/Industrial Drive; and,

The CIP will allow for targeted improvements to these aging corridors that serve as vital connections for goods movement and people. This would be a scoped CIP with a climate change and historic industrial lens making it specific to the Bayfront Industrial Area:

- Naturalization of their properties facing public realm;
- Using LID (Low Impact Development) paving solutions for hard surfaced areas;
- Green screening of storage areas, existing utilities, and loading areas;
- Utilizing rooftops for green roofs or solar photovoltaic (PV) energy assets;
- Historic industrial preservation (specifically for non-designated properties or attributes); and,
- Murals for historic story telling.

**SHORT TERM**

**19.** Identify land to be conveyed to the City for public streets. These streets will be free and clear, above and below grade, of all physical obstructions and easements, encumbrances and encroachments, including surface and subsurface easements. **MEDIUM TERM**

**3**

## Actions Towards Naturalization and a Livable Climate

**20.** Develop a best practices guide for demolition of industrial properties in consultation with Ministry of Environment. **SHORT TERM**

**21.** Complete a Priority Street Tree Planting Program containing a mix of native coniferous and deciduous street trees on the following corridors within the public realm working towards achieving a 30% tree canopy by 2041 aligning with the City's Urban Forest Strategy:

- Parkdale Avenue North between Vansitmart Avenue and Nikola Tesla Boulevard;
- Strathearne Ave between Brampton Street and Pier 24 Gateway;
- Kenilworth and Beach Road Intersection;
- Depew Street between Beach Road and Industrial Drive;
- Gage Ave North between Barton Street North and Industrial Drive;
- Sherman Ave North between Princess Street and Burlington Street East;
- Birch Avenue between Barton Street East and Burlington Street East;
- Wentworth Street North between Birge Street and Land Street;
- Victoria Avenue North between Birge Street and Burlington Street East;

- Birge Street between Cheever Street and Wentworth Street North;
- Brant Street between Wentworth Street North and Sherman Avenue North;
- Beach Road between Ottawa Street North and Burlington Street East;
- Eastport Drive;
- Areas around Woodward Avenue and Nikola Tesla Boulevard adjacent to Leaside Park and around Red Hill Creek; and,
- Steel City Court between Parkdale Avenue North & Woodward Avenue.

**SHORT TERM**

**22.** Establish a tree-planting fund and task force to work with private land owners towards increasing the area wide tree canopy on privately owned lands working towards achieving a 30% tree canopy by 2041 that improves the plant biodiversity in the area and aligns with the City's Urban Forest Strategy.

**SHORT TERM**

**23.** Undertake naturalization, tree planting and ecological restoration in underutilised green spaces. The following locations have been identified as priority areas of interest:

- Windermere Basin Park;
- North Central Community Park;
- Leaside Park;
- Brampton Street Hydro Corridor;
- Kenilworth/Dofasco Hydro Corridor;
- Parkdale/Burlington Hydro Corridor;
- Ottawa Burlington Hydro Corridor; and,



- Burlington/Birch/Sherman Hydro Corridor.

**MEDIUM TERM**

**24.** Investigate opportunities to improve the Environmental Remediation and Site Enhancement (ERASE) Tax Assistance Program (TAP) by adding the following eligible costs:

- Filing a Record of Site Condition and a Certificate of Property Use; and,
- The Removal/Abatement of designated substances and hazardous materials as identified in a designated substances and hazardous material survey.

**SHORT TERM**

**25.** Work with Provincial Government on potential brownfield incentives to encourage innovation in a wide-range of remediation and redevelopment methods; build incentives for blue-green infrastructure systems; and promote collaborations between academics and industries, pilot projects, and sustainable development.

**MEDIUM TERM**

**26.** Complete a Public Realm Depaving Plan to provide more natural water attenuation features - With the increasing prevalence of extreme weather events that bring increased levels of surface water runoff, the need for attenuating surface water flows is ever greater. Making underutilized or overbuilt asphalt areas (ie. underneath the elevated portion of Tesla Boulevard, underutilized traffic lanes) more permeable will help slow the flow of water, thereby reducing flooding impacts. **MEDIUM TERM**

**27.** Develop a Gateway Plan with specific designs for incorporating signage, wayfinding, public art and naturalization for possible major and

minor gateways as identified in Section 5.2 of the Bayfront Industrial Area Design Guidelines. **MEDIUM TERM**

**28.** Create, brand and promote an an Eco-Industrial Park - a community of businesses seeking to achieve enhanced environmental and economic performance through collaboration in managing environmental and resource issues through the physical exchange of materials, energy, water and by-products.

- Determine opportunities for shared resource management, waste exchange, and utility synergies;
- Determine the network parameters and system design;
- Determine environmental monitoring techniques and frequency.

**LONG TERM**

## 4 Actions Towards Conserving & Celebrating Industrial Heritage

**29.** Conduct built heritage resource inventory of the Bayfront Industrial Strategy Study Area. An inventory of built heritage buildings, structures, machinery and equipment can be thought of as a hub of information that informs different conservation strategies. The proactive identification of cultural heritage resources facilitates informed decision-making as sites redevelop. The remains of industrial culture are of historical, technological, social, architectural and in some cases scientific value and are important to accurately communicate the rich and unique history of the Bayfront industrial landscape.

**SHORT TERM**

**30.** Create a "Benefits of Heritage

Conservation" marketing brochure explaining the heritage designation process, how the inventory process is conducted, available incentives, general guidance and examples of successful industrial heritage preservation (e.g. the Museum of Steam and Technology and The Cotton Factory). **SHORT TERM**

**31.** Conduct a capacity building workshop explaining the heritage inventory and designation process to landowners in the area. Highlight that the identification of significant cultural heritage resources helps facilitate informed decision-making for staff and Council and provides transparency to property owners. **SHORT TERM**

**32.** Update the Made in Hamilton 20th Century Industrial Trail (Hamilton Public Library & Workers Arts and Heritage Centre) On-Line Mapping with information gathered from the Built Heritage Inventory of the Bayfront Industrial Area and migrate the information to the Tourism Hamilton Website or to the new Museum of Hamilton web page. **MEDIUM TERM**

**33.** Develop tourism-oriented products that celebrates indigenous use of the land prior to industry, Hamilton's Industrial Heritage and promote the Made in Hamilton 20th Century Industrial Trail. **MEDIUM TERM**

## 5 Actions Towards Better Transportation Connections & Access

**34.** Consider opportunities for enhanced transit service to the Bayfront Industrial Area.

**SHORT TERM**



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**35.** Undertake a business case to determine the feasibility of expanding the City’s Bike Share System to the Bayfront Industrial Area and future micro mobility options.

**SHORT TERM**

**36.** Investigate opportunities for enhancements towards a protected cycling network by adding the following cycling improvements, and where necessary update the Active Transportation Master Plan, to include the following core corridors:

- Protected bike lanes on Beach Boulevard from Woodward Avenue to the Waterfront Trail trailhead at Van Wagner’s Beach Road;
- Protected bike lanes on Strathearne Avenue / Brampton Street from Burlington Street to the Red Hill Trail; and,
- Multi-use trail connection from Parkdale Avenue North / Steel City Court / Eastport Drive;
- Protected bike lanes from Wellington Street along Ferrie/Mars/ Brant to Birch Avenue.

**MEDIUM TERM**

**37.** Determine Smart Commute opportunities to connect with existing GO Stations, LRT and HSR stations/ stops to facilitate first and last mile travel (e.g. private mobility operators).

**MEDIUM TERM**

**38.** Improve public access (including accessibility for persons with a disability) at key locations with advantageous views of the harbour. The following approximate locations should be considered:

- Windemere Basin Park (between Eastport at Beach Boulevard);
- Sherman Inlet;
- North of Burlington Street, where feasible, including potential publicly accessible links through the Stelco property as well as the HOPA lands at the Pier 24 Gateway; and,
- Completion of the Pipeline Trail from Barton Street to Woodward Avenue in accordance with the Pipeline Master Plan.

**MEDIUM TERM**

**39.** Investigate opportunities and locations for public water-based transportation stops within the Bayfront Industrial Area, including potential facilities that support ferry, water-taxi and/or human-powered recreational watercraft. **LONG TERM**

**40.** Investigate and submit a business case to Metrolinx for a new GO Transit Station to be located centrally off Ottawa Street within the Bayfront Industrial Area Strategy Study Area.

**LONG TERM**

**41.** Investigate opportunities and locations for curbside alternative fuel charging stations throughout The Bayfront. **LONG TERM**

**6**

## Actions Towards Creating an Advanced Manufacturing and Innovation Campus

**42.** Form partnerships with local institutions to create space for start-up research and innovation opportunities

working towards creation of a physical and digital campus. These partnerships will also work towards bridging education and employee training programs with businesses in the area. **SHORT TERM**

**43.** Determine the branding/ marketing of the area to attract new complimentary business, researchers, and attract long-term employees.

**SHORT TERM**

**44.** Determine opportunity to develop and build an internationally recognized architecturally unique key flagship building as a visual expression of change and innovation in the Bayfront Industrial Area and to house convention space, social space, research and innovation incubation space, and recreational space.

**LONG TERM**

**45.** Identify key areas for enhanced pedestrian and cycling amenities on private property to improve active transportation including, but not limited to, bike parking infrastructure, decorative street furniture, pedestrian scaled lighting, wayfinding and waste management infrastructure.

**MEDIUM TERM**

**46.** Identify opportunities to, build and maintain shared facilities (event/ conference spaces, training spaces, social infrastructure, recreational spaces, parking structures, alternative fuel charging hubs). **MEDIUM TERM**






**47.** Develop a shared fibre optic network for the area providing “innovation hub” internet access across the campus area through WiFi hot spots (transit stations, social spaces, research spaces, recreational spaces, charging ports etc.).

**MEDIUM TERM**



## ACTIONS TABLE

### ① Leadership & Land Use Policy

Action	Time Frame	Group Responsible for Coordinating	Objectives Alignment
1. Establish a Bayfront Industrial Area Governance Body.	SHORT	Planning & Economic Development	
2. Approve the Bayfront Industrial Area Urban Design Guidelines (BIAUDG).	SHORT	Planning & Economic Development	
3. Organize capacity building workshops on how to use the Bayfront Industrial Area Urban Design Guidelines (BIAUDG).	SHORT	Planning & Economic Development	
4. Work with Provincial and Federal Ministries to explore and develop a guide to the financial tools available for businesses.	SHORT	Planning & Economic Development	
5. Develop a targeted land acquisition strategy	SHORT	Planning & Economic Development, and Public Works	

#### Objectives Legend:



Maintain the employment function of The Bayfront



Attract a mix of high quality industrial uses to complement existing industrial strengths



In appropriate locations, promote a greater diversity of uses



Promote brownfield redevelopment adaptive reuse, and employment land intensification



Improve air, soil and water quality within The Bayfront



Improve the attractiveness of both the public and private realm through urban design excellence



Provide opportunities to resolve existing land use compatibility issues



Conserve and celebrate heritage resources



Continue to improve the transportation network






















Provide opportunities for public access to the waterfront and enhance important views & vistas







# ① Leadership & Land Use Policy

Action	Time Frame	Group Responsible for Coordinating	Objectives Alignment
6. Complete a local level stormwater and wastewater servicing strategy for The Bayfront area.	SHORT	Planning & Economic Development; Hamilton Water, Water & Wastewater Systems Planning	  
7. Expand existing programs to evaluate enhanced lot level controls for managing stormwater on-site.	SHORT	Growth Management, Infrastructure Planning	  
8. Complete the ongoing City-wide Water, Wastewater and Stormwater (W/WW/SWM) Master Plan infrastructure assessment.	SHORT	Hamilton Water, Water & Wastewater Systems Planning	  
9. Implement recommendations pertaining to The Bayfront from the City-wide Water, Wastewater and Stormwater (W/WW/SWM) Master Plan.	MEDIUM	Hamilton Water, Water & Wastewater Systems Planning; Growth Management, Infrastructure Planning	  
10. Develop a Wastewater Sewer Allocation Program for The Bayfront	MEDIUM	Growth Management, Infrastructure Planning; Hamilton Water, Water & Wastewater Systems Planning	  
11. Develop land use options for "Potential Areas for Change" (Figure 4.1).	MEDIUM	Planning & Economic Development	   
12. Implement an on-going review of these actions to assess the fulfillment of this long-term vision and strategy.	ONGOING	Planning & Economic Development	N/A


















## 2 Public Realm Enhancements

Action	Time Frame	Group Responsible for Coordinating	Objectives Alignment
13. Implement a new internal development application process requiring any new or altered energy facilities (public or private) to go through Site Plan Control approval process.	SHORT	Planning & Economic Development	 
14. Include the Bayfront Industrial Area Strategy study area for consideration as an area for public art installations in the next update to the Public Art Master Plan.	SHORT	Planning & Economic Development, Tourism and Culture	  
15. Determine opportunities for mural art on private property that is publicly experienced.	SHORT	BIA Governance Body & Planning and Economic Development, Tourism and Culture	  
16. Develop and Implement a wayfinding signage program.	SHORT	BIA Governance Body & Planning and Economic Development	    
17. Prepare, develop and implement Streetscape Master Plans targeting public realm improvement for 3 key corridors.	SHORT	Planning & Economic Development, Public Works	   
18. Investigate a Climate Change Readiness and Building Improvement Community Improvement Project Area (CIPA) and Community Improvement Plan (CIP) for 2 key corridors.	SHORT	Planning & Economic Development	    
19. Identify land to be conveyed to the City for public streets.	MEDIUM	Planning & Economic Development, Public Works	  



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### 3 Naturalization & A Livable Climate

Action	Time Frame	Group Responsible for Coordinating	Objectives Alignment
20. Develop a best practices guide for demolition of industrial properties.	SHORT	Planning & Economic Development	 
21. Complete a Priority Street Tree Planting Program.	SHORT	Public Works	   
22. Establish a tree-planting fund and task force.	SHORT	Planning & Economic Development, and Public Works	   
23. Undertake naturalization, tree planting and ecological restoration in underutilised green spaces.	MEDIUM	Planning & Economic Development, Public Works	   
24. Investigate improvements to the Environmental Remediation and Site Enhancement (ERASE) Tax Assistance Program (TAP)	SHORT	Planning & Economic Development	 
25. Work with Provincial Government on potential brownfield incentives to encourage innovation.	MEDIUM	Planning & Economic Development	 
26. Complete a Public Realm Depaving Plan	MEDIUM	Planning & Economic Development, Public Works	   



## 3 Naturalization & A Livable Climate







Action	Time Frame	Group Responsible for Coordinating	Objectives Alignment
27. Develop a Gateway Plan with specific designs as identified in Section 5.2 of the Bayfront Industrial Area Design Guidelines	MEDIUM	Planning & Economic Development	
28. Create an Eco-Industrial Park	LONG	BIA Governance Body	

## 4 Conserving and Celebrating Industrial Heritage









Action	Time Frame	Group Responsible for Coordinating	Objectives Alignment
29. Conduct built heritage resource inventory.	SHORT	Planning & Economic Development, Tourism and Culture	
30. Create a "Benefits of Heritage Conservation" marketing brochure.	SHORT	Planning and Economic Development, Tourism and Culture	
31. Conduct a capacity building workshop explaining the heritage inventory and designation process.	SHORT	Planning & Economic Development, Tourism and Culture	



## 4 Conserving and Celebrating Industrial Heritage

Action	Time Frame	Group Responsible for Coordinating	Objectives Alignment
32. Update the Made in Hamilton 20th Century Industrial Trail.	MEDIUM	Planning & Economic Development, Tourism and Culture	  
33. Develop tourism-oriented products that celebrates indigenous use of the land prior to industry and Hamilton's Industrial Heritage.	MEDIUM	Planning & Economic Development, Tourism and Culture	  

## 5 Better Transportation Connections and Access

Action	Time Frame	Group Responsible for Coordinating	Objectives Alignment
34. Consider opportunities for enhanced transit service.	SHORT	Public Works, Transit	  
35. Undertake a business case to determine the feasibility of expanding the City's Bike Share System and micro mobility options.	SHORT	Planning & Economic Development, Transportation Planning	 
36. Investigate opportunities for enhancements towards a protected cycling network.	MEDIUM	Planning and Economic Development, Transportation Planning & Public Works	   
































## 5 Better Transportation Connections and Access

Action	Time Frame	Group Responsible for Coordinating	Objectives Alignment
37. Determine Smart Commute opportunities to facilitate first and last mile travel.	<b>MEDIUM</b>	BIA Governance Body, Transportation Planning	
38. Improve public access at key locations with advantageous views of the harbour.	<b>MEDIUM</b>	BIA Governance Body, Public Works	
39. Investigate locations for public water-based transportation.	<b>LONG</b>	BIA Governance Group, Planning & Economic Development, Transportation Planning	
40. Investigate and submit a business case to Metrolinx for a new GO Transit Station.	<b>LONG</b>	Planning & Economic Development, Transportation Planning	
41. Investigate opportunities and locations for curbside alternative fuel charging stations.	<b>LONG</b>	Planning & Economic Development, Transportation Planning	



## ⑥ Creating an Advanced Manufacturing and Innovation Campus

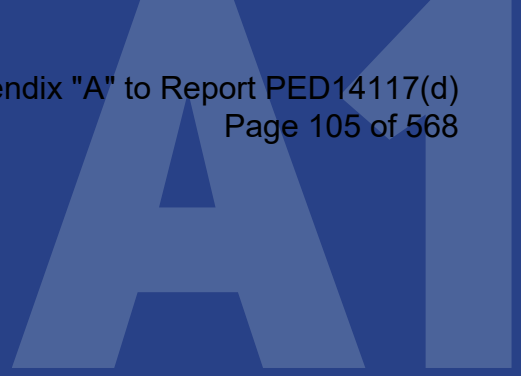
Action	Time Frame	Group Responsible for Coordinating	Objectives Alignment
42. Form partnerships with local institutions.	SHORT	BIA Governance Body	   
43. Determine the branding /marketing of the area.	SHORT	BIA Governance Body	    
44. Determine opportunity to develop and build an internationally recognized architecturally unique key flagship building.	LONG	BIA Governance Body	     
45. Identify key areas for enhanced pedestrian and cycling amenities on private property.	MEDIUM	BIA Governance Body	   
46. Identify opportunities to, build and maintain shared facilities.	MEDIUM	BIA Governance Body	     
47. Develop a shared fibre optic network for the area providing "innovation hub" internet access across the campus area.	MEDIUM	BIA Governance Body	   



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# **APPENDIX**





**APPENDIX A1**

**URBAN DESIGN  
GUIDELINES**

# BAYFRONT INDUSTRIAL AREA RENEWAL STRATEGY

## *URBAN DESIGN GUIDELINES*

APPENDIX A

MARCH 2022



Hamilton

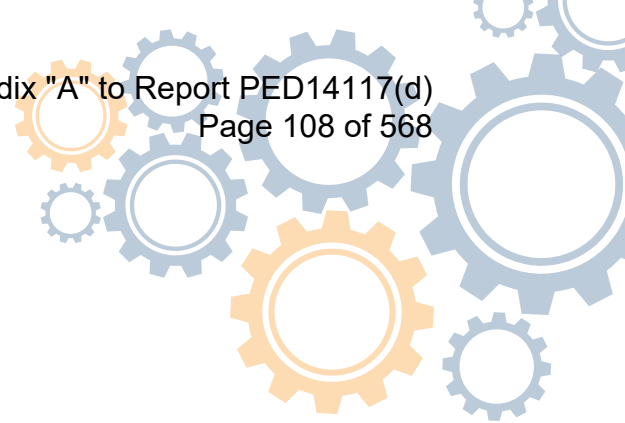
In association with:

ASI

RCI Consulting

Deloitte LLP





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# 1 INTRODUCTION



## 1 INTRODUCTION

### 1.1 Context for the Guidelines

The Bayfront Industrial Area (the Bayfront) is the City's largest employment area and is part of the City of Hamilton's expansive waterfront. The Bayfront is nestled between the City's recreational waterfront to the west, Lake Ontario to the north, the Queen Elizabeth Way to the east and generally follows the alignment of Barton Street to the south between Woodward Avenue and Wellington Street. Refer to Figure 1 for a map of the study area and the extent of where the urban design guidelines apply.

The Bayfront Industrial Area Urban Design Guidelines (Urban Design Guidelines) document is an appendix and companion to the Bayfront Industrial Area Renewal Strategy (Bayfront Strategy) which outlines actions for guiding the renewal of the Bayfront. The Urban Design Guidelines help to shape the design and development in the area to align with the parent Bayfront Strategy document. The Urban Design Guidelines have been formatted as an appendix so that it is used as a standalone document.

### 1.2 Importance of Industrial Heritage

Bayfront's industrial landscape is an important part of Hamilton's rich history, present landscape, and has great potential to play a significant role in the future of Hamilton's unique waterfront environment.

"Industrial heritage consists of the remains of industrial culture which are of historical, technological, social, architectural or scientific value. These remains consist of buildings and machinery, workshops, mills and factories, mines and sites for processing and refining, warehouses and stores, places where energy is generated, transmitted and used, transport and all its infrastructure, as well as places used for social activities related to industry such as housing, religious worship or education." - The Nizhny Tagil Charter for the Industrial Heritage, The International Committee for the Conservation of the Industrial Heritage (TICCIH), 2003.

The Bayfront Industrial Area has active heavy industrial sites that may undergo significant physical changes as their technologies change. And

there is tension between a legacy that many in the community love, but also dismiss as unsightly and barren. The City of Hamilton has a unique opportunity unlike any other in the country to build on the unique tangible and intangible industrial heritage of the area. As such, adaptive reuse considerations are a fundamental principle of the urban design framework, as well as showcasing the industries at work. Careful consideration of the spatial structures and configurations, the relationship between each site and its surrounding context, significant views of unique building elements, machinery, equipment, and views of the harbour should lead the conversations on any new development, redevelopment and additions.

### 1.3 The Bayfront Strategy and Urban Design

The Bayfront Strategy gives an overall understanding and recommendations for anticipated change to this vitally important part of the City. Design plays a critical part in realizing the success of the Bayfront Strategy, and it is a visible and "tactile" measure to understanding how actions are being taken. Urban design, landscape architecture and built form improvements can help to bring a heightened sense of place, while also exhibiting a continued ability to foster positive social, economic, and environmental change to the Bayfront area. The design principles and site specific strategies will help guide in the renewal of the Bayfront and support the physical and emotional attachment of residents for this part of the City. It is very important to understand the potential of design to bridge the gap between policy and action. Design is a tool which offers adaptation, value, and heritage. It provides an opportunity to envision change in the Bayfront and continually support the direction of the Bayfront Strategy.

The City of Hamilton has overarching Urban Design Policies located *in the Urban Hamilton Official Plan (UHOP) specifically in Chapter B, Section 3.3*. These policies and principles apply to both the public and private realm in order to achieve good urban design resulting in a socially, economically, and environmentally successful City. The City has Site Plan Guidelines which apply city-wide and include urban design. However, the provisions for industrial

commercial areas are broad. Urban design is evaluated within more focused areas and plans such as corridor plans or secondary plans. Individual sites and areas can also be evaluated using urban design studies. As the Bayfront is a sizeable area, they require contextually specific urban design guidelines. The Urban Design Guidelines distill the City's Urban Design policies and apply them to the applicable lands with the Bayfront Strategy's boundary.

## 1.4 Purpose of the Guidelines

This document is designed to read as a supporting appendix to the Bayfront Strategy and Action Plan and will provide over-arching design intent, and design principles. The purpose of this document is to provide practical urban design guidance for existing sites and new development in the Bayfront. The document provides general design guidelines for both public and private uses, guidelines on how to approach the public realm, and guidelines which pertain to the private realm. The private realm guidelines also discuss how to treat interface areas between industrial and existing residential areas. The private realm guidelines will also provide focus on specific land uses including: Prestige & General Industrial, Warehousing & Logistics, Office, Supporting Commercial & Retail as well as Arterial Related Commercial.

## 1.5 Implementation of the Guidelines

The Urban Design Guidelines and other objectives found within this document apply to both private and public development initiatives in the Bayfront.



**View depicting the many levels of industry functioning in the Bayfront. At-grade roads, elevated roads, and overhead infrastructure intertwine the horizon. Credit: Dillon Consulting**

The Urban Design Guidelines will provide design direction for public spaces and private areas and are meant to be reviewed and used by the following:

- planners;
- design and engineering professionals (architects, landscape architects, civil engineers etc.);
- land owners and business owners;
- city staff; and,
- residents.

## 1.6 Organization of the Guidelines

The Urban Design Guidelines are organized into the following sections:

Section 1 - Introduction

Section 2 - General Character Areas

Section 3 - Urban Design Principles

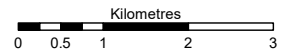
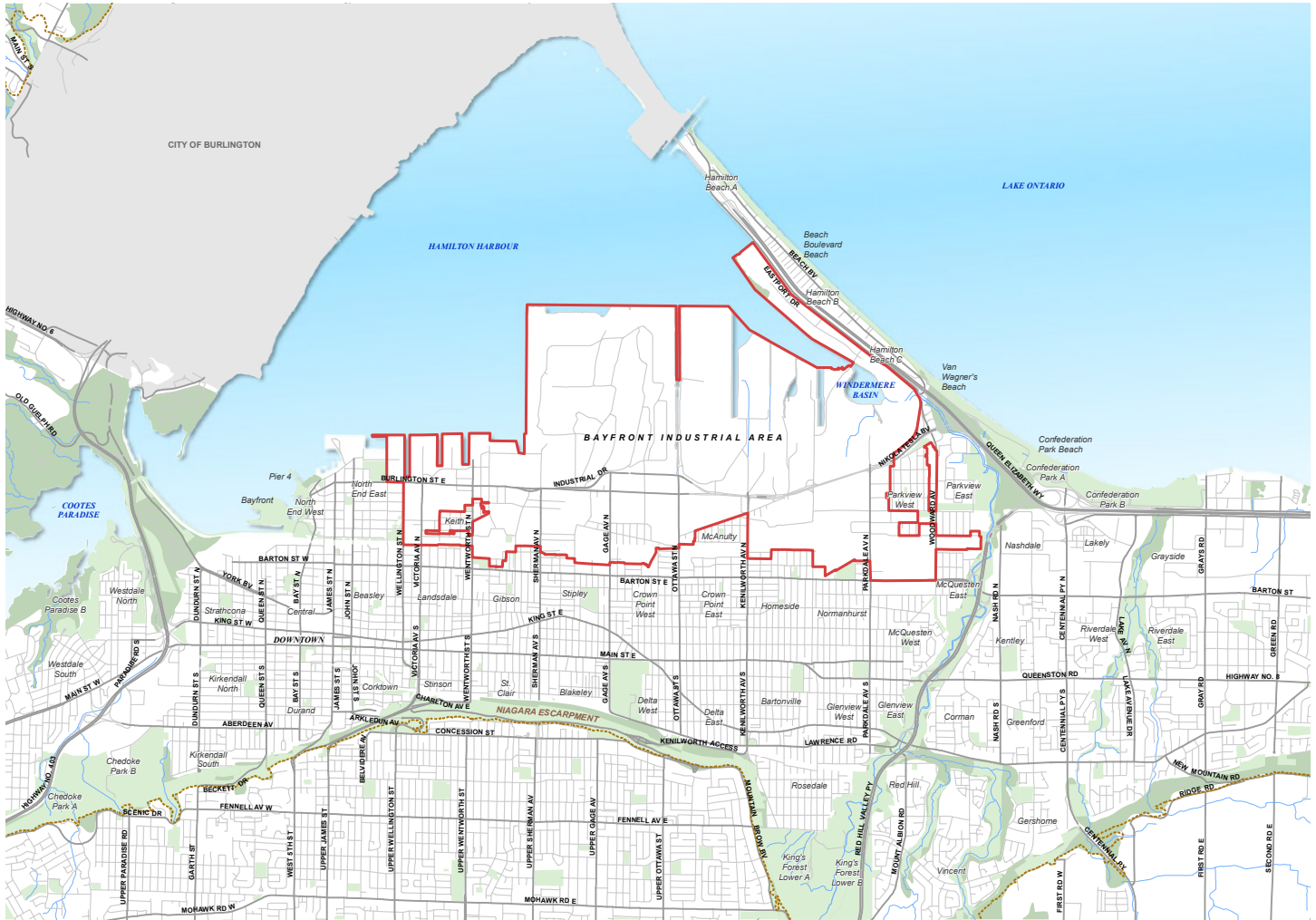
Section 4 - General Design Guidelines

Section 5 - Public Realm Specific Guidelines

Section 6 - Private Realm Specific Guidelines

Section 7 - Quick Wins

**Figure 1**  
**Study Area Context**



**LEGEND**

- Escarpment
- Rivers
- Parks and Open Space
- Environmentally Sensitive Areas
- Study Area Boundary



# 2 GENERAL CHARACTER AREAS

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## 2 GENERAL CHARACTER AREAS

### 2.1 What is a Character Area?

The urban landscape within the Bayfront area is unique because it is not uniform throughout but rather is made up of different areas which vary in character. These variations include types and intensity of use, the presence of residential areas, and hierarchies and types of transportation infrastructure. These different areas can be distinguished from each other by how they appear visually and are experienced physically. These are known as character areas. The character areas are in a state of transformation but are still a key part of the area's identity.

### 2.2 How the Character Areas were defined

In order to determine the delineation of the boundaries for each of the character areas, there was an analysis completed using the Official Plan land use designations as well as an overall on-site evaluation to determine the physical character of each of the areas. Larger landowners and industries created distinct boundaries as they developed, as an example the steel uses near the waterfront and the Port Authority.

### 2.3 Why Use Character Areas?

The Bayfront is so large and complex it would be difficult to try to develop overall guidelines for the entirety of the area. Breaking up the Bayfront into areas of similar character will help determine the appropriate guidelines for the public and private areas including the street typologies which will respond to the specific needs of that range of uses. More intense industrial uses have different requirements than residential or commercial uses.

### 2.4 Character Areas of the Bayfront

The Bayfront is not a single use/ industry, it is a rich tapestry of uses that have evolved over time. The diversity of land uses in the Bayfront has always enriched the community and the preservation of this diversity of land uses is a very important part of developing a holistic successful and growing employment area for the City.

The character areas basic uses summarized within this document include, but are not limited to the following:

#### 2.4.1 Traditional Industrial Areas

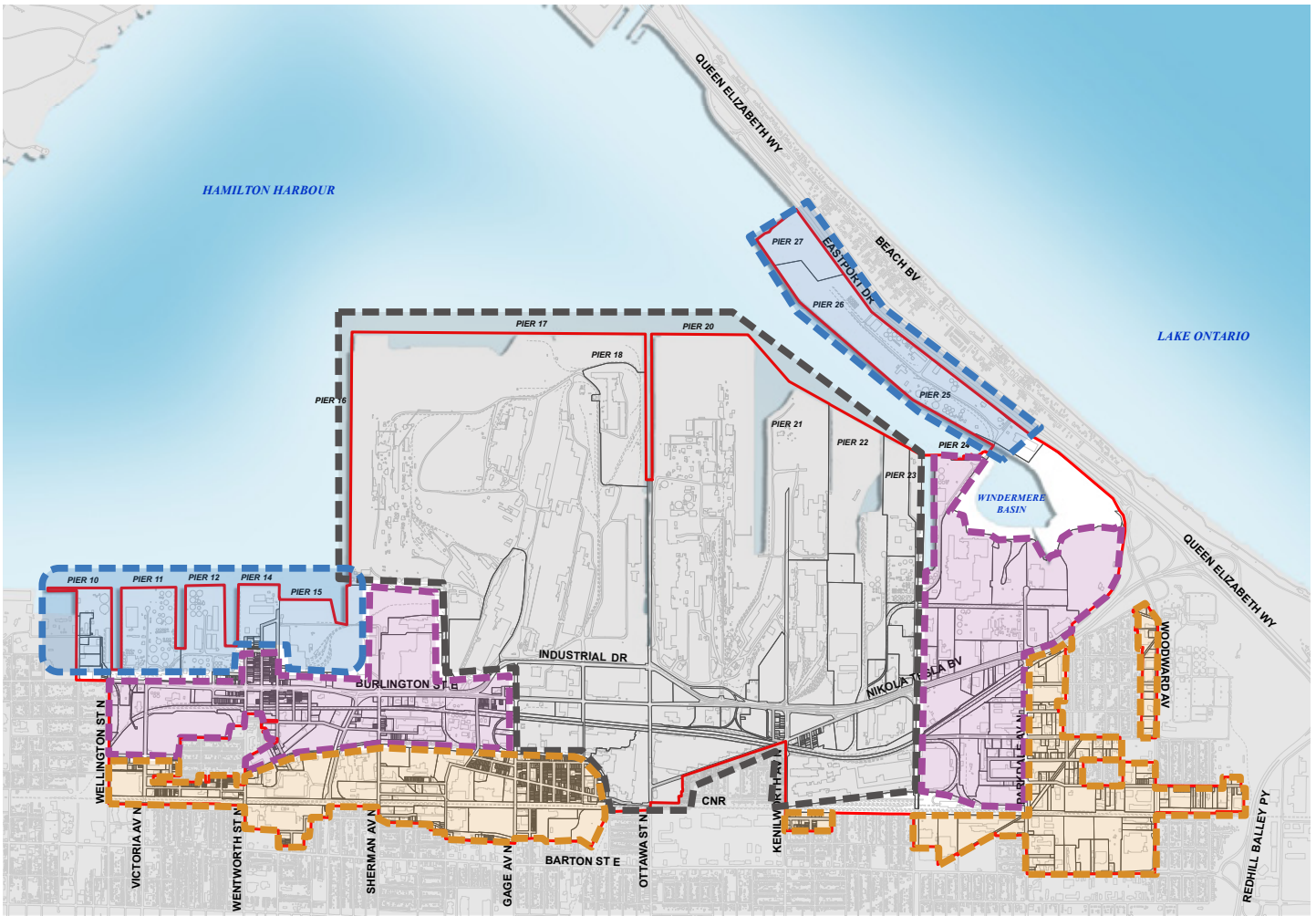
This area provides a very diverse and impactful impression to the overall composition of land in the Bayfront and is composed predominantly of traditional heavy industrial activities. It is very important that these uses and their diverse needs are allowed to continue to function. The design guidelines are not to impede the functions of these areas, but are to support and create a better interface with the community.

#### 2.4.2 Light and Support Industries

Along with the active industrial practices of the Bayfront, there will always be a need to provide supportive commercial-retail and office support to the traditional industrial uses. This includes a diverse array of commercial uses, and supports the changing nature of employee needs within the area.

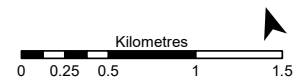
#### 2.4.3 Port Uses – Working Waterfront

It is always important to recognize that this is an important and active port, which services the region. Through good design we have the ability to celebrate the connection of this part of the city with its waterfront. Views to the water and its nautical activity are very important to preserving the heritage quality of the site, while always allowing for visual and possible safe physical access to the water's edge, where possible.



### 2.4.4 Transitional Zones

The transitional zones provides an area of transition between the more intense uses more commonly associated with the Bayfront and the more residential areas south of the study area closer to the Escarpment. This transition is a very important part of how the Bayfront physically connects with the rest of the City. Having a gradual transition from the heavy industry with a mixed range of light industrial and commercial as a buffer for the residential helps to soften the impact and minimize land use conflicts.

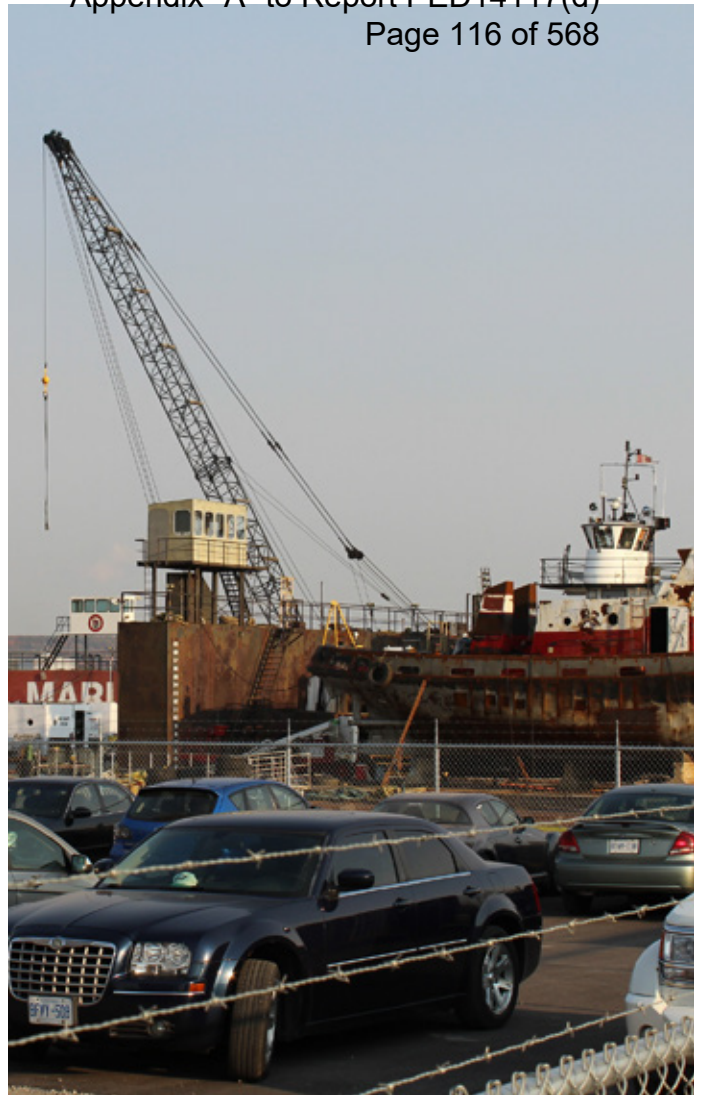


**LEGEND**

- Study Area Boundary
- Traditional Industrial Areas
- Port Uses - Working Waterfront
- Light & Support Industries
- Transitional Zones



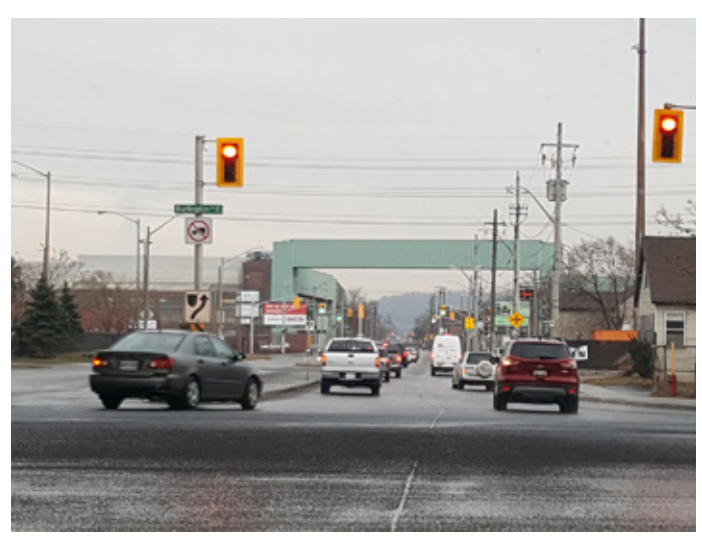
**Heavy industrial. Hamilton, Ontario. Credit: Dillon Consulting**



**Port uses - working waterfront. Hamilton, Ontario. Credit: Dillon Consulting**



**Light and support industries. Hamilton, Ontario. Credit: Dillon Consulting**



**Transitional zones. Hamilton, Ontario. Credit: Dillon Consulting**

# 3 URBAN DESIGN PRINCIPLES

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SteelStacks, Bethlehem Pennsylvania. Credit: Halkin Mason Photography

## 3 URBAN DESIGN PRINCIPLES

### 3.1 City of Hamilton Urban Design Principles

The City of Hamilton currently has a number of overall Urban Design Principles which can be found in the UHOP (see Volume 1, Chapter B – Communities, Section 3.3.2.3).

The Bayfront’s Urban Design Principles have been developed using the City’s UHOP Urban Design Principles as a base.

### 3.2 The Bayfront Urban Design Principles

The overarching theme for the Urban Design Principles is to reflect the Bayfront Strategy’s Vision and Objectives which can be found in the Bayfront Strategy, Chapter 4 – Vision for the Bayfront.

It should be noted that the precedent imagery within this document is meant for informational and inspirational purposes.

### 3.2.1 Overall Principles

The Overall Principles are applicable to both public and private realms.

1. Urban design should foster a sense of City pride and identity through:
  - i. Respecting existing character, built form and landscape where appropriate;
  - ii. Promoting quality design consistent with the vision for the area as an economic centre;
  - iii. Recognizing and protecting cultural heritage where appropriate;
  - iv. Enhancing the natural heritage and the urban forest canopy;
  - v. Contributing to the character and ambiance of the area through appropriately designed streetscapes and open spaces;



**Incorporating public art and cultural heritage, Light of the Moon Sculpture. Grand Rapids, Michigan.**

**Credit: Igor Mitoraj**

- vi. Respecting prominent views and vistas to the water to the Escarpment and to infrastructure which contributes to the Bayfront's identity;
  - vii. Creating appropriate transitions between the public and private realm; and,
  - viii. Incorporating public art.
2. Public and private development and redevelopment should create spaces that physically connect the public and private realms by:
- i. Logically organizing space using the design, placement and construction of new buildings, streets and landscaping;
  - ii. Recognizing that each building represents a part of a visual whole;
  - iii. Creating accessible streetscapes which also function as public space;
  - iv. Addressing transitional areas through the use of landscaping and other visual screening elements; and,
3. Enhance and support community health and well-being by:
- i. creating high quality and safe public realm (streetscapes, parks, and open spaces) which promote and support active transportation;
  - ii. encouraging development of complete and compact communities or neighbourhoods that contain a variety of land uses, transportation, recreational, and open space uses; and,
  - iii. reducing air, noise, and water pollution through the promotion of active transportation, innovative building and site design, provision of greenspace and stormwater management facilities, using appropriate paving treatments, promoting energy efficiency, using innovative construction materials.



**Public open space and low impact development, Tanner Springs Park. Pearl District Portland, Oregon.**  
**Credit: Stephanie Braconnier**

### 3.2.2 Public Realm Principles

4. Places should be flexible and able to adapt to future changes by:
  - i. Creating sites and spaces that can be used for a variety of uses in response to changing conditions (social, economic, technological, environmental); and,
  - ii. Encouraging innovative design.
5. Streets shall be designed as important public spaces and shall include, where appropriate:
  - i. Adequate, accessible and continuous space for active transportation as well as transit, other vehicles and utilities;
  - ii. Continuous pedestrian facilities;
  - iii. Landscaping (street trees / boulevards using appropriate hardy species, see Section 4.4 for species list); and,
  - iv. Amenities such as lighting, seating, signage as applicable.

6. Redevelopment should enhance the character of the existing environment by:
  - i. Complementing existing surroundings using design and placement of buildings and pedestrian amenities;
  - ii. Respecting the existing context by adaptively reusing cultural and natural heritage features;
  - iii. Allowing built form to evolve over time through additions and alterations which match the character of the area; and,
  - iv. Encouraging a harmonious and compatible approach to infilling by minimizing shade impacts to adjacent uses.

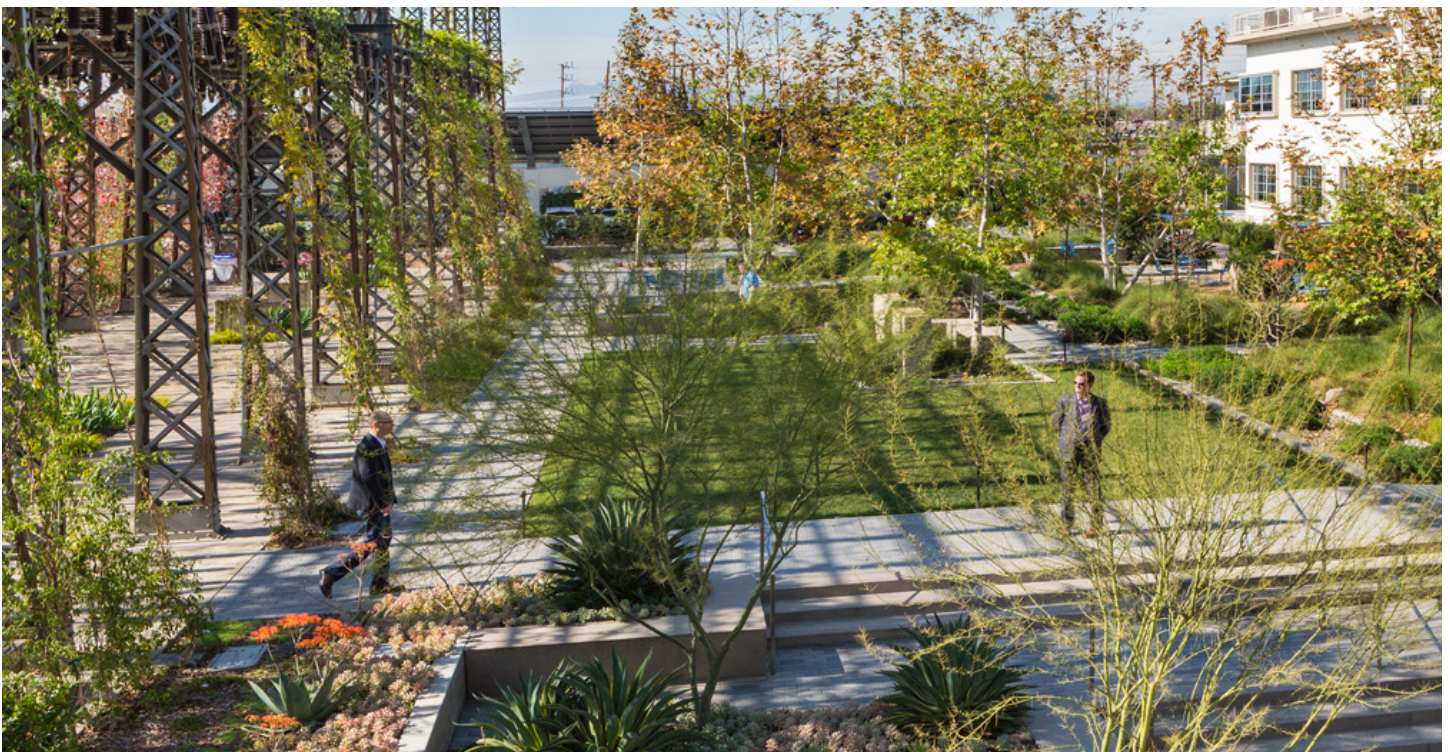


Respecting existing character, built form and landscape where appropriate, Zhongshan Shipyard Park. Zhongshan City, Guangdong Province. Credit: Kongjian Yu, Yang Cao



7. Promote environmental sustainability through the following:
  - i. Promoting compact development and built form where applicable;
  - ii. Encouraging on-site stormwater management and infiltration using LID techniques;
  - iii. Encouraging green building certification or similar sustainable design tools for buildings and infrastructure for new and re-development (e.g. LEED, Green Globes, Park Smart, BREEAM etc.);
  - iv. Embracing bird-friendly design considerations;
  - v. Designing with nature including a diverse and and native selection of plantings;
  - vi. Encourage reduction in resource consumption and energy efficiency;

8. Creating places that are safe, accessible, connected and easy to navigate using the following design applications:
  - i. Connecting buildings and spaces through safe and efficient streets, sidewalks and paths;
  - ii. Providing accessible connections to all buildings and paces for all;
  - iii. Locating public buildings so they are visible from the street and provide shelter where appropriate;
  - iv. Integrating conveniently located public transit and active transportation infrastructure;
  - v. Providing appropriate wayfinding signage using the City's Standard Wayfinding Program;
  - vi. Providing pedestrian scale lighting; and,
  - vii. Including urban braille components along heavily used pedestrian corridors.



**Allowing built form to evolve over time through additions and alterations. Burbank Water and Power EcoCampus. Los Angeles, California. Credit: AHBE Landscape Architects**

### 3.3 Sustainable Design Standards

Sustainable design standards, like those set by the Canada Green Building Council, are highly encouraged and supported. New development in the Bayfront should strive to successfully achieve green building certification or demonstrate the achievement of equivalent sustainable design measures within their development (LEED, Green Globes, Park Smart, BREEAM etc.). In any case, sustainable design measures are prioritized. Some of these rating systems / checklists measure the technical aspects of built structures such as building systems, architectural sciences and infrastructure which are better prescribed through detailed design and building approvals review. Others also look at the site or area as a whole in terms of urban design, sustainable design and site planning components which are outlined in the following guidelines document. Improving scoring of all aspects both building and site design can assist in creating more sustainable sites and buildings.



**Example of reduction of hardscape to improve site filtration, Ford Motor Company Factory Green Roof, River Rouge, MI  
Credit: Xero Flor America, LLC**

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Any certification program requires planning and knowing what level you are trying to achieve. Page 122 of 368  
Certification systems often involve verification that the design and construction of the building and site achieves the parameters in the program. Certification may involve the following steps:

1. Determine the rating system you will use.
2. Register your project.
3. Submit your certification application.
4. Await application review.
5. Receive certification decision.

The Bayfront will continue to be a place of industrial practices, warehouse and logistics, as well as supporting services. New and retrofitted buildings/sites may need to have different rating systems and programs utilized and applied due to the complex nature of their use and operation. Having regard for fundamental parameters for design and building siting will help any development to create efficiencies and advance sustainability.



**Example of LEED Silver Certified building. Woodward Environmental Lab & Operations Centre. Credit: City of Hamilton**

Contextual sensitivity to each site's environmental conditions should always be considered as part of the inclusion of any green building or sustainable rating standard. These fundamental parameters include:

1. Landscape Elements:

- i. Preservation and enhancement of natural heritage amenities on site;
- ii. Invest in on-site stormwater management, including detention or retention ponds, where possible;
- iii. Improve on site infiltration by reduction of hardscape;
- iv. Reduce manicured sodded area and replace with softer native plant species;
- v. Protect current healthy trees on site;
- vi. Reinforce new tree planting on site to advance City's urban forestry objectives see Section 4.4, Guideline 12 - Species Table;

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vii. Take existing advantage of micro-climatic features; and,  
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- viii. Reduce the amount of impervious paving.

2. Building and Siting:

- i. New buildings should be oriented to take advantage of seasonal winds and solar exposure;
- ii. Building design should allow for natural ventilation and flow, where possible;
- iii. Fenestration and orientation of building should allow for passive solar exposure;
- iv. Building should be sited to reduce the effects of extreme seasonal conditions and create micro-climatic conditions, i.e.. protected courtyards and outdoor amenity areas;



**Reducing energy consumption through building design and siting, Industrial Wood Innovation Research Lab at University of Northern British Columbia is Passive House certified, Prince George B.C., Credit: UNBC**

- v. Building envelopes should be operable in order to adapt for seasonal changes;
- vi. Use of bird-friendly designs (avoidance of reflective glass and certain lighting elements);and,
- vii. Incorporation of green walls for both internal and external use should be considered.

3. Circulation:

- i. Employment areas require high quality open spaces and efficient connections to facilitate multiple functions such as working, shopping and leisure activities;
- i. Sites should have safe connections to municipal active transportation networks;
- ii. On-site cycling facilities should be placed in priority locations on site;

- iv. Building envelopes should be operable in order to adapt for seasonal changes;
- v. Electric Vehicle Charging facilities should be provided for operational and personal vehicles where possible;
- vi. Priority parking should be permitted for sustainable vehicle users;
- vii. Priority parking should be permitted for carpooling users;
- viii. Provide internal transit shelters within private buildings; and,
- ix. Connections to nearby transit stations/stops should use site furnishings and landscape treatments to ensure user comforts year round.



**Encouraging LEED tools for buildings and infrastructure, high energy efficient exterior, maximizing natural lighting, rainwater harvesting, recycled materials etc. Stageline Industrial Building, QC. Credit: Newswire**

# 4 GENERAL DESIGN GUIDELINES

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## 4 GENERAL DESIGN GUIDELINES

### 4.1 Site Organization

General site organization should always have regard for positioning of the buildings and the elements on the site including parking, servicing and utilities, storage, mechanical, landscaping, etc.

**Guideline 1.** Administration/office related components of the buildings will address the street and provide pedestrian entry into the site from the street or customer/visitor parking areas.

**Guideline 2.** Loading, parking and storage should be sited away from the public street and if possible sited around or behind office/employment uses.

**Guideline 3.** Screen loading and waste areas from public view using building mass, freestanding walls and landscaping.

**Guideline 4.** Outdoor storage, utilities and mechanical systems, lighting and other elements of poor visual quality require aesthetic consideration for screening including the use of walls or landscaping.

**Guideline 5.** Loading areas should not conflict with on-site waste management, visitor or public vehicular circulation.

### 4.2 Built Form

Architectural design plays an important role in defining the identity of the Bayfront. Areas of public interface should be prioritized and functional aspects should be located to the side or back of the site. Special consideration must be given to the thoughtful integration of essential building functions.

**Guideline 1.** Ensure building massing and heights relate to adjacent buildings.

**Guideline 2.** Mechanical equipment should be placed away from highly visible locations. House mechanical equipment below grade if possible, or within building envelope. If located on rooftops, equipment should be located away from street and screened if visible from adjacent street.

**Guideline 3.** Buildings should have adequate setbacks to provide visual and physical separation from adjacent uses, encourage a positive relationship with the street, allow for landscaping and allow for screening of mechanical and service areas.

**Guideline 4.** New and redeveloped buildings should incorporate sustainable design measures, promote energy and thermal efficiency, and utilize innovative technologies where possible.



Example of building and landscape site organization. Credit: John T

## 4.3 Material Palette

The level of design and materiality of buildings can help characterize and define the street and enhance the sense of place as well as contribute to the overall urban design quality for the area. The architectural quality of buildings enhance the public realm by ensuring attention to appearance and elements of massing, façade articulation, openings, and the location and design of entrances.

**Guideline 1.** Primary building facades should be designed with high quality and durable materials, while incorporating interesting architectural details. Concrete/concrete block should not be used on primary building facades that are street facing or highly visible to the public realm.

**Guideline 2.** Buildings located further into the site on deeper lots may have more functional building designs as required for the use.

**Guideline 3.** Ensure that side and rear façade materials complements surrounding development materials and colours.

## Appendix "A" to Report PED14117(d) 4.4 Landscape Design

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Well defined landscapes should be included within and at the edges of all sites to make new and existing development within the Bayfront appealing and comfortable. Landscape design shall be used to mitigate the impacts of industrial uses and provide screening of visually poor site elements.

**Guideline 1.** The landscape strategy for all sites should be functional and aesthetically pleasing with four season interest. A diversity of species will be planted to support biodiversity and ensure a robust and resilient landscape. Native species will be prioritized, and invasive species will not be used.

**Guideline 2.** Promote the incorporation of green infrastructure within hardscapes to ensure the successful provision of greenscapes within streetscapes and boulevards within urban areas. Technologies will improve the long term health of installed landscaping e.g. Silva Cells, Strata Cells etc. This is also applicable for streetscapes.

**Guideline 3.** Incorporate low impact development practices such as using native and drought resistant vegetation; minimal maintenance design; bioswales; impervious parking. Designs should also look to manage dust and mud tracking.



**Example of high quality materials and architectural detail, IntraUrban Business Park. Vancouver, British Columbia**  
Credit: PC Urban



**Building frontage with clean and crisp architectural surface, TTR Industrial Park. Surprise, Arizona. Credit: Cawley Architects**

**Buildings with functional design, Berrel Berrel Krätler Architekten Fire Station. Pratteln, Basel-Landschaft. Credit: Radek Brunecky**



**Building frontage details with corten steel exterior. Credit: Ilaria Academy**





**Parking lot with swale, Kimberling Shopping Center. Kimberling City, Missouri. Credit: Grownative.org**

**Guideline 4.** Planting materials should be low maintenance, pest and disease resistant.

**Guideline 5.** Any non-planting elements of landscape design should be locally sourced to reduce carbon footprint (locally quarried stone etc.).

**Guideline 6.** Where appropriate, high branching deciduous trees should be planted along all lot lines and within parking islands to help provide shade, reduce the urban heat island effect, and provide other environmental benefits.

**Guideline 7.** Ensure landscape zones are designed with materials that support stormwater runoff and on-site infiltration.

**Guideline 8.** Ensure shade trees are used for parking landscape zones.

**Guideline 9.** Back-lotting is generally a discouraged practice, however in circumstances where it cannot be avoided landscaping buffers and landscape strips along interior property lines should be provided as a visual transition between properties and to enhance stormwater management on site.

**Guideline 10.** Employee and visitor amenities should be located in convenient locations in relation to building entrances.

**Guideline 11.** Public or private amenity areas should include seating, accessible pathways, shading with structures or trees. Locations should reflect the context.



**Parking lot with landscaping and permeable pavers. Credit: John T**



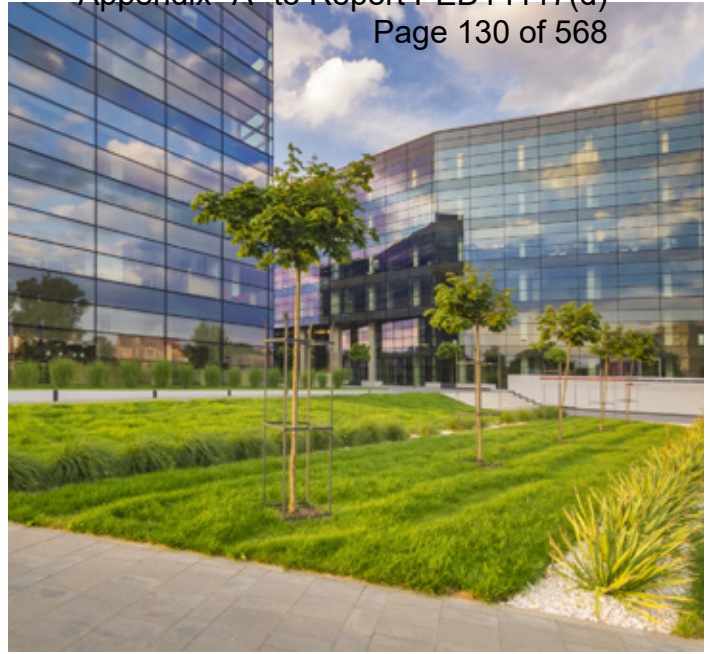
**Shaded seating area, The Bloedel Conservatory, Vancouver British Columbia. Credit: Stephanie Braconnier**

**Guideline 12.** Plant material should be placed to ensure clear views into and out of amenity areas to maintain safety and security.

**Guideline 13.** Landscape planting materials should support biodiversity and prioritize using native species. The following tables consists of some approved species by the City’s Forestry department.

**Shade Trees - Large Caliper (≥ 40cm DBH at maturity)**

Common Name	Scientific Name
Common Hackberry	Celtis occidentalis
Prairie Sentinel Hackberry	Celtis occidentalis ‘Prairie Sentinel’
Princeton Sentry Gingko	Ginkgo biloba ‘Princeton Sentry’
Ginkgo	Ginkgo biloba
Espresso Kentucky Coffeetree	Gymnocladus dioicus ‘Espresso’
London Planetree	Platanus x acerifolia ‘Bloodgood’
Bosque Elm	Ulmus parvifolia ‘Bosque’
Accolade Elm	Ulmus x ‘Accolade’



**Office building LID, Szczecin, Poland. Credit: Mike Mareen**

**Ornamental Trees - Small Caliper (≤ 40cm DBH at maturity)**

Common Name	Scientific Name
Spring Snow Crabapple	Malus x ‘Spring Snow’
Persian Ironwood	Parrotia persica
Kwanzan Cherry	Prunus serrulata ‘Kwanzan’
Ornamental Pear	Pyrus calleryana ‘Chanticleer’
Ivory Silk Lilac	Syringa reticulata ‘Ivory Silk’

## 4.5 Road Design

There is an existing and extensive road network within the Bayfront in varying degrees of quality. There is also future potential for larger industrial lots to subdivide leading to opportunities for additional streets and connections. There are a variety of ways to improve the visual quality of the road network in the Bayfront while also improving the multi-modal dynamic.

**Guideline 1.** Roadway materials should also be designed with durability in mind to accommodate truck traffic and winter maintenance.

**Guideline 2.** Roads should be designed / redesigned where appropriate with narrower vehicular rights of way to reduce the amount of hardscape and to include more room for active transportation infrastructure and landscaping elements. Designs should be in compliance with the City's ongoing Complete Liveable Better Streets Design Manual and consider the turning radius of trucks.

**Guideline 3.** Stormwater should be managed locally along streets where feasible with low impact development techniques and plantings in order to reduce the loading on the existing system.

**Guideline 4.** Active transportation infrastructure should be incorporated per the recommendations in the City of Hamilton's Transportation Master Plan.

**Guideline 5.** Establish a continuous canopy of shade trees along roadways where possible. Utilize green technologies to bolster long term health of urban canopy (e.g. Silva Cells, Strata Cells etc.)



**Building with shade structure. Credit: Zhu Difeng**

## 4.6 Parking & Internal Circulation

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Parking and internal circulation plays a key part of how we navigate through sites. These needs are diverse depending upon the user and nature of land use, and specific business needs. The general intent is to support a logical and interconnected system of streets, sidewalks, and pathways that balance mobility requirements and pedestrian safety and comfort on-site.

**Guideline 1.** Future designs should look to reduce the amount of hardscape and/or use of permeable materials and low impact development techniques in the long term.

**Guideline 2.** Entrances to sites (parking and servicing areas) should be located on local streets and should be located to minimize the number of entry points to maximize building frontage and minimize the number of curb cuts required.

**Guideline 3.** At intersections driveway are to be located away from the intersection to avoid conflicts with active traffic.

**Guideline 4.** Parking, amenity areas, and pedestrian circulation should be free from physical barriers.

**Guideline 5.** Future designs should seek to break up surface parking areas into smaller parking courts with high quality landscaping treatment and pedestrian walkways. Plant 1 tree for every 5 parking spaces.

## 4.7 Sustainable Design

Climate change resiliency and adaptation along with environmentally sensitive design practices are key to ensuring a healthy and sustainable future for the Bayfront and the wider context. A clear attempt to incorporate innovative, practical site design and architecture can play a role in reducing adverse impacts of climate change. There is also a need to monitor climate change related events (rain, temperatures etc.) and adjust accordingly over time. Understandably, not all sites and land uses will be able to support each of the following considerations; however during the site planning process each development proposal should consider the following measures.

**Guideline 1.** Treat minimum 50% of the site's hardscape (excl. roof) for urban heat island (shade structures, shade trees, high albedo materials etc.)

**Guideline 2.** Reduce urban heat island effect by reducing the amount of paved areas. Maximum 3.5 parking spaces per 1000 sq. ft. of GFA.

**Guideline 3.** 5% of all parking spots to be preferred spots (special spots that are in close proximity to entrance or in a covered area) which are allocated for carpool and/or electric vehicles. Required AODA barrier-free spaces provided as regulated and are not included in the 5% count.

**Guideline 4.** Position buildings to take advantage of passive solar and prevailing winds for air flow

**Guideline 5.** Incorporate green roof technology (minimum 20% of available roof space) to assist building cooling and provide additional amenity areas in appropriate locations. Capturing and storing water at peak-flow rain events for irrigation of planting areas. If green roofs are not attainable, other sustainability measures should be considered including high albedo/reflective surfaces and treatments and/or incorporation of renewable energy (solar panels, wind turbines),

**Guideline 6.** Minimum 20% of total lot area to be open space (tree canopy, decorative plantings, amenity areas, buffers.) Provide on-site stormwater infiltration areas within open space and parking areas. Plant minimum 1 tree for every 5 parking spaces.

**Guideline 7.** Minimum 20% of materials for new buildings and site construction to be locally sourced (within 800km of final manufacturing site, or 2400km if shipped by rail or water.)

**Guideline 8.** Minimum 10% of construction materials to be recycled materials, or renewable materials.

**Guideline 9.** Minimum 50% of wood products to be certified in accordance with the Forest Stewardship Council (FSC).



Warehouse building with well lit parking lot and pedestrian areas. Credit: Dima Moroz

**Guideline 10.** Minimum 50% of landscape materials should be native / locally sourced and drought / disease / pest tolerant. Invasive species shall not be used.

**Guideline 11.** Minimum 1% of energy for site to be derived from renewable resources.

**Guideline 12.** Employ green building design and sustainable site design standards for planning and detailed design of any new development where applicable as per Section 3.3 of this document.

## 4.8 Lighting and Safety

Lighting is an important element for safety and comfort in both public and private settings and can enhance the visual appeal of sites.

**Guideline 1.** Pedestrian and parking areas should have adequate illumination so that it is perceived as safe. Pedestrian scale lighting should be used where appropriate to provide additional ground level lighting and also create enhanced aesthetics where possible.

**Guideline 2.** Lighting should be used as an accent feature for architectural highlighting as well as within the design of landscape elements.

**Guideline 3.** New developments or redeveloped sites should aim to install energy efficient light fixtures.

**Guideline 5.** In all cases Crime Prevention Through Environmental Design (CPTED) practices should be utilized. Landscaping shall not impede any views across open parking lots of into buildings.

**Guideline 6.** Landscaping should help to attenuate noise where it may affect an adjacent use.

## 4.9 Signage

There are two categories of signage for the Bayfront. The first is wayfinding which helps orient visitors and users to areas within the area and beyond. This particular type of signage has several hierarchies with varying functions and location criteria. These signs are located along the roadways and mark physical cues at site level, streets and at gateways. The second type of signage is interpretive signage. These highlight important themes and cultural elements and are located at a site by site basis depending on the appropriate program.

Having a consistent palette and design of signage provides an opportunity for helping to establish a sense of place and creating a 'brand' for the Bayfront.

All signage must be compliant with the City's Sign By-law No. 10-197.



**Timmins Gateway Sign. Timmins, Ontario. Credit: JayTee88**

### 4.9.1 Wayfinding

#### Bollards

Bollard type wayfinding are useful to identify the primary access points for industries and can identify tenants and their subsequent addresses. They vary in size depending on if there are multiple tenants on one site. Bollards are located at primary access points.

#### Pedestrian Kiosks

Install pedestrian kiosks at the major pedestrian entry points in the Bayfront especially along active transportation corridors. Kiosks to follow the designs set out by the City’s Wayfinding Signage Strategy.

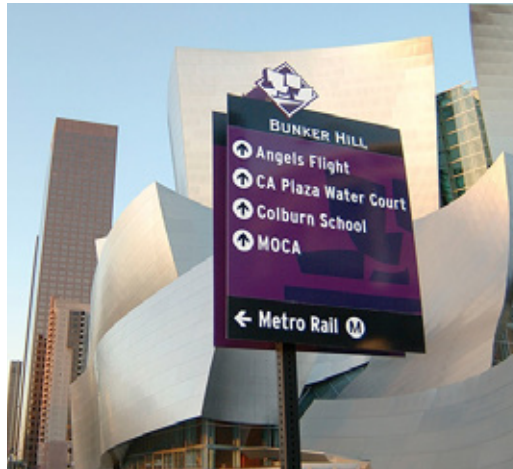
This type of signage is placed along the street edge. There are two kinds of streetscape signs; ones that are located at the primary access points of a site, or at street intersections. The access point sign identifies the address, company name and logo for a high profile building. The intersection sign identifies multiple names of industries and highlights any public uses nearby or points of interest. This type of signage requires additional lighting in order to properly highlight the information.

#### Gateway Marker

Gateway markers are located within the public area of a major gateway and are a major arrival feature. They identify the gateway as well as denote the unique area. These require accent lighting for optimal views.



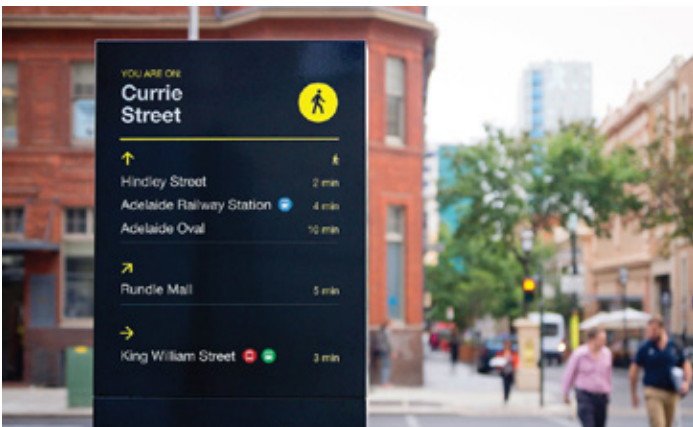
Rise Park bollard signage.  
 Credit: RSM Design



Bunker Hill directional streetscape signage.  
 Credit: Society for Experiential Graphic Design



Streetscape entrance signage. Forthriver Innovation Centre, Belfast, Ireland. Credit: Ascot House



Adelaide pedestrian kiosk. Credit: Michael Freilinger



Fulton Market District Gateway Marker. Credit: Sterling Bay Properties

## Local Road Marker

Local road markers are located at the intersections for all roads and identify street names. They are a branded version of a local street sign.

## Major Vehicular Signage

Vehicular street signs should be used at major intersections and will direct motorists from the QEW into the Bayfront and towards the West Harbour and other major destinations.

### 4.9.2 Interpretive Signage

Interpretive signage should be in response to nearby or views of ecological features (waterfront, escarpment), heritage elements, features visible in the public right of way which describe the working features of the Port or the large long standing industries which are synonymous.

Theming of interpretation signage will be determined on a case by case basis in discussions with internal and external stakeholders as well as the public if appropriate. Themes should relate to those found within the Bayfront including but not limited to:

- Industrial;
- Historical;
- Community Driven;
- Water and the Port; and,
- Heritage in the Neighbourhood.



Example of local road marker. Credit: RSM Designs



Example of major streetscape signage example.



Example of interpretive signage. Credit: The Interpretive Design Company

### 4.9.3 Sign Guidelines

**Guideline 1.** All signage will adhere to the City of Hamilton's Sign By-Law. In the event of a conflict between these guidelines and the City of Hamilton By-Law, the provisions of the Sign By-Law shall prevail.

**Guideline 2.** Signage for sites and buildings should look to incorporate sustainable technologies (timers, solar power, wind power) to reduce energy needs.

**Guideline 3.** Signage should be clearly visible from a distance and should have clear and legible typefaces and colours aiming to comply with Accessibility for Ontarians with Disabilities Act (AODA) guidelines as well as provide easy wayfinding for staff and visitors.

**Guideline 4.** Well-designed free standing signage is encouraged where applicable.

**Guideline 5.** Multiple occupant buildings should integrate signage into the building façade to reduce sign clutter.

**Guideline 6.** Materials should be durable and the design should complement the building/development design style.

**Guideline 7.** Rooftop signage is not permitted. Façade signage is permitted at a maximum of 15% of the building's façade.

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**4.10 Fencing and Screening**

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In general, fencing and screening should be discouraged in order to highlight and frame views to signature products and iconic infrastructure that is synonymous with the character of the Bayfront. However, considering the nature of land uses and operations, it is likely that specific areas of development sites will require safety and security fencing. Building orientation, landscaping and grading can help mitigate the need for fencing and screening in some cases. Fencing and screening in public view should be reviewed as part of the site plan approval process. If fencing is deemed to be required, the following should be considered:

**Guideline 1.** Fencing in public view should incorporate upgraded materials, including cast iron, metal slats, or in some cases wood.

**Guideline 2.** Fencing should be incorporated into building design and reference similar materials.

**Guideline 3.** Incorporating low stone or concrete walls can reduce the height required for fencing/screening.

**Guideline 4.** Incorporating higher growing planting and coniferous species can reduce the visual impacts of fencing/screening.

**Guideline 5.** Combination of grading and fencing/screening should be considered.

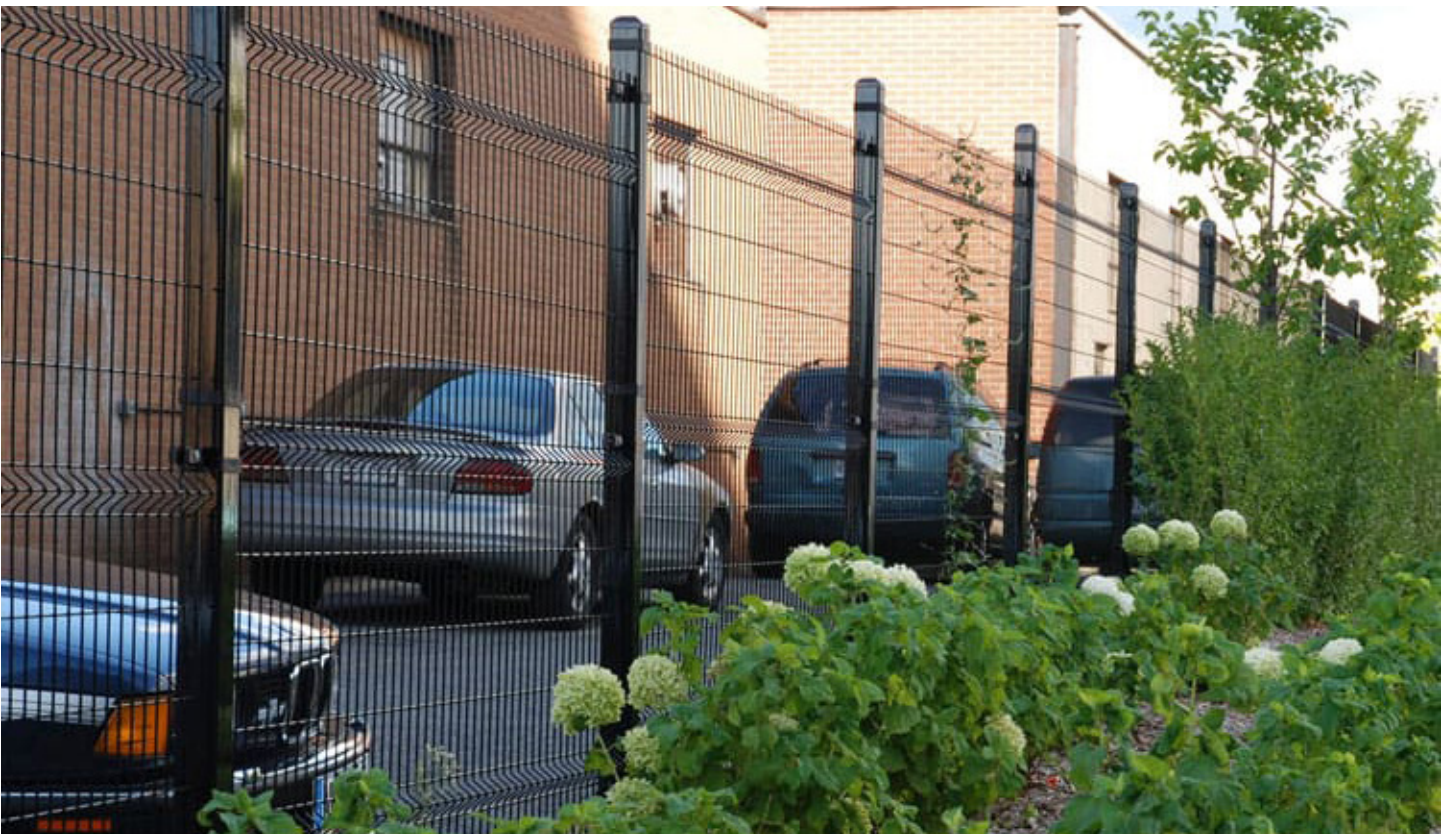
**Guideline 6.** Where possible living walls or mural walls should be incorporated as an alternative or as a break to the fence line.

**Guideline 7.** Sites with outdoor storage or stockpiles, especially if visible from the public right of way should be screening with visually appealing fencing, grading or other screening measures.





**Louvered screening with galvanized steel.**  
**Credit: Lang and Fulton**



**Example of High quality architectural security fencing. Credit: Omega Fence**



**Example of aesthetically pleasing security fencing: Credit: Ameristar Fence**



**Example of wood, brick and metal screening fence. Credit: Fenetrac**

# 5 PUBLIC REALM & OPEN SPACE GUIDELINES



Murals on Silos at Concrete Plant, Granville Island, Vancouver BC. Credit: meunierd / Shutterstock.com

## 5 PUBLIC REALM & OPEN SPACE GUIDELINES

### 5.1 What is the Public Realm?

The public realm is the area between (and within) buildings that are municipally owned space and publicly accessible and is used by the general public including sidewalks, streets, squares, parks, trails and open spaces.

The opportunities and guidelines for the public realm will be explored through precedent imagery and cross sections where appropriate. There are a variety of aspects which comprise the public realm and they are outlined in the following sections.

#### Greening the Bayfront

Greening can be done throughout the Bayfront in both the public and private realms. Greening pertains to overall increased tree and shrub plantings to help the Bayfront increase its current canopy cover from 3% to help achieve the overall city-wide goal of 35%.



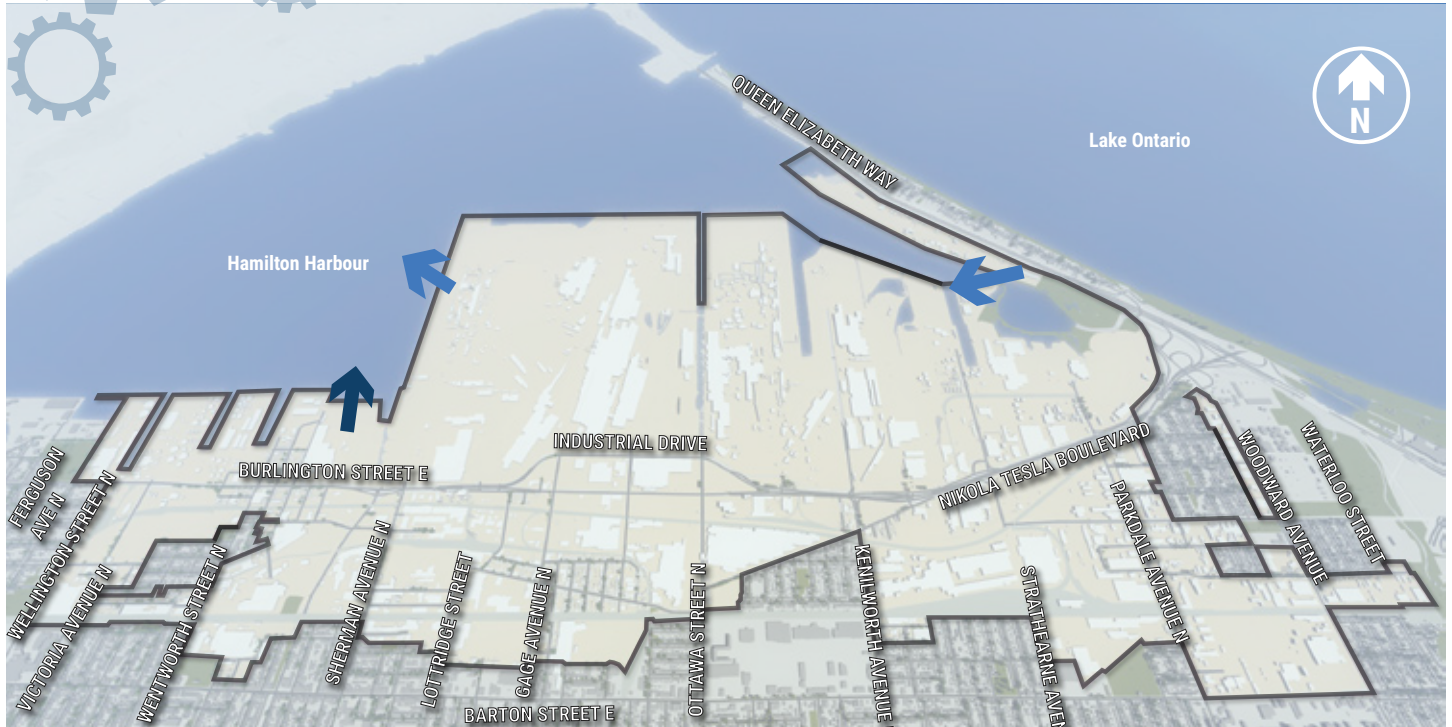
View of wildlife habitat installed at revitalized Windermere Basin Park. Hamilton, Ontario. Credit: Dillon Consulting

#### Public Access to Waterfront

One of the most severely lacking features along this particular stretch of waterfront is the limited public access. Opportunities exist to develop lookout type features to view the harbour. Examples include 'Windows to the Lake' or a boardwalk to the water through redevelopment, intensification and partnerships with entities like the Port Authority. One lookout has been constructed by the Port Authority at their Hillyard building parking lot. A formal lookout tower opportunity could occur at the existing Windermere Basin where there are already at grade lookouts which offer open views to the water. Refer to **Figure 2: Public Access to the Waterfront** to see existing and proposed locations for potential public access to the waterfront.



Example of greening using paving and soil cell system for maximum overhead canopy, East Bayfront. Toronto, Ontario. Credit: Dillon Consulting



**Existing Public Access to Waterfront through lookout.**



**Potential Public Access to Waterfront through "Window to the Lake", Boardwalk or lookout.**

**Note: Information contained in this figure is for illustrative purposes only to inform the analysis and development of the Bayfront Industrial Area Renewal Strategy and Action Plan**



**Waterfront lookout platform recently built at Hamilton Port Authority building. Hamilton, Ontario.  
Credit: Hamilton Port Authority**

## 5.2 Gateways

Gateways are important entry points into unique areas within a City. Their main role is to identify and highlight a distinct area. Gateways are important urban design tools as they help to create a wayfinding feature, enhance the overall public realm and create an identity and foster a sense of place. Existing gateways in the Bayfront Industrial Area offer little in place making and identifying prominent geographical and built environment features. There are two hierarchies of gateways proposed for the Bayfront: major and minor and they vary in scale and complexity.

Major gateways often contain features such as signage, lighting, architectural forms, special landscaping, and are often along major arterial roads. Three potential major gateways have been identified, with two found along Nikola Tesla Boulevard and Burlington Street East, and the third located between Beach Road and the QEW.

Minor gateways provide a more subtle sense of arrival to an area which is often achieved with simple signage and landscaping. Several potential minor gateways have been identified for north-south roads intersecting along the southern edge of the study area.

The following potential major and minor gateways shown on **Figure 4: Mapping of Potential Gateways**, identify areas with key entrances to the Bayfront Industrial Area.



Example of Gateway, Distillery District. Toronto, Ontario. Credit: Gilberto Mesquita

**Figure 4**  
**Mapping of Potential Gateways**



-  **Potential Major Gateway Feature (Signage, Lighting, Architectural Feature, Landscaping)**
-  **Potential Minor Gateway Feature (Signage, Landscaping)**

**Note:** Information contained in this figure is for illustrative purposes only to inform the analysis and development of the Bayfront Industrial Area Renewal Strategy and Action Plan



**Example of a major type gateway feature, Sands Casino. Bethlehem, Pennsylvania.**  
**Credit: Michael D. Tedesco**

### 5.2.1 Major Gateway

**Guideline 1.** Major gateways should be provided at the prominent entrances and exits in the Bayfront along the Burlington Street East / Nikola Tesla Boulevard corridor.

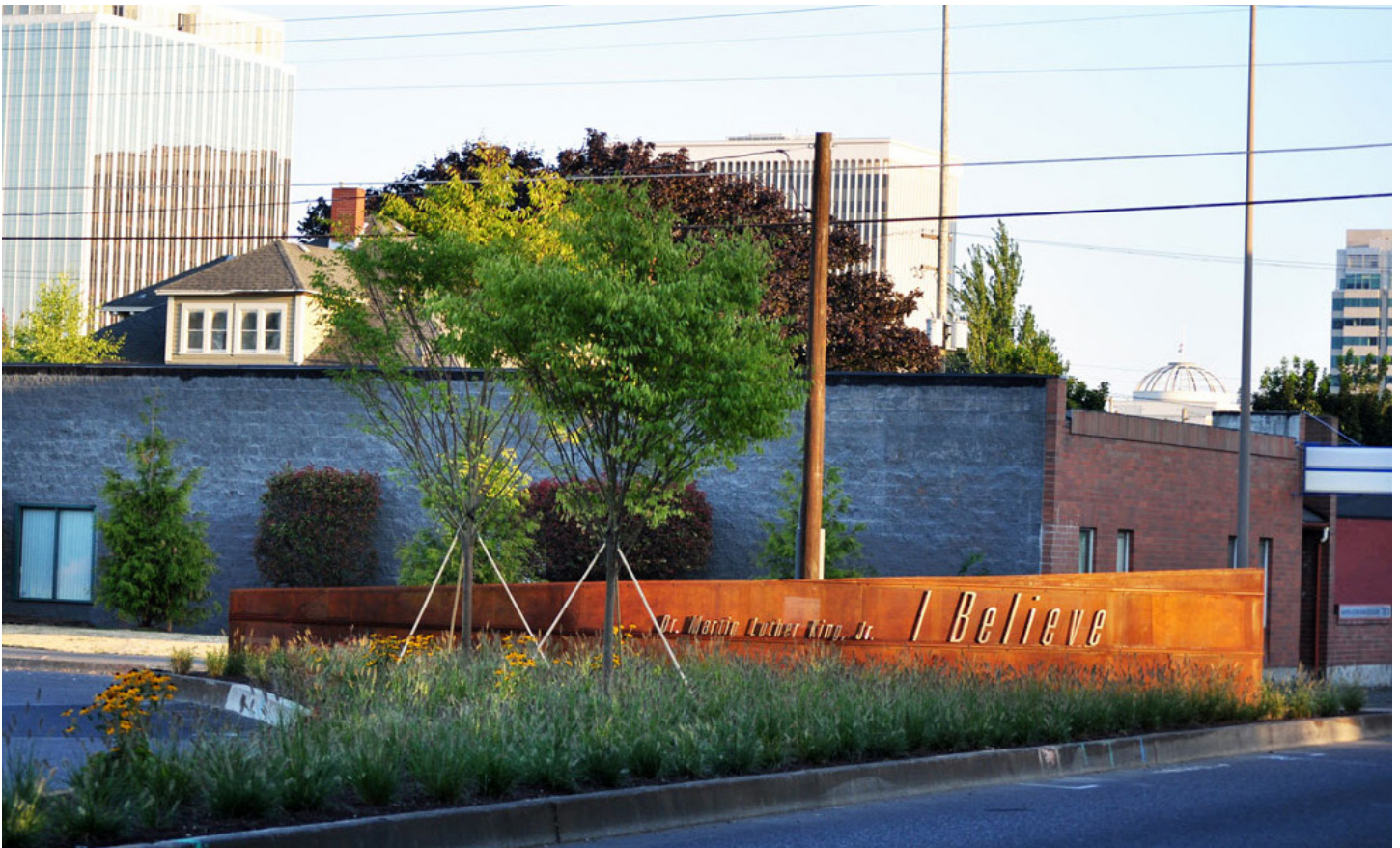
**Guideline 2.** Major gateway locations should share a common theme or design element to mark the ends of the Bayfront Industrial Area.

**Guideline 3.** Elements for the major gateways may include but are not limited to: signage, native planting, feature lighting, public art, or architectural details that are reflective of the character of the Bayfront.

**Guideline 1.** Minor gateways should be provided at entrances to the Bayfront along the north/south connector roads.

**Guideline 2.** Minor gateways should have a common theme or design elements.

**Guideline 3.** Elements for the minor gateways may include but are not limited to: signage, native planting and feature lighting.



Example of a minor type gateway feature, Martin Luther King Jr. Blvd. Portland, Oregon. Credit: 2.ink Studio





Example of wayfinding and interpretative signage, Evergreen Brickworks. Toronto, Ontario. Credit: Debbie Adams



## Wayfinding

The wayfinding in the Bayfront is predominantly arterial road related and automobile oriented. The addition of an additional layer of information, perhaps one that is more of scale geared towards pedestrians or cyclists would help to bring clarity and efficiency to the area and create a unified look. Having a cohesive range of wayfinding signage is an easy way to bring an identity to an area, and create an environment which visitors feel safe traversing since they have a better idea of where they are going. Wayfinding can be applied throughout the Bayfront wherever there is access on the public road right-of-way.

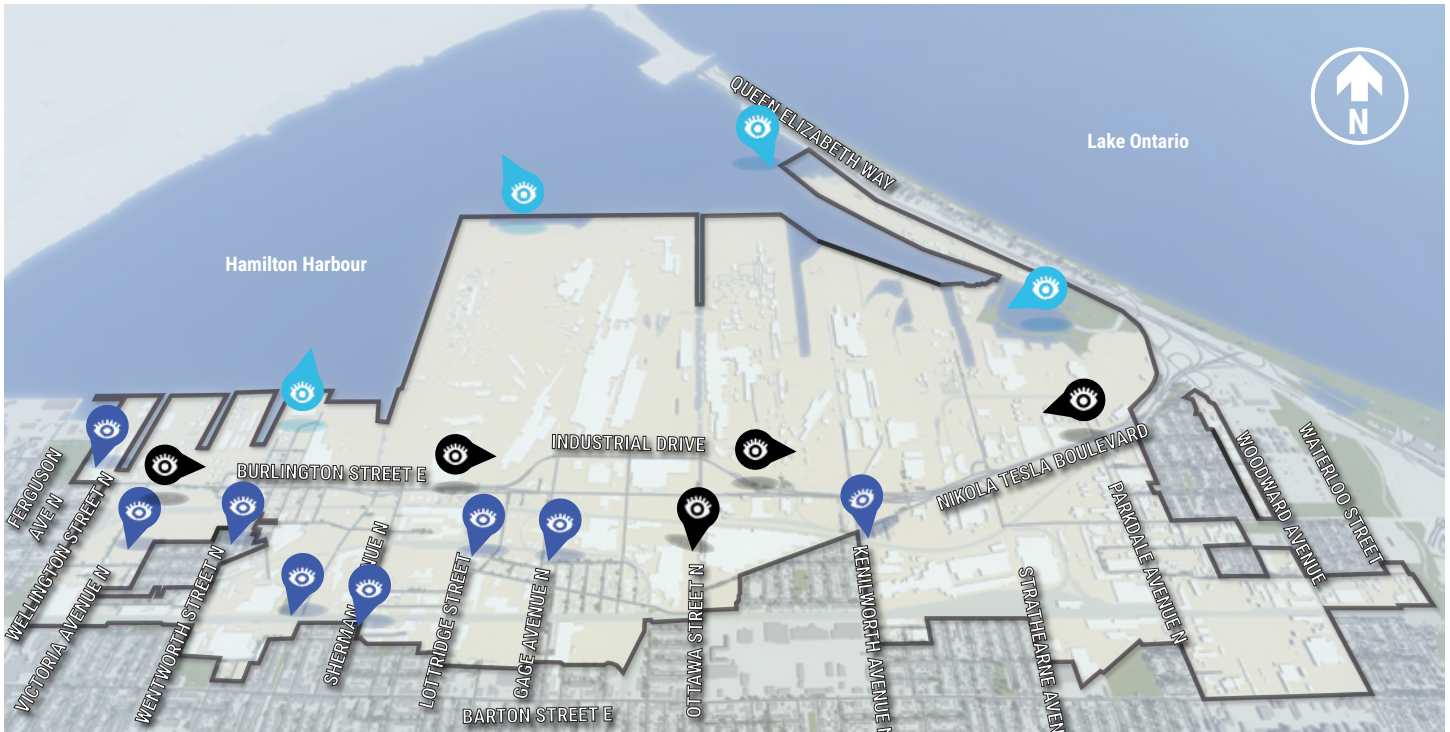
## Important Views and Vistas




There is a variety of views of, from and within the Bayfront which are important and require consideration. The view of the Bayfront is one of the first glimpses of Hamilton that you see when you arrive over the Skyway Bridge. There are also internal views from the Bayfront to the waterfront, to the Niagara Escarpment along north/south roads and of iconic industrial infrastructure synonymous

with the area from or over the road. View corridors to the waterfront should be enhanced since they are few and far between. Opening up locations for public access to take advantage of views, providing areas/infrastructure for lookouts, allowing public access are all strategies to improve waterfront views. View corridors to the Escarpment should be protected. No new infrastructure or buildings should inhibit views to the escarpment. Views of infrastructure should be enhanced and preserved. Overhead infrastructure is synonymous with the area. Existing infrastructure should be kept in good working and visual condition. Obsolete infrastructure, if safety is maintained should be kept as visual elements. There are also opportunities to enhance views with public art applied to infrastructure. Views should also be opened and enhanced towards landmarks.

Refer to **Figure 4: Important Views and Vistas** to see locations for important views and vistas to be preserved, protected or enhanced. This represents the long term vision for the Bayfront and some of the illustrated views will be accomplished sooner than others.

**Figure 5**  
**Important Views and Vistas**



-  **Maintain views of iconic industrial overhead infrastructure.**
-  **Protect views of the Niagara Escarpment.**
-  **Enhance views to and from the water.**

**Note:** Information contained in this figure is for illustrative purposes only to inform the analysis and development of the Bayfront Industrial Area Renewal Strategy and Action Plan



**View of the escarpment and industrial infrastructure from Burlington Street East. Hamilton, Ontario.**  
 Credit: Dillon Consulting



**View of the industrial waterfront. Hamilton, Ontario.**  
 Credit: Dillon Consulting

**Streetscape Improvements**

Improving the streetscapes is one effective way to bring visible change to the Bayfront. Many visitors experience the Bayfront from the road network, and much of it has the appearance of requiring improvements and repairs. The pedestrian experience also is limited. There are two hierarchies of streetscape improvements that were suggested: major and minor. Major streetscaping may be used along Nikola Tesla Boulevard / Burlington Street East and could include the following improvements: landscaping, street trees, accommodation of active transportation facilities, pedestrian amenities such as benches, and, incorporation of wayfinding or cultural interpretation signage where appropriate.

Minor streetscaping could occur on the various north-south streets which connect to the major arterial road and into the rest of the city and could include improvements such as: landscaping, accommodation of active transportation amenities, and inclusion of pedestrian amenities. Refer to **Figure 5: Streetscape Improvements** to see locations for streetscape improvements.

**Figure 6  
Streetscape Improvements**



**Note:** Information contained in this figure is for illustrative purposes only to inform the analysis and development of the Bayfront Industrial Area Renewal Strategy and Action Plan



**Example of potential streetscape improvements along proposed future LRT corridor. Hamilton, Ontario. Credit: Dillon Consulting**

There are a variety of streetscapes currently in the Bayfront with different functions. Over time their functions and needs will evolve which will spark a desire for a different design approach. An example of this new approach is entitled Complete-Livable-Better (CLB) Streets and it balances the needs of multiple modes and users throughout the right-of-way placing priority of pedestrian and active transportation movement. This approach is also contextually based on elements that can be added or removed depending on the location. The City of Hamilton has developed their own Complete Liveable Streets Design Manual and guidelines have been aligned to comply with this document.

Typologies that are present within the Bayfront Industrial Area include: Industrial Roads, Connectors and Neighbourhood Streets. However, depending on context, there are certain typologies which require different variations in order to better respond to the conditions in the Bayfront. The typologies have also been explored in cross section to best highlight the elements that are being proposed in each corridor. There are six cross sections in total and the elements and layout are described in the following sections. Refer to **Figure 7: Street Typologies** for a map showing the location of each typology in the Bayfront.

### 5.3.1 Industrial Roads

Industrial Roads are important goods movement corridors. They are major streets that cross the Bayfront in an east-west direction providing access into the Bayfront Industrial Area. Access is provided for all modes of travel to industrial, warehouses, and other employment areas. Industrial Roads are designed to accommodate higher vehicle capacities, including goods movement, as well as transit vehicles, cyclists and pedestrians.

The City's CLB Design Manual has identified Burlington Street east of Wellington to be an Industrial Road. There is a transition between highly residential on the west side, to heavy industrial through the Bayfront and then there is a transition to the QEW / highway right-of-way.

**Guideline 1.** Transit is accommodated in mixed traffic.

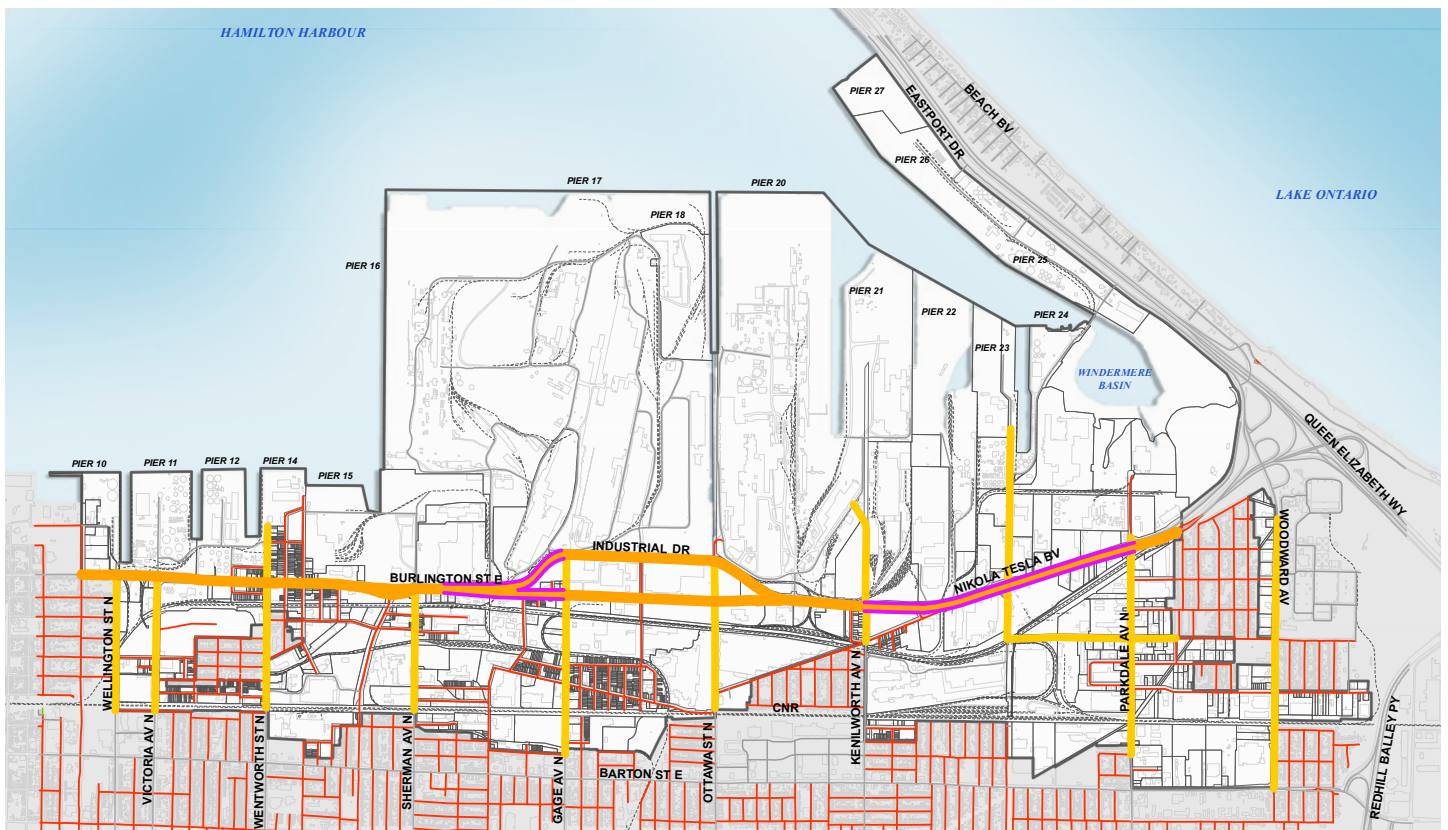
**Guideline 2.** Bike lanes, cycle tracks or multi-use paths provided for active transportation.

**Guideline 3.** Provide mid-block pedestrian crossings as well as crossing opportunities at intersections.

**Guideline 4.** No on street parking in order to facilitate efficient movement of goods.

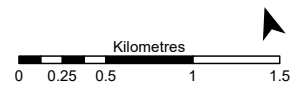
**Guideline 5.** Sidewalks or multi-use paths provided on both sides of the street.

**Figure 7**  
**Street Typologies**



**LEGEND**

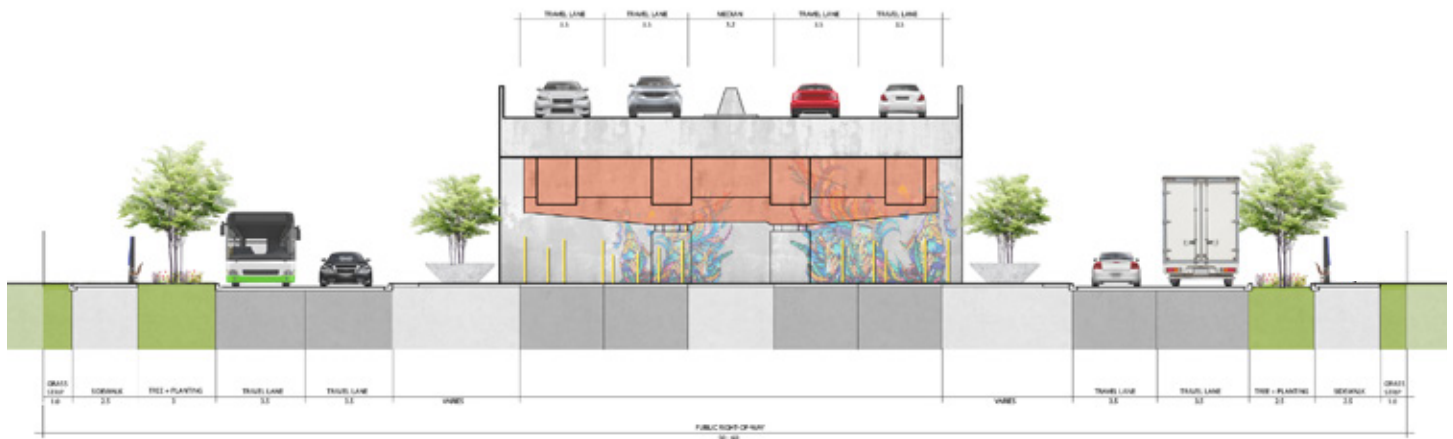
- Industrial Road:  
Elevated
- Industrial Road
- Connectors
- Neighbourhood Streets



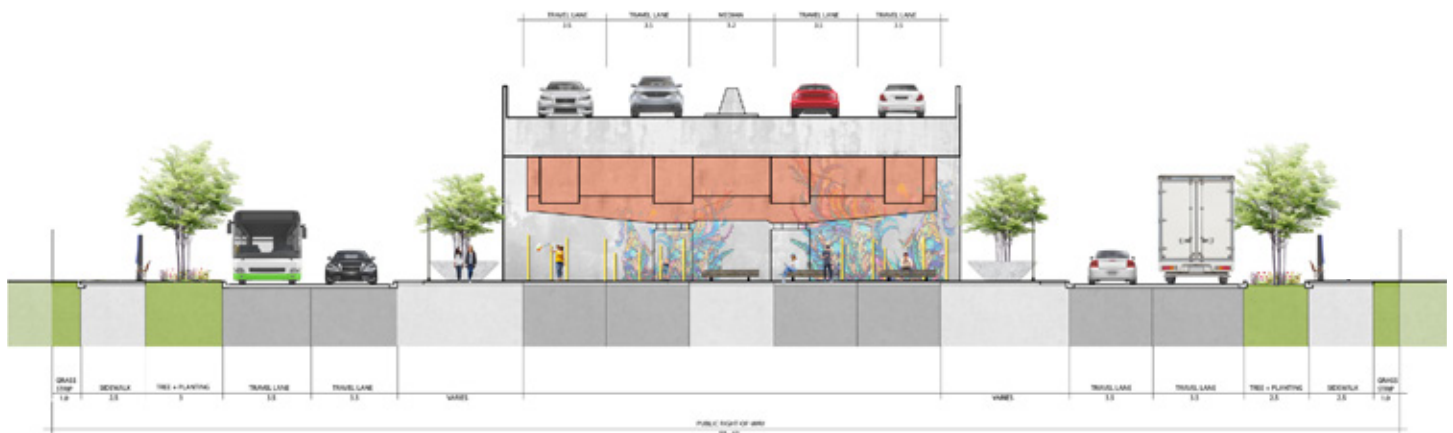
## Elevated / At Grade Condition

This particular typology represents the portion of the remaining elevated portion of Nikola Tesla Boulevard. The aim is to accommodate the required elements while also treating and transforming the underutilized portion underneath the infrastructure. The goal is to successfully maintain the efficient movement of goods, while also providing an interesting experience underneath the elevated portion through improved hardscaping, treating the large blank walls with public art murals, and/or providing interesting under infrastructure lighting along the underside of the elevated roadway.

Appendix "A" to Report PED14117(d)  
 At key locations, additional amenities such as benches additional lighting, landscaping and tree planting will also help to improve the microclimate of the area and the feeling of comfort for pedestrians and public space users. Refer to **Figure 16 Structural Aesthetics** for potential under infrastructure aesthetic locations for a map showing where the potential aesthetic treatments are as well as intersections for potential additional public space.



**Figure 8: Industrial Road (Elevated) - General Condition**

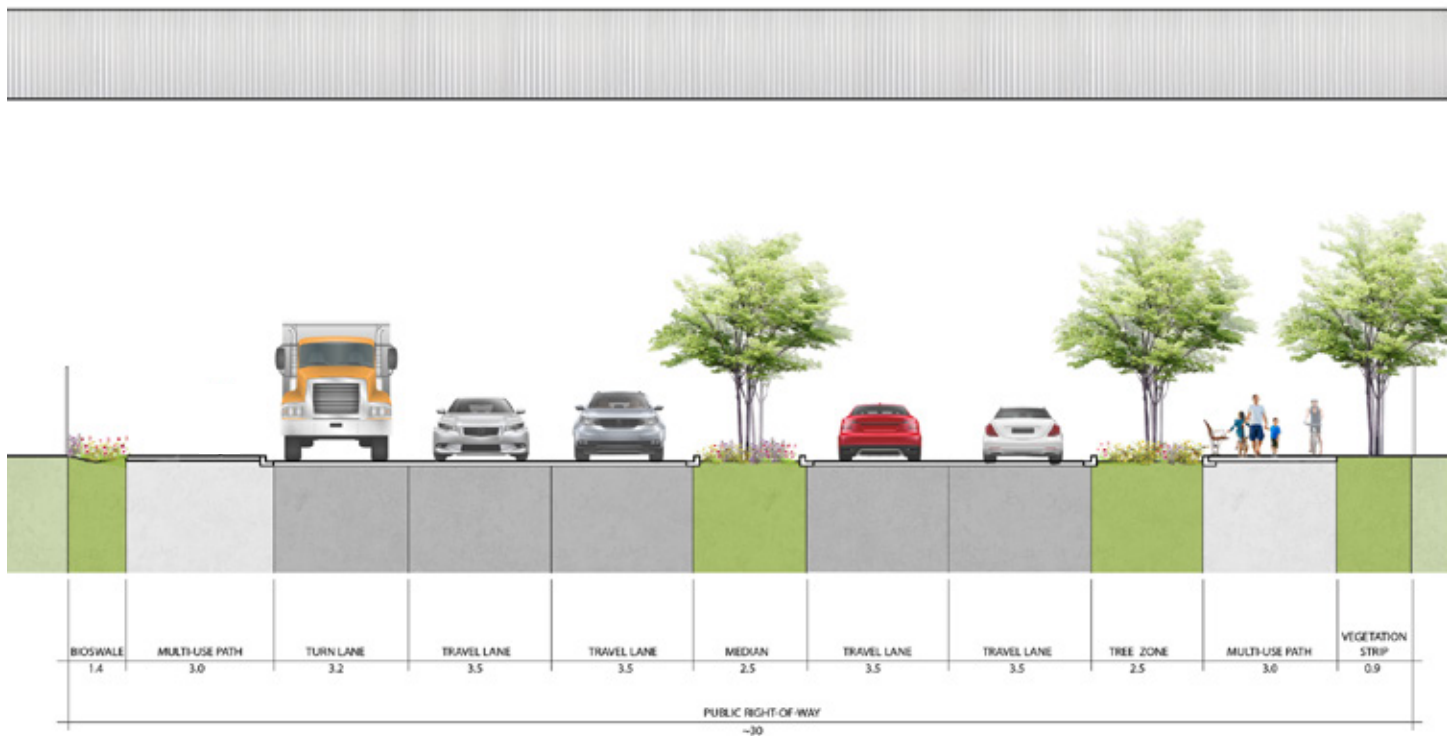
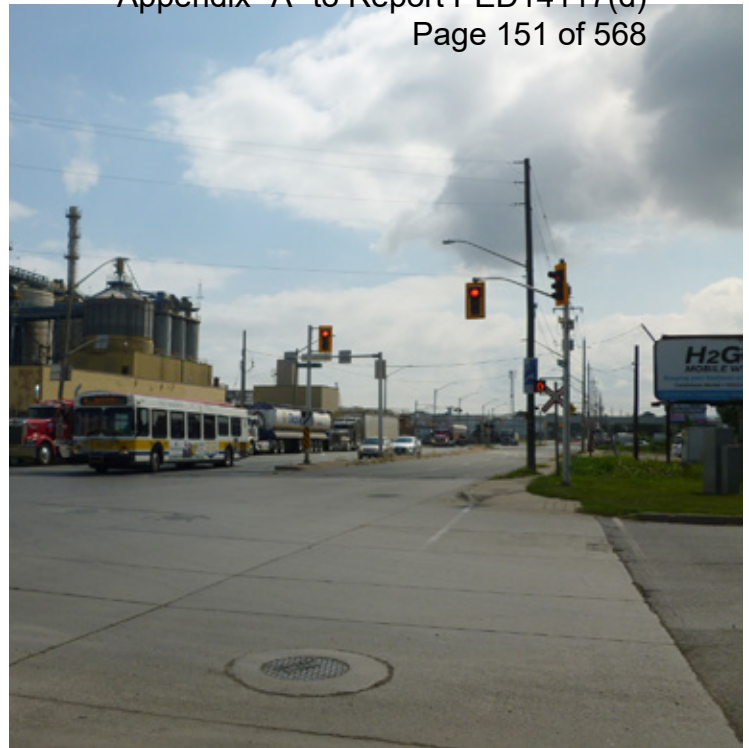


**Figure 9: Industrial Road (Elevated) - Additional Public Realm Condition (at key intersections)**

### At Grade Condition

This particular typology is meant to represent the Industrial Road / Burlington Street East sections of the road right-of-way which is entirely at grade. Generally this occurs to the west of Ottawa Street North. It is assumed that the Wilcox Street portion of the elevated expressway will be removed in the future as directed by the City, therefore this condition will also be considered at-grade. Currently the area is characterized by two lanes of traffic in both directions, and a centre turning lane that is interrupted briefly by a landscaped median. There is a sidewalk only on one side.

There is the possibility of making the travel lanes and/or the centre median narrower in order to accommodate the cycling facilities and adequate pedestrian amenities. Adding swales will help to mitigate higher rainfall events and will improve the microclimate.



**Figure 10: Industrial Road - At Grade Condition**

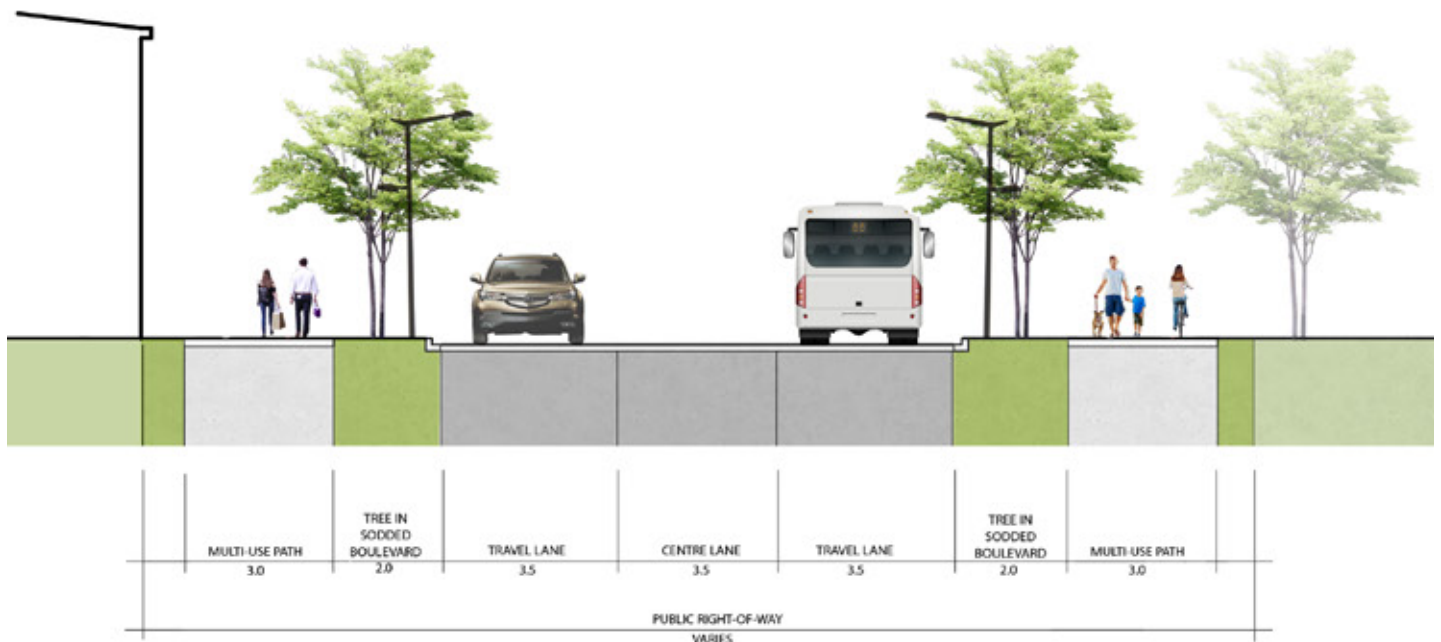
### 5.3.2 Connector

Connector roads connect residential neighbourhoods to other parts of the city. In this case the connector roads are the roads that connect to Burlington Street East / Nikola Tesla Boulevard and run southward towards Barton and into the more commercial and residential parts of the city to the south of the Bayfront Industrial Area. They provide direct connections through the industrial area to the main east-west arterials to the north and south and have a higher capacity than local streets. They should be able to support active transportation and pedestrian movement and should also offer landscaping and trees to buffer adjacent uses.

**Guideline 1.** Right of way width is between 20 to 30 metres.

**Guideline 2.** Typically sidewalks are located on both sides of the right of way, or a multi-use trail with pedestrian amenities.

**Guideline 3.** Landscaping should include curb-side mature tree plantings.



**Figure 11: Connector Street**



### 5.3.3 Neighbourhood Streets

This street typology has the function of providing direct access to residential areas. They usually have lower traffic volumes and are largely used by people within the community. Neighbourhood Streets should be able to provide safe movement for cyclists and pedestrians and provide an extensive and mature street tree canopy.

**Guideline 1.** Goods movement is to be limited on Neighbourhood Streets.

**Guideline 2.** Sidewalks are to be on both sides of the street and cyclists share the road with motorists.

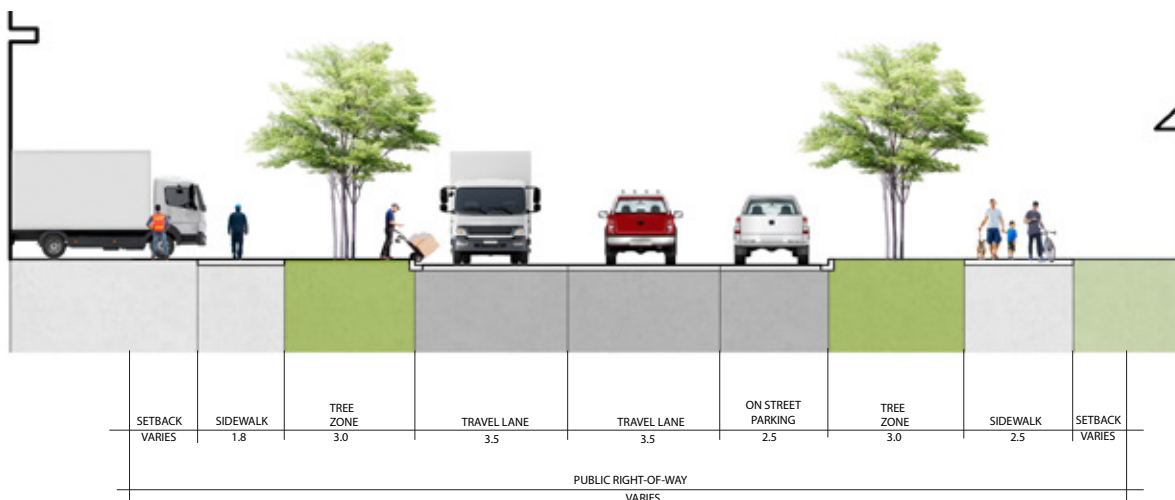
**Guideline 3.** Street trees are to be planted on both sides of the road to foster a mature canopy.

The evolution of the Bayfront has created differing conditions with areas that have a mix of employment uses directly abutting residential uses.

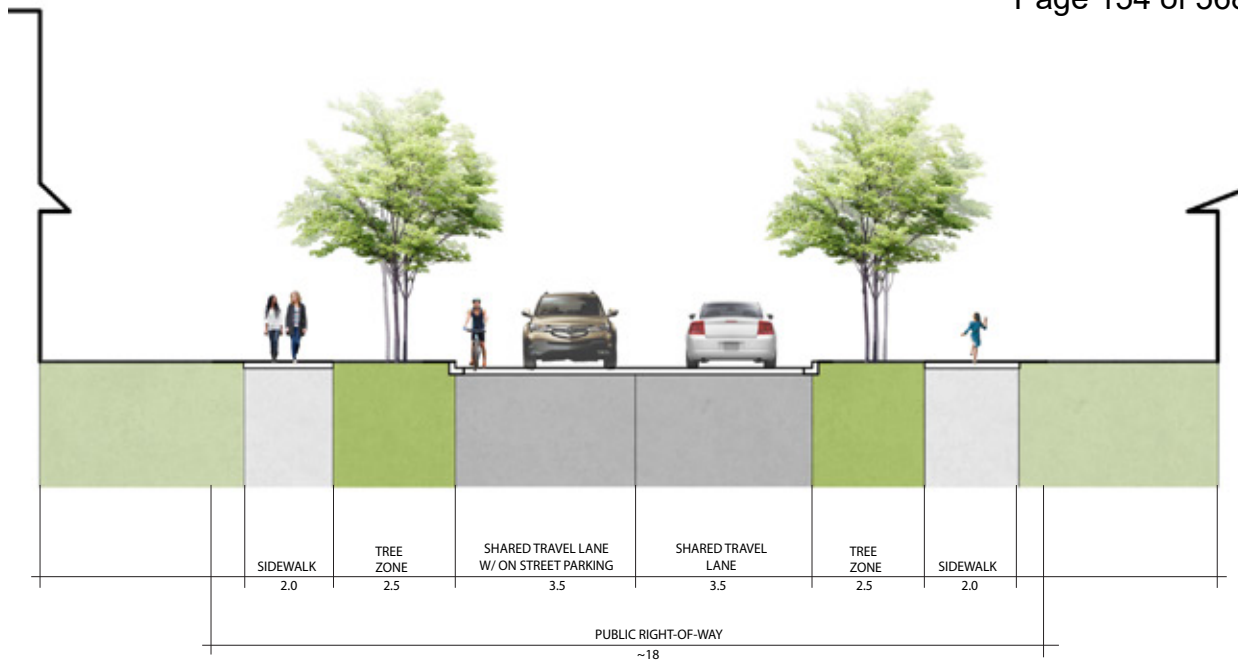
#### Mixed Industrial

Throughout this typology there should be sidewalks on both sides with wider sidewalks on the residential side. Street trees should be provided on both sides, and on street parking will be permitted only on the residential side of the street.

The residential only Neighbourhood Street will have sidewalks on both sides as well as tree planting in order to achieve mature street tree canopy coverage. Street parking can occur on both sides of the street.



**Figure 12: Neighbourhood - Mixed Industrial**



**Figure 13: Neighbourhood - Residential Only**

**Trails and Connections**

There are numerous opportunities to connect to the existing and proposed trail and cycling networks within the Bayfront. Due to the limited nature of the existing and available public open space, the active transportation and trails are the key connectors to the existing and proposed trails and cycling facilities

such as to the Waterfront Trail network and then to the proposed extension to the Pipeline Trail at the south east end of the site. There are also opportunities to utilize decommissioned rail lines for trails.



**Example of urban cycling infrastructure. Indianapolis, Indiana. Credit: Indianapolis Convention and Visitors Association**



**Example of recreational cycling along a former rail corridor, the Atlanta Beltline. Atlanta, Georgia. Credit: Atlanta Beltline**

## 5.4 Road Safety

In general, there is a need to make improvements throughout the street network in order to minimize conflicts between different modes of traffic and to reduce further risk of conflict between truck, transit, pedestrian and active transportation traffic. It should also be noted that the network should strive for Universal Accessibility and elements in the following sections should be designed to be AODA compliant.

### 5.4.1 Cycling & Pedestrians

According to the Ontario Traffic Manual Book 18, all roadways are considered to be shared roadways (with cyclists) unless cycling is specifically restricted. Therefore it should be important to make sure that cyclists have at least the basic levels of safety throughout the Bayfront. In some cases where appropriate this would be removing the cyclists from the travelled portion of the road.

**Guideline 1.** Roads that truly should not carry cyclists should be signed appropriately.

**Guideline 2.** Off and on-road cycling facilities should be provided where appropriate and should align with the City of Hamilton Transportation Master Plan.

**Guideline 3.** Adequate pedestrian connections should be made from transit facilities to points of interest and connecting into private businesses.



**Example of cycling track adjacent road. Shenzhen, Guangdong Province. Credit: Sorbis**

### Crosswalks

According to the Ontario Traffic Manual Book 15 Pedestrian Crossing Treatments, safety between motorized and non-motorized is directly related to the amount of interaction between pedestrians, cyclists and motorized vehicles.

**Guideline 1.** Crossings should be provided at intersections and mid-block to avoid illegal road crossings by pedestrians.

**Guideline 2.** Consolidate and space out crossing appropriately to reduce pedestrian and vehicle conflict.

**Guideline 3.** Reduce the distance of the pedestrian crossings to allow for more time to cross the road lanes.

**Guideline 4.** Sidewalks where applicable should not be overly narrow or located directly adjacent to traffic.

**Guideline 5.** Crossings should be well lit and should have clear sightlines free from vegetation or objects.

## Railway Crossings

The presence of active rail lines in the area trigger a need for adequately designed at grade or physically separated crossings for railways. Railway companies are responsible for any and all facilities located within the rail line right-of-way. Municipalities or road authorities are responsible for the area that leads up to the railway right-of-way.

**Guideline 1.** Pedestrian railway crossings should be smooth, continuous and slip resistant.

**Guideline 2.** Crossings should be clearly defined so that users know where to cross.

**Guideline 3.** There should be adequate signage, a level crossing and a separation between motorized and non-motorized movement at the rail crossings.

**Guideline 4.** The minimum width for a pedestrian crossing is 1.5 metres.

**Guideline 5.** Passive or active devices may be used to assist pedestrians depending on the conditions such as fencing, swing gates, barriers, pavement markings and signage. Additional active devices may be needed such as flashing lights, automated gates, signals, etc.

**Guideline 6.** Wherever feasible, a grade-separated crossing of a rail line is preferred.



**Example of clear separation between motorized and non-motorized movement, Zhongshan Shipyard Park. Zhongshan City, Guangdong Province. Credit: Turenscape**

Within certain typologies or near gateways there lies an opportunity to utilize higher quality paving materials such as unit pavers to add to the aesthetic.

**Guideline 1.** Paving materials require a high degree of strength and resilience to withstand heavy truck traffic due to the employment nature of the Bayfront.

**Guideline 2.** Paving treatments (both on and off road) should be resilient to winter maintenance practices (salt and snow clearing).

**Guideline 3.** Roads should be maintained on an adequate schedule to ensure that road surfaces which have deteriorated (large cracks and potholes) should be repaired to prevent hazards to drivers.



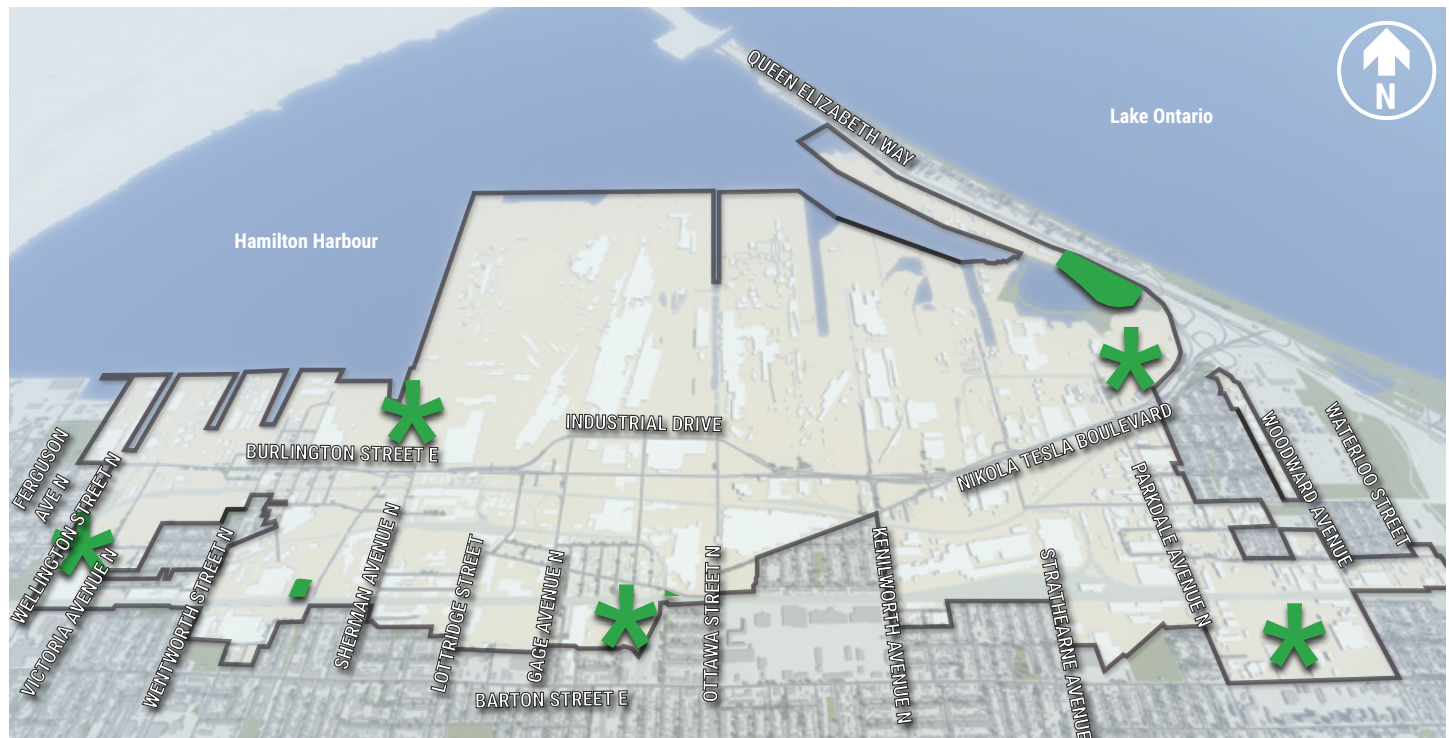
**Example of clearly marked crossings, Grace Hospital. Winnipeg, Manitoba. Credit: Leif Norman**

## 5.6 Parks & Open Spaces

Considering the current open space dynamic (approx. 4%), it is important to develop strategy to include buffering lands along with spaces that are tied to the overall public realm. Many of these areas may act as landscape buffers to conflicting land uses; however these areas also offer an important opportunity to create active transportation connections and a more integrated community.

When areas of potential change come up for redevelopment, it is strongly suggested that some type of public open space be incorporated to help provide employees and/or residents with additional amenities. The areas on the map show existing parks and the symbols are located within the boundaries of the areas of potential change to show how to provide more equitable access throughout the Bayfront. These spaces could be more urban or greener depending on the context of the redevelopment. Refer to **Figure 13: Public Open Space - Improvements and Potential New Spaces** to see locations of existing and potential conceptual locations for public open spaces based on spatial organization and future development potential.

**Figure 14**  
**Public Open Space - Improvements and Potential New Spaces**



- Potential opportunities to improve existing public spaces.
- ✱ Potential locations for public spaces following redevelopment in intensification areas.

**Note:** Information contained in this figure is for illustrative purposes only to inform the analysis and development of the Bayfront Industrial Area Renewal Strategy and Action Plan

### 5.6.1 Landscape

**Guideline 1.** The landscaping elements throughout the Bayfront in the public realm should be high-quality as well as distinctive and thematic to unify the visual character of the area and provide sense of place.

**Guideline 2.** The landscape elements should support and enhance the natural heritage and ecology of the area by designing natural groves of trees, using low impact development techniques (bioswales/rain gardens), and selecting low maintenance native plant species.

**Guideline 3.** The landscapes in the parks and open spaces should achieve a regulated microclimate for users of the space by providing shelter and shade.

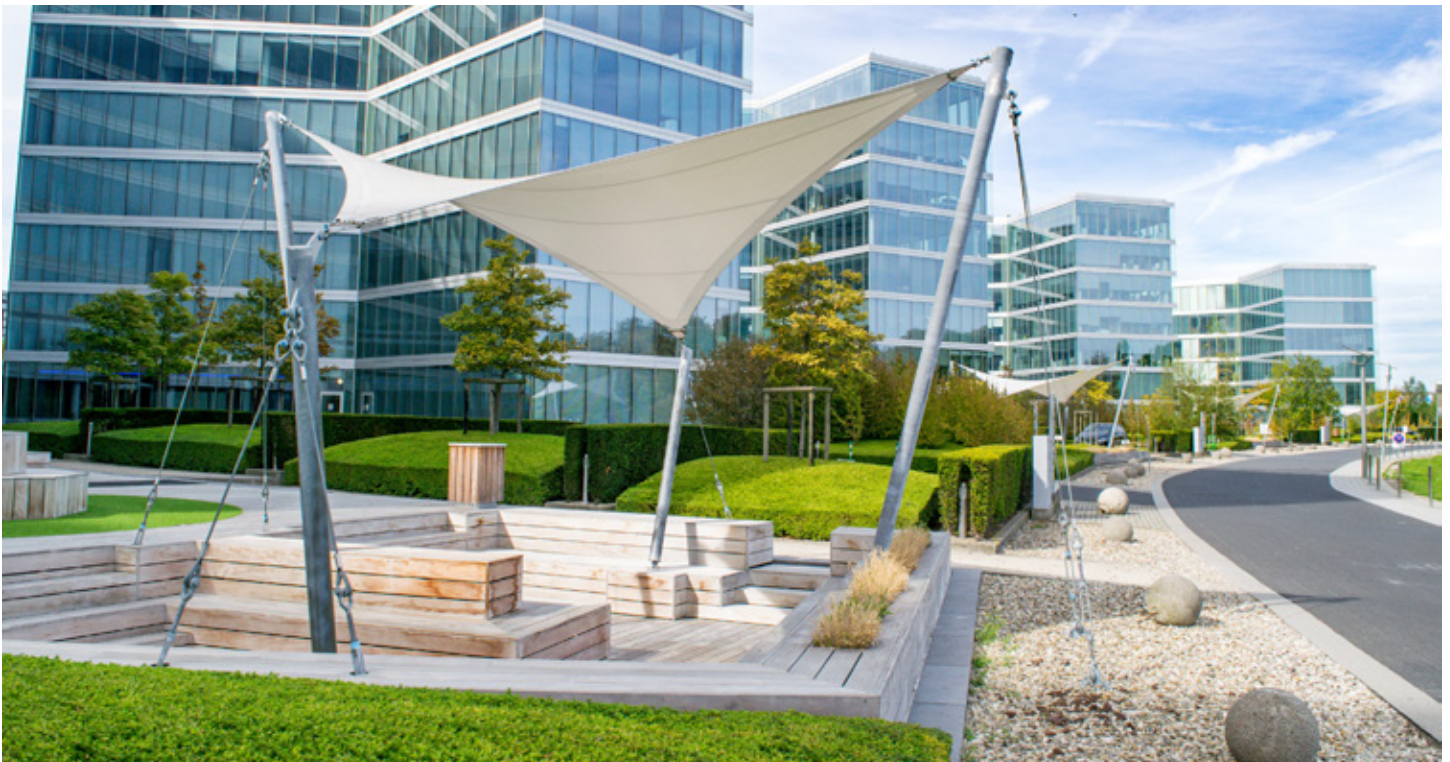
**Guideline 4.** Landscape elements should include native plantings for pollinators in order to support the City of Hamilton's goal of becoming a 'Bee City' as well as to support local biodiversity.

**Guideline 5.** Natural features, parks, and landscaped areas should be linked wherever possible to enhance connectivity and create an overall linked network including connecting to Windermere Basin and the Waterfront Trail.

**Guideline 1.** Where appropriate a variety of high quality paving materials are to be used including unit paving type systems.

**Guideline 2.** Pedestrian paths in parks and amenity areas should aim to be permeable to slow stormwater runoff during intense rain events.

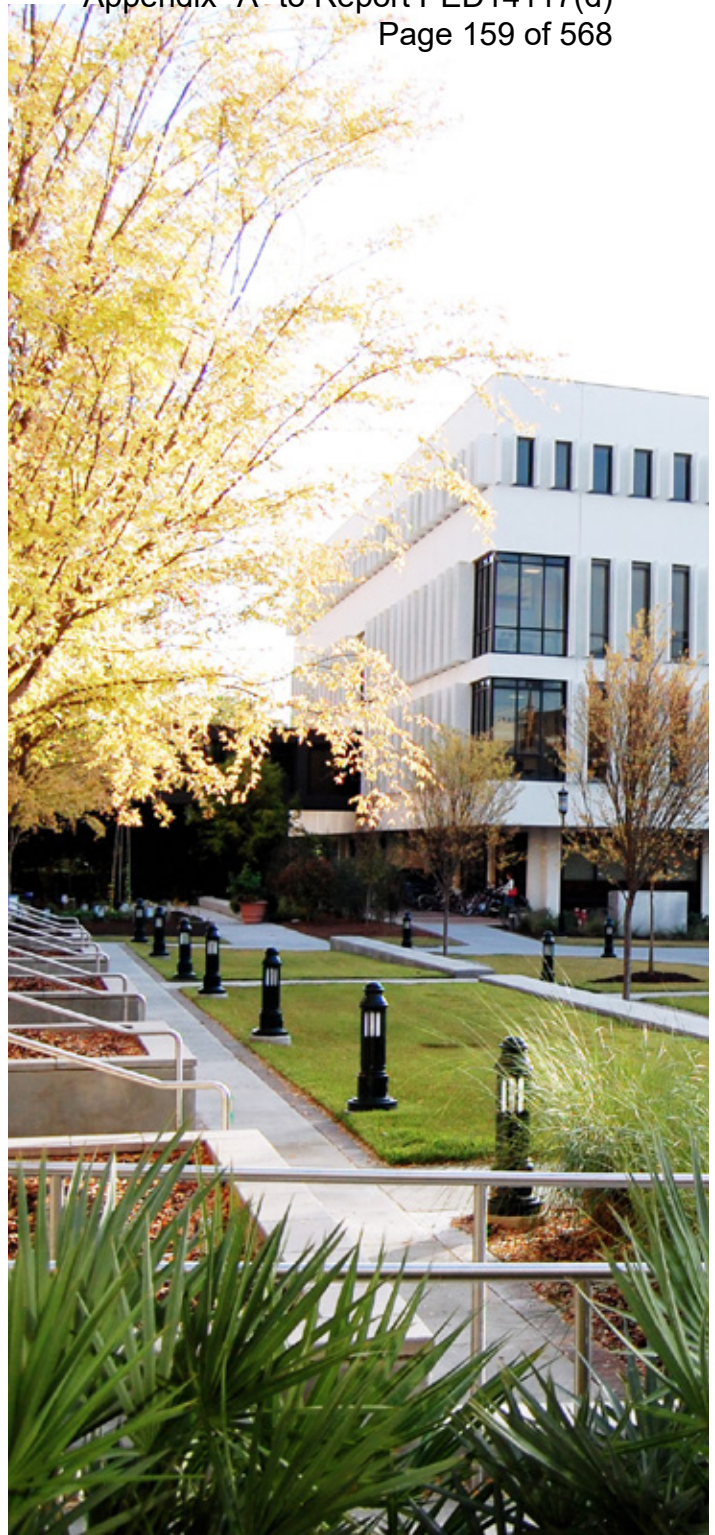
**Guideline 3.** Paving should be able to withstand the weight of a regular truck to facilitate year round maintenance.



**Outdoor amenity space in business park. Brussels, Belgium. Credit: Nate Hovee**



**Example of an industrial rain garden, Totem Ocean Trailer Express, Tacoma, WA. Credit: Katie Campbell**



**Example of unified visual character of the area creating a sense of place, James E. Clyburn Research Center. Charleston, South Carolina. Credit: Seamon Whiteside + Associates**

### 5.6.3 Outdoor Open / Amenity Space

**Guideline 1.** Employment and transitional uses should provide access to appropriately scaled outdoor amenity areas for employees, visitors, and in some cases residents to use where applicable.

**Guideline 2.** Amenity spaces should be connected to a pathway system or pedestrian network to promote accessibility.

**Guideline 3.** Amenity spaces should have appropriate seating.

**Guideline 4.** Design of amenity spaces should be aesthetically pleasing and comfortable to users.

**Guideline 1.** Road rights-of-way and public open spaces should provide connections and amenities to support active transportation (commuter/recreational) such as sidewalks, multi-use pathways and bicycle lanes where applicable.

**Guideline 2.** Pathways that connect and run through the parks and open spaces are to be barrier free.

**Guideline 3.** Pathways should be lit with pedestrian scaled lighting and should be clearly marked to define the route and extent of the space.



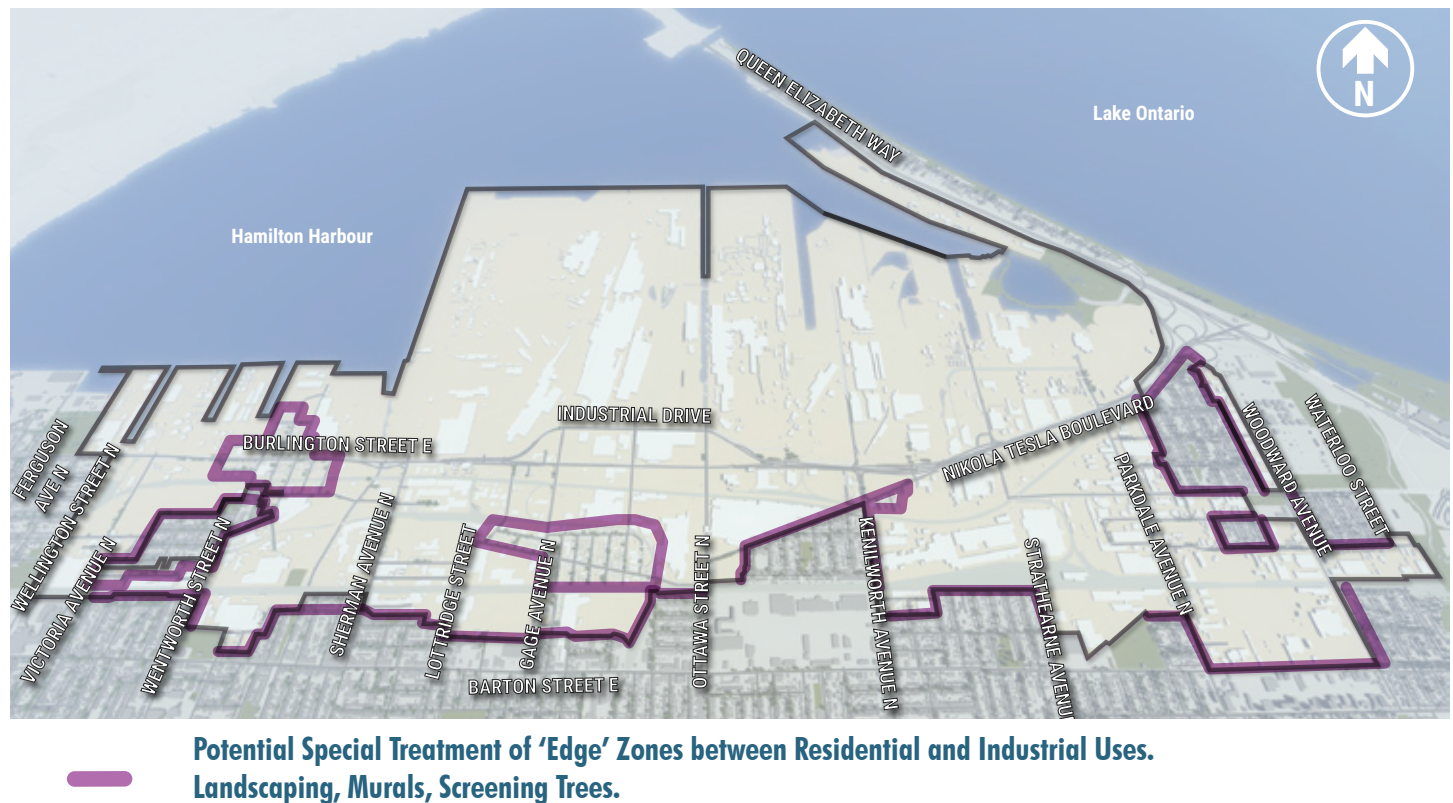
**Employee outdoor amenity area with seating, landscaping and shade, McDonald's Headquarters. Chicago, IL.  
Credit: Garrett Rowland**



## Buffer Area Improvements

During consultation it has been noted that there have been land use compatibility issues between residential and industrial uses. Interventions can be accomplished both publicly (within the public right-of-way) and privately (incentives for private owners). Treatments could include landscape screening (tall grasses, shrubs and trees), decorative fencing, or murals. Refer to **Figure 14: Buffer Area Improvements** to see where the buffer areas exist and are located.

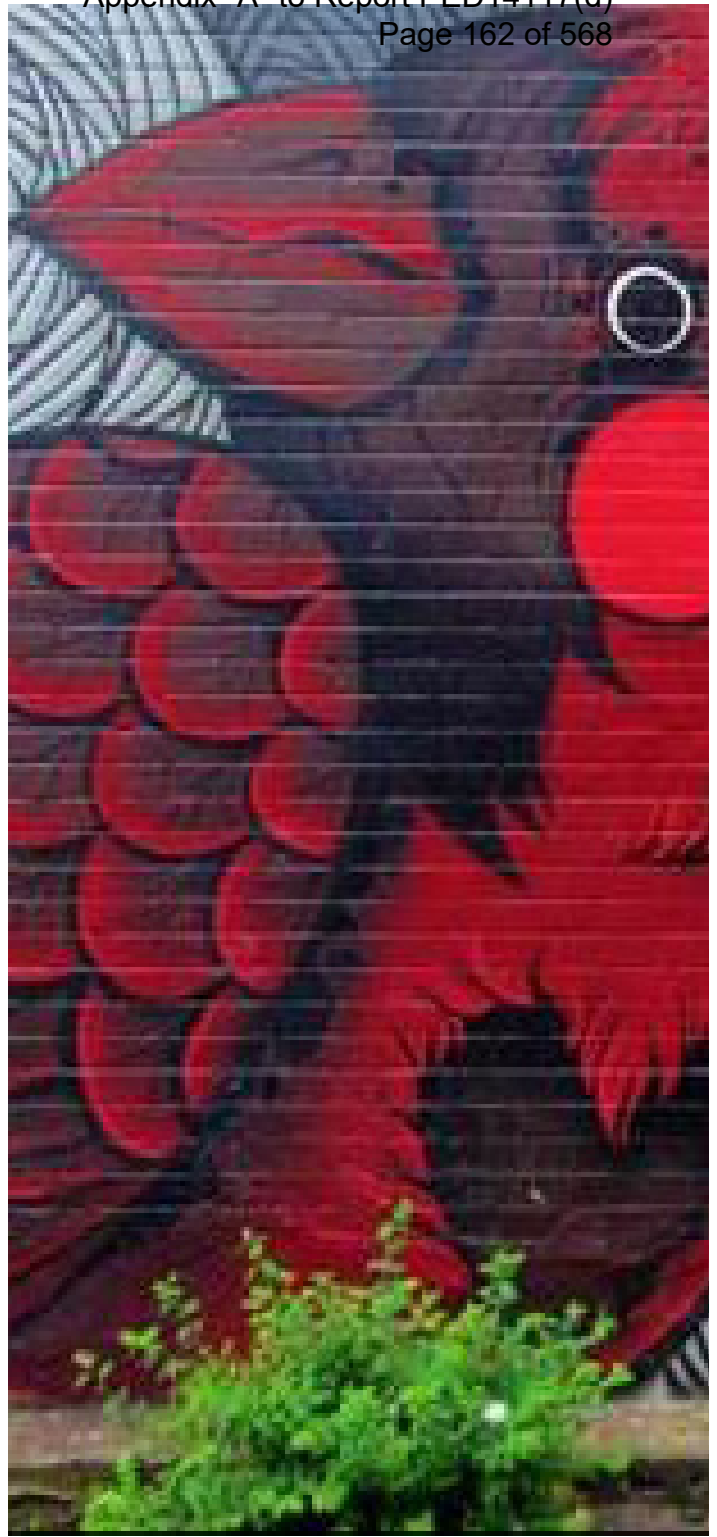
**Figure 15**  
**Buffer Area Improvements**



**Note: Information contained in this figure is for illustrative purposes only to inform the analysis and development of the Bayfront Industrial Area Renewal Strategy and Action Plan**



**Example of decorative grasses as privacy element to screen industrial uses.**



**Example of decorative mural to screen industrial uses.**



**Beiqijia Technology Business District. Changping District, Beijing. Credit: Martha Schwartz Partners**



**Grand Mall Park. Yokohama, Kanagawa. Credit: STGK Inc.**

## Structural Aesthetic Treatments

One of the things that make the Bayfront unique is the express / collector type overpass structure that comprises Nikola Tesla Boulevard / Burlington Street. Many use the upper portion to move through the Bayfront quickly and efficiently. Those who require local access, and access to the businesses in the east end of the study area will use the ground level road system. The area underneath the structure is utilitarian and there are pockets of underutilized space which could provide an opportunity for a protected public open space. The spaces currently are largely hard concrete areas, with little lighting and no greenery. These spaces

represent a blank canvas. Along the length of the elevated roadway, there is an opportunity to apply interesting aesthetic treatments such as lighting and murals.

At key locations there may be opportunities to further develop the space as long as it does not create conflict between pedestrians and roadway uses. These potential pockets of public space could also include plantings (where appropriate) and furnishings. Refer to **Figure 15: Structural Aesthetic Treatments**.

**Figure 16**  
**Structural Aesthetic Treatments**



**Potential Underpass Aesthetic Treatments, Murals, Lighting etc.**

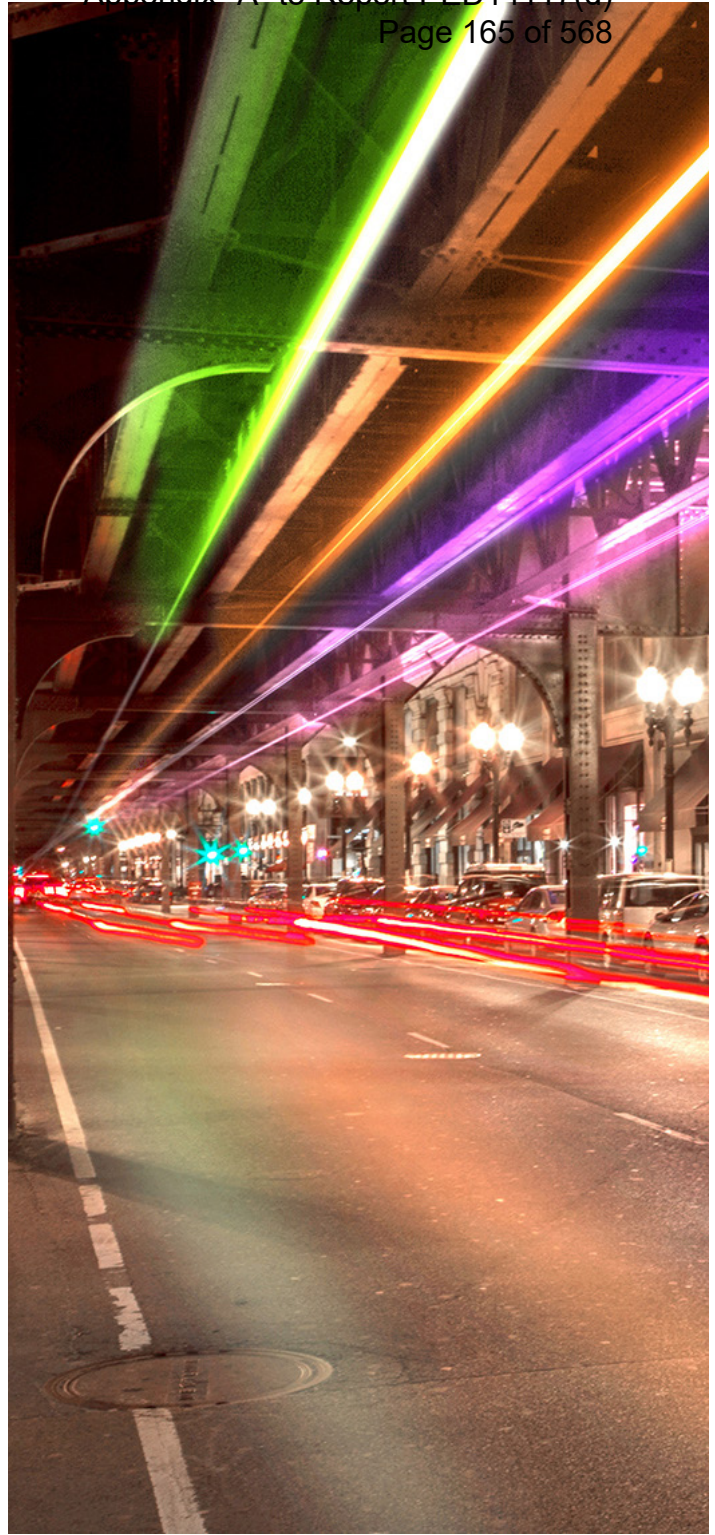


**Potential Public Open Space Improvements, Seating, Planting etc.**

**Note: Information contained in this figure is for illustrative purposes only to inform the analysis and development of the Bayfront Industrial Area Renewal Strategy and Action Plan**



**Example of revitalized space underneath overhead infrastructure, The Bentway. Toronto, Ontario. Credit: Stephanie Braconnier**



**Example of revitalized space underneath overhead infrastructure, Wabash Lights. Chicago, Illinois. Credit: Jack C. Newell**

## 5.7 Public Art

### Opportunities for Public Art

Public art is another way for municipalities to bring stronger identities or stronger sense of place to an area. Art helps connect people to spaces and areas, and they also help to be informal wayfinding features for people in the area. The Bayfront has such an interesting history of development that there are numerous ways it can be represented in public art. The theme can also be reflective of the particular neighbourhood or event that is contextually significant. Public art could potentially be located in the gateways as well as in the existing and new public spaces.

One part of the objectives outlined in the Bayfront Strategy is to tell the Bayfront's story through public art, there is also a recommendation to undertake a Public Art Program which would help to finalize types, themes and locations of public art in the Bayfront. There are different types of public art which can be incorporated into the landscape.

### 5.7.1 Sizes and Types of Public Art

#### Small to Medium Public Art

There are a number of different small to medium scale public art elements that can be included in the design for the Bayfront. Small to medium public art installations are placed with emphasis on context and have the opportunity to become more interactive. Some types of treatments could include but are not limited to:

- Paving treatments – interesting paving treatments or painted images on sidewalks, roads and hardscape plazas.
- Murals – images painted on or affixed to existing walls or infrastructure such as large blank wall faces or on silos (e.g. Granville Island concrete plan.).
- Temporary / movable installations – this type of art is easily placed and is interactive with the public. They are placed in public spaces and can be moved (e.g. A Kit of Parks portable park kit).



**"The Dancers" art sculpture. Denver, Colorado. Credit: photo-ua**

- Aesthetic treatment of infrastructure – there are numerous ways public art can be included on new or existing infrastructure. Concrete impressions can be used for new walls or barriers and sculptural elements can be affixed to existing ones (e.g. Rt. Hon. Herb Gray Parkway).
- Permanent interactive public art – these are elements that are fixed within the public realm and the public can interact with it. They are often incorporated into furnishings or have unique features like interesting lighting or waterplay. (e.g. The Bean, Chicago).
- Medium sized installations – this type of art are located in public spaces and are less interactive and more visual. They are also considered permanent or semi-permanent. (e.g. the book in Celebration Square, Mississauga).

### Large Scale Public Art

- Gateways – public art is often used in gateways, especially near significant transportation infrastructure which acts as a visual cue. Elements are very often large, overhead and/or vertical which act as a marker (e.g. Sands casino, Bethlehem Pennsylvania).

### 5.7.2 Locations

**Guideline 1.** Selection of sites should be conducted in consultation with internal and key stakeholders and the public and should be place-specific.

**Guideline 2.** Public art should be included in public areas with high pedestrian usage and multi-modal visibility, especially at gateway locations and in open spaces.

**Guideline 3.** ‘Art in Public Places’ such as donated art, community art, integrated, art and art on publicly accessible private property is encouraged.

**Guideline 4.** Public art should create sense of place and contribute to the identity of the area.

**Guideline 5.** Public art should contribute to a more aesthetically pleasing transitions between residential areas and employment / industrial uses.

**Guideline 6.** Where possible, art should be interactive and seamlessly integrated into the public spaces or natural areas.

**Guideline 7.** Art should be appropriate and sensitive to the context (larger, vertical installations integrated at the major gateways, small to medium art placed in public spaces and on publicly accessible, privately owned open space.)

### 5.7.3 Curation, Installation and Implementation

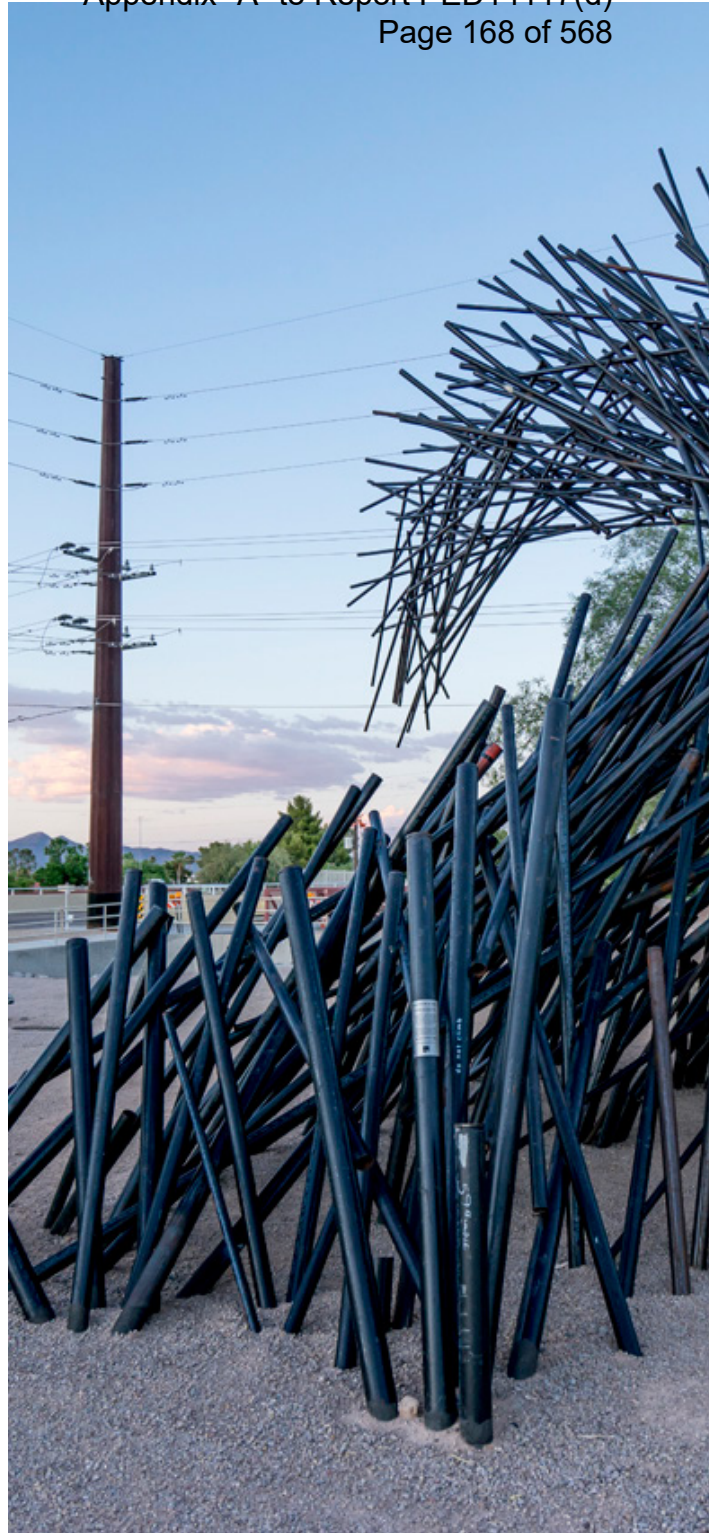
**Guideline 1.** New capital projects throughout the Bayfront, especially at key intersections or high pedestrian areas should incorporate public art within their budget.

**Guideline 2.** Pieces that are highly visible or significant should be selected through a design competition process in order to highlight and support local artists (where desired) and promote the creativity and inspiration of the Bayfront.

**Guideline 3.** Public art installations should be multi-functional where appropriate, and have complementary and interesting grading, landscape elements or lighting. They should also be durable and low-maintenance.



**Example of contextually themed public art, Evergreen Brickworks. Toronto, Ontario.  
Credit: Ferruccio Sardella**



**Example of contextually themed public art, Evergreen Brickworks. Toronto, Ontario.  
Credit: Sean Deckert/Calnicean Projects**



# 6 PRIVATE REALM GUIDELINES

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Example of adaptive reuse, Urban Outfitters Headquarters at the Navy Yard, Philadelphia, PA.  
Credit: Lara Swimmer Photography

## 6 PRIVATE REALM GUIDELINES

### 6.1 What is the Private Realm

The private realm includes lands that are owned and maintained by private individuals or businesses. Essentially lands that are beyond the property-line / road-right-of way are considered the private realm.

The Bayfront's private realm includes many culturally significant properties and structures. Wherever possible, adaptive reuse should be used in the redevelopment of properties. Preserving the unique industrial heritage elements through adaptive reuse can help highlight how industries have influenced and shaped our present and future. Retention and adaptive reuse of historic buildings within the Bayfront is the preferred method for private development.

It should be noted that Legal Non-Conforming Residential uses have not been addressed in this section due to their transitional nature.

This section will focus on the private realm and the specific employment and employment related land uses in the Bayfront.

#### 6.1.1 Land uses in the Bayfront

This document will focus on six main private land uses in this chapter:

- Prestige Industrial;
- General Industrial;
- Warehousing and Logistics;
- Office;
- Supporting Commercial & Retail; and,
- Arterial Related Commercial.

This document will be using a 3D approach to illustrate how the various land use specific guidelines can be applied to a simple axonometric model, essentially illustrating how to achieve them and what the quick wins are in terms of urban design. There are models to depict each of the various land uses that are or will be present in the Bayfront Industrial Area and how to apply the guidelines accordingly.

#### 6.1.3 Land Uses and Character Areas

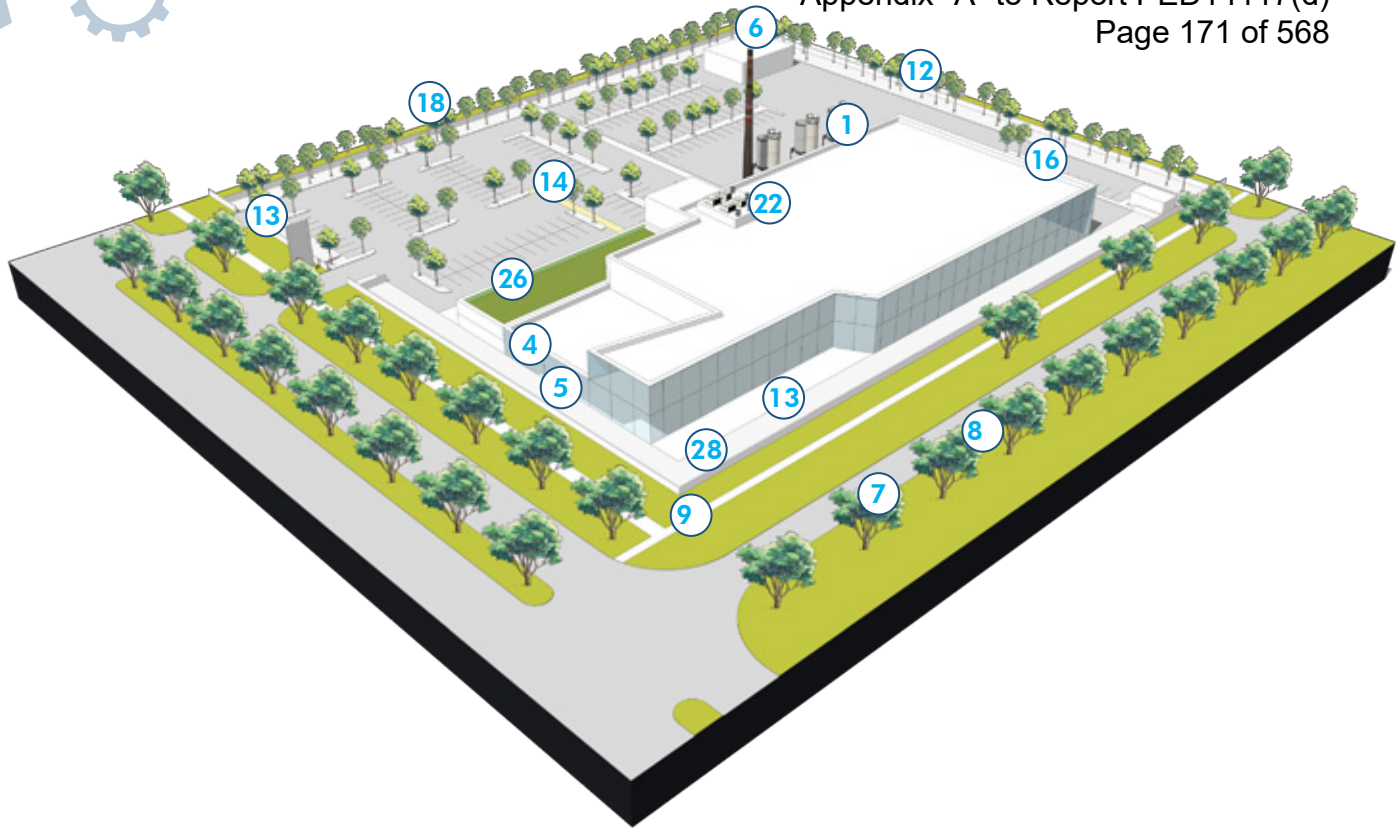
The previous chapter outlined the various character areas. This section will discuss the various land uses and will indicate which character area(s) the land use is most likely to be found within. Some land uses may be found within more than one character area.

### 6.2 Prestige Industrial

#### 6.2.1 Description and Use

Prestige Industrial sites are important in revitalizing the economic viability and maintaining and enhancing the continued employment growth in the Bayfront. Design of these facilities will vary based upon the specific needs of the property owner and the types of production occurring on site. There will be no outdoor storage on Prestige Industrial sites with an emphasis on high quality operations and clean industries (manufacturing and production.) Prestige industrial properties are to be designed to a higher standard than General Industrial sites. Better site design leads to better efficiency in production. The standards and guidelines related to light industrial sites and should be applied with flexibility for contextual and functional needs.

Prestige Industrial sites are encouraged to be located in highly visible locations such as near gateways and along Transitioning Avenues such as Burlington Street. Prestige Industrial Areas can be found within any of the character areas as long as it's visible.



Massing and Density (page 61)

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Material Palette (page 62)

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Landscape and Amenity Areas (page 62)

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Parking and Circulation (page 63)

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Loading & Service Areas (page 63)

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Building Design (page 63)

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Security (page 63)

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**Figure 17: Example depiction of Prestige Industrial**

### 6.2.2 Massing and Density

**Guideline 1.** Industrial components of the building and site should be located to the rear of the site.

**Guideline 2.** Building heights are governed by the city's Zoning By-law and should reflect the nature of the operations and use.

**Guideline 3.** Security building may be required upon entry to properties.

### 6.2.3 Material Palette

**Guideline 4.** The main office and visitor entry should be designed with high quality materials and architectural treatments.

**Guideline 5.** Steel, corten steel, aluminum, wood, copper, concrete and glass should be considered as cladding material in order to highlight and reflect the area's industrial heritage. Efforts should be made to reduce the use of non-characteristic materials such as stucco.

**Guideline 6.** Ancillary buildings should provide similar design qualities to the office components of building.

#### 6.2.4 Landscape and Amenity Areas

**Guideline 7.** A minimum of 15% of the area must be landscaped, and one tree for every five parking spaces should be provided with adequate soil volume for optimal tree health.

**Guideline 8.** 60 % of the lot perimeter should be landscaped with buffer planting / screening/ street trees.

**Guideline 9.** Landscaping and street trees should not obstruct important views to main building components for visibility and should also not obstruct sightlines into or out of site access points.

**Guideline 10.** Apply high quality and decorative landscape planting and paving treatments to complement the building frontage.

**Guideline 11.** Prominent entry points and private outdoor amenity areas should use different paving materials and treatments and provide pedestrian scaled lighting.

**Guideline 12.** Landscape buffers should also be encouraged to screen loading areas and service areas in the rear of Prestige properties.

**Guideline 13.** Where applicable water features or art installations should be incorporated into the landscape of a Prestige site.

#### 6.2.5 Parking and Circulation

**Guideline 14.** Provide raised walkways (minimum 1.5 metres) around perimeter of buildings where they abut drive aisles, parking and service areas.

**Guideline 15.** Entrances to parking and loading areas will be located on local streets and should be located to minimize the number of entry points to maximize building frontage and minimize the number of curb cuts.

**Guideline 16.** Employee parking and transport should be separated from visitor parking areas.

**Guideline 17.** Loading circulation must be designed to allow for the least amount of conflict between pedestrians.

**Guideline 18.** Screen parking from public view using landscaping.

**Guideline 19.** Screen waste bins from public view using solid screens compatible in materials and colour to the principal structure or in-ground waste management containers/system.

**Guideline 20.** Loading and waste management areas should not conflict with on-site visitor or public vehicular circulation.

**Guideline 21.** Transformers and other outdoor mechanical systems or equipment, and other items of poor visual quality are to be screened by the use of masonry walls in approved high quality finish or mature and dense landscaping materials.

**Guideline 22.** All rooftop mechanical equipment shall be concealed by screening in a manner compatible with the architectural character of the building or concealed by incorporating it with the building roof so that it is not seen from ground level. Such equipment shall be painted or pre-finished consistent with the colour scheme of the building.

#### 6.2.7 Building Design

**Guideline 23.** Vertical design elements should be prominent and offer interest through special lighting and display features.

**Guideline 24.** Orient all building entrances along the primary street and provide direct access to pedestrian walkways.

**Guideline 25.** Buildings should aim to achieve a high level of green building or sustainable design certification.

**Guideline 26.** Large building roofs should encourage the use of green roof technology where possible.

#### 6.2.8 Security and Fencing

**Guideline 27.** Security gates (if needed) should be located at the primary site entrance.

**Guideline 28.** Decorative walls (if needed) shall be designed to be consistent with the architecture of the primary building and include landscaping, lighting, and other elements to enhance their visual impact on the public realm.

## 6.3 General Industrial

### 6.3.1 Description and Use

The General Industrial sites capture the majority of the existing uses within the Bayfront. They are and will continue to be important for economic stability and growth. General Industrial sites will function as a general catch-all for a variety of industrial uses as well as acting as a hybrid of a retail and industrial space, each of these properties will provide for large exhibition spaces for equipment as well as supporting office and administrative uses. This will also be supported by large parking areas to allow for employee and customer parking, as well as outdoor display and/or storage of heavy machinery and product. These properties are large and will attract regional, national and international patrons. The standards and guidelines related to these sites should be applied with flexibility to contextual and functional needs. General Industrial sites may have large areas for outdoor storage and may have access to rail or port infrastructure.

General Industrial Sites should largely be situated within the **Heavy Industrial** and **Working Waterfront** character areas. Any that are within the **Light and Support Industries** or **Transitional Area** may look to be phased to a less intense use over time.

### 6.3.2 Massing and Density

**Guideline 1.** Building heights shall conform to the city's Zoning By-law and will be appropriate for the use and operation contained within.

**Guideline 2.** Office areas (if applicable) in the building will have maximum exposure to surrounding streets.

**Guideline 3.** Office components of the building/site may differ than that of the active industrial operations. Opportunities exist to create a pedestrian scale building that welcomes visitors.

**Guideline 4.** Security buildings may be required upon entry to properties.

**Guideline 5.** Ensure that buildings, storage and operations on sites allow for views towards Lake Ontario.

**Guideline 6.** Provide glazing along building frontage to ensure visibility indoors and provide a chance for the public to watch active industrial operations (where appropriate).

**Guideline 7.** The main office and/or visitor area should be designed with high quality materials and architectural treatments. Steel, corten steel, aluminum, wood, copper, concrete and glass should be considered as cladding material in order to highlight and reflect the area's industrial heritage. Efforts should be made to reduce the use of non-characteristic materials such as stucco.

**Guideline 8.** Ancillary buildings should provide similar design qualities to the office component.

### 6.3.4 Landscape and Amenity Areas

**Guideline 9.** Landscaping and street trees should not obstruct important views to main building components for visibility and should also not obstruct sightlines into or out of site access points.

**Guideline 10.** Apply high quality and decorative planting and paving treatments to complement the building.

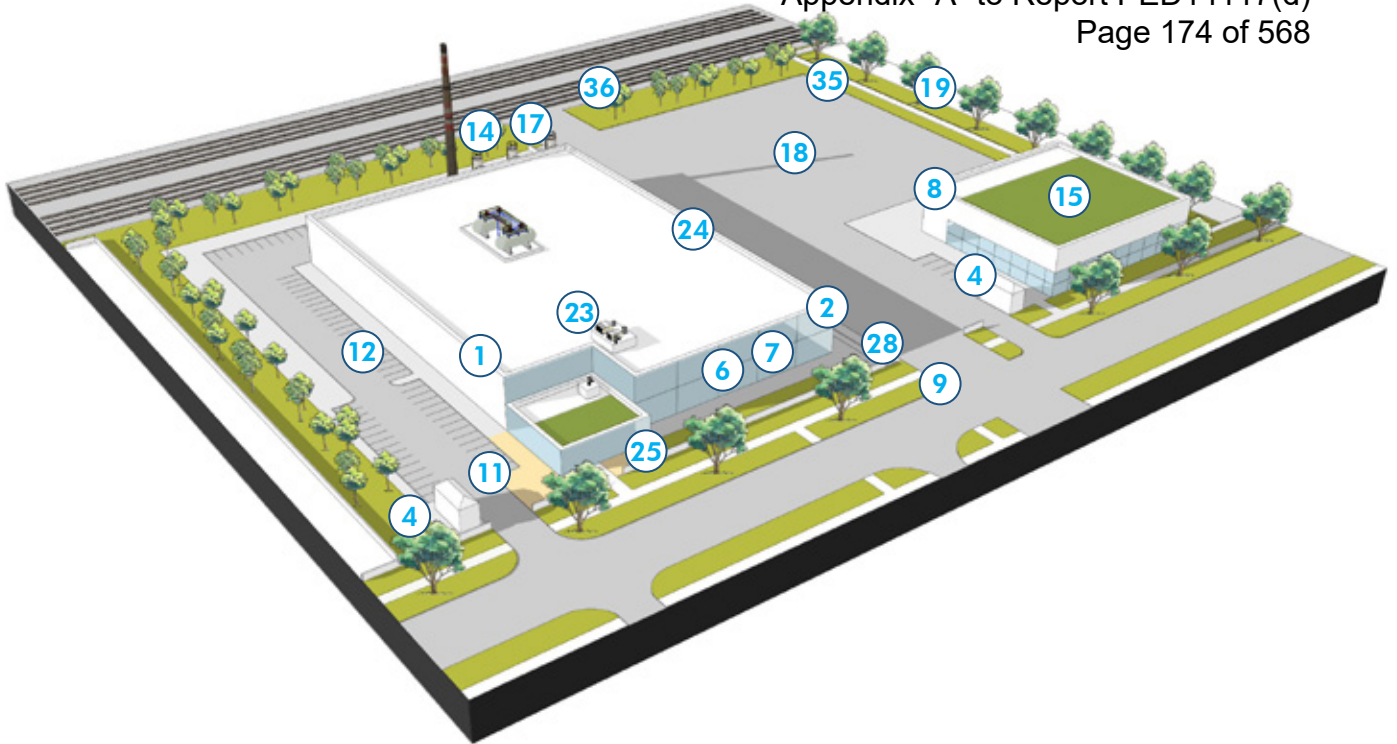
**Guideline 11.** Prominent entry points and outdoor amenity areas should use different paving materials and treatments and provide pedestrian scaled lighting.

**Guideline 12.** Provide raised walkways (minimum 1.5m) around perimeter of buildings where they abut drive aisles, parking and service areas.

**Guideline 13.** Ensure shade trees are used for parking and landscape zones. One tree for every five parking spaces should be provided with adequate soil volume for optimal tree health.

**Guideline 14.** Landscape buffers should be encouraged to screen outdoor storage and loading areas.

**Guideline 15.** Large building roof areas should be designed with green roof technology, where possible.



Massing and Density (page 64)

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Material Palette (page 64)

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Landscape and Amenity Areas (page 64)

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Parking and Circulation (page 65)

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Safety and Security (page 66)

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Signage (page 66)

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**Figure 18: Example depiction of General Industrial**

### 6.3.5 Parking and Circulation

**Guideline 16.** Entrances to parking and loading areas should be located to minimize the number of entry points to maximize building frontage and minimize the number of curb cuts required.

**Guideline 17.** Loading circulation must be designed to allow for the least amount of conflict between vehicles and pedestrians.

**Guideline 18.** Employee parking and transport should be separated from visitor parking areas to maintain security.

**Guideline 19.** Screen parking from public view using landscaping.

### 6.3.6 Loading and Storage

**Guideline 20.** Screen loading and storage areas from public view using building mass, freestanding walls and landscaping.

**Guideline 21.** Screen waste bins from public view using solid screens compatible in materials and colour to the principal structure or in-ground waste management containers/system.

**Guideline 22.** Transformers, storage tanks and other outdoor mechanical systems or equipment, and other items of poor visual quality are to be screened by the use of masonry walls in approved finish or mature and dense landscaping materials.

**Guideline 23.** All rooftop mechanical equipment shall be concealed by screening in a manner compatible with the architectural character of the

building or concealed by incorporating it with the building roof so that it is not seen from ground level. Such equipment shall be painted or pre-finished consistent with the colour scheme of the building.

### 6.3.7 Building Design

**Guideline 24.** Buildings generally shall not be greater than 100 metres in length.

**Guideline 25.** Orient all primary building entrances to public areas and primary streets as well as direct access to pedestrian walkways.

**Guideline 26.** Street oriented building façades shall be designed with higher quality material and architectural definition.

### 6.3.8 Security and Fencing

**Guideline 27.** Security gates (if required) should be located at the primary site entrance and must not obstruct the road or sidewalks when in use.

**Guideline 28.** Decorative walls or fences (if required) shall be designed to be consistent with the architecture of the primary building and include landscaping, lighting, and other elements to enhance their visual impact on the public realm.

**Guideline 29.** Outdoor storage areas should be appropriately fenced to protect assets and avoid trespass, but should still allow visual interaction to reflect the industrial character of the Bayfront.

**Guideline 30.** Signage should be placed at site entry points and be designed with a similar architectural style as the primary building.

**Guideline 31.** Incorporate signage that complements, and is consistent with, the overall building design and material palette.

**Guideline 32.** Permanent signage should be designed with an appropriate scale and be clearly visible from the street while not overwhelming the site.

**Guideline 33.** A maximum of 1 sign should be added to each entry point to reduce signage clutter.

**Guideline 34.** Signage should be appropriately lit for nocturnal visibility and exposure.

**Guideline 35.** Appropriate fencing and signage should be included between the rail corridor and the regular circulation areas within the site to avoid unauthorized access and hazards.

**Guideline 36.** Outdoor storage areas should be appropriately signed to protect assets and avoid trespass.

**Guideline 37.** Landscape buffers to screen rail lines must maintain a min. 3 metres ROW on each side to prevent any obstructions to rail use operations.

## 6.4 Warehouse & Logistics

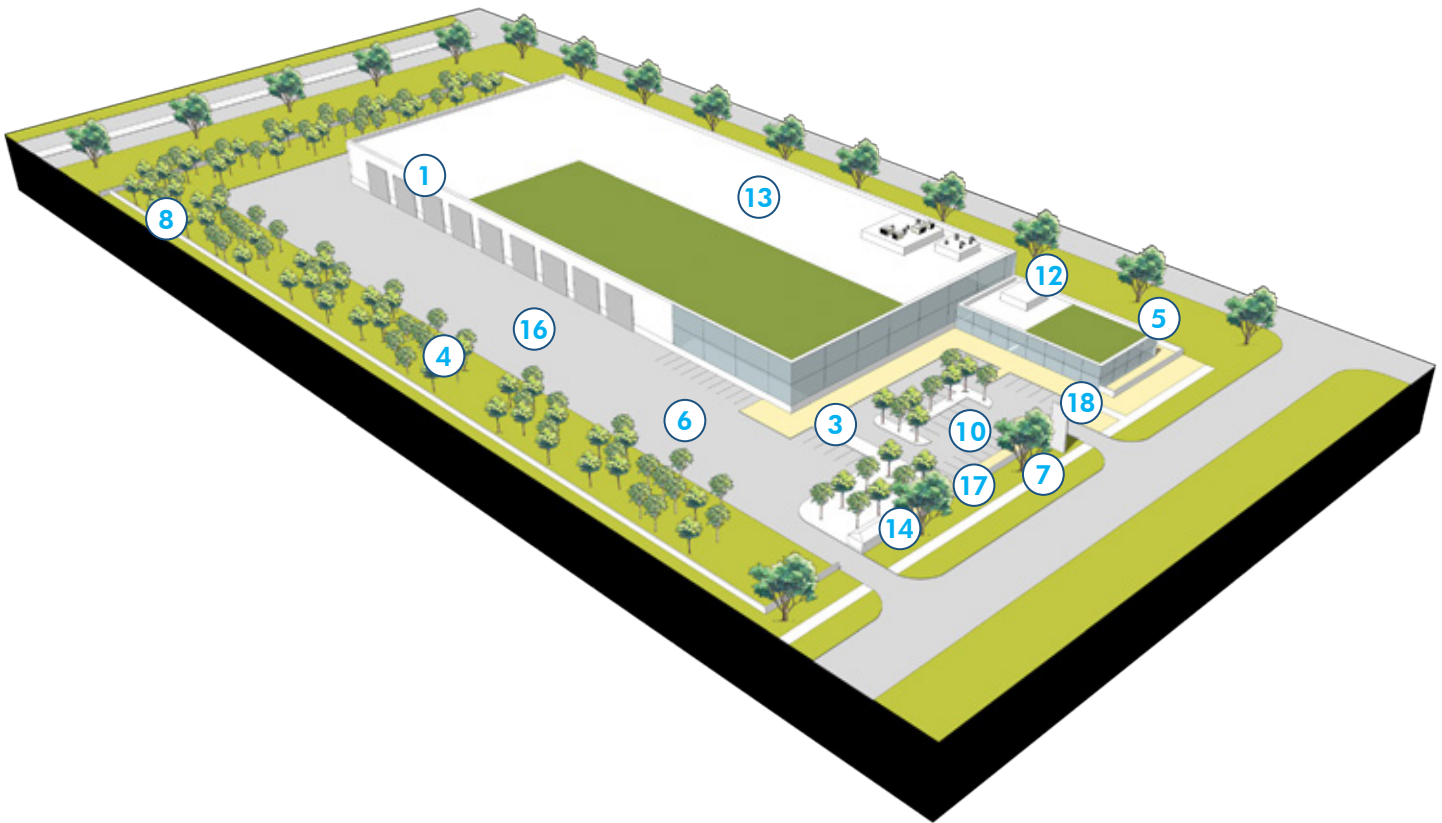
### 6.4.1 Description and Use

The Warehouse and Logistics format is designed to provide community storage, distribution, and packaging services in the Bayfront. These building sites are often designed with production and shipping efficiency, generally supported by a large warehouse building as well as ancillary office or administration uses on-site. They also provide generous hardscape areas for continued truck traffic and manoeuvring. The standards and guidelines related to the warehouse and distribution typology sites should be applied with flexibility to specific contextual and functional needs.

### 6.4.2 Massing and Density

**Guideline 1.** Building heights shall conform to the city's Zoning By-law and should be appropriate for the use and operations such as (warehouse, office, ancillary uses.)

**Guideline 2.** Warehouse building components may be taller in order to necessitate the use. Administration buildings may be shorter as required.



Massing and Density (page 67)

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Landscape and Amenity Areas (page 68)

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Parking and Circulation (page 68)

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Loading and Storage (page 68)

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Building Design (page 68)

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Security and Fencing (page 68)

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Signage (page 68)

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**Figure 19: Example depiction of Warehousing & Logistics**



### 6.4.3 Landscape and Amenity Areas

**Guideline 3.** Prominent entry points and outdoor amenity areas should use different paving materials and treatments and provide pedestrian scaled lighting.

**Guideline 4.** Landscape buffers should be encouraged to screen outdoor storage yards and loading areas. One tree for every five parking spaces should be provided with adequate soil volume for optimal tree health.

**Guideline 5.** Landscaping and street trees should not obstruct important views to main building components for visibility and should also not obstruct sightlines into or out of site access points especially access points for truck logistics.

### 6.4.4 Parking and Circulation

**Guideline 6.** Loading circulation must be easy and clear to navigate through the site and allow for the least amount of conflict between pedestrians, employees and visitors.

**Guideline 7.** Screen parking from public view using landscaping.

### 6.4.5 Loading and Storage

**Guideline 8.** Screen loading and storage areas from public view using building mass, freestanding walls and landscaping.

**Guideline 9.** Screen waste bins from public view using solid screens compatible in materials and colour to the principal structure, or use in-ground waste management containers/system.

**Guideline 10.** Loading and waste management areas should not conflict with on-site visitor or public vehicular circulation.

Appendix "A" to Report PED14117(d)  
**Guideline 11.** Transformers, storage tanks and other outdoor mechanical systems or equipment, and other items of poor visual quality are to be screened by the use of masonry walls in approved finish or mature and dense landscaping materials.

**Guideline 12.** All rooftop mechanical equipment shall be concealed by screening in a manner compatible with the architectural character of the building or concealed by incorporating it with the building roof so that it is not seen from ground level. Such equipment shall be painted or pre-finished consistent with the colour scheme of the building.

### 6.4.6 Building Design

**Guideline 13.** Buildings generally shall not be greater than 100 metres in length.

**Guideline 14.** Security building to be placed at entry point and support control access if required.

### 6.4.7 Security and Fencing

**Guideline 15.** Security gates (if required) should be located at the primary site entrance and must not obstruct the road or sidewalks when opening/closing.

**Guideline 16.** The overall site area including parking, amenity areas, and pedestrian circulation should be free from physical barriers.

**Guideline 17.** Decorative walls (if required) shall be designed to be consistent with the architecture of the primary building and include landscaping, lighting, and other elements to enhance their visual impact on the public realm.

### 6.4.8 Signage

**Guideline 18.** Maximum of 1 sign should be added to each entry point, to reduce signage clutter and confusion.

**Guideline 19.** Signage should be appropriately lit for nocturnal visibility and exposure.

**Guideline 8.** Create interest using colour; lighting; incorporate energy efficient or green architecture design or elements which are visible from public spaces; incorporate artistic elements; and/or, utilize signage as an animating device.

### 6.5.4 Landscape and Amenity Areas

**Guideline 9.** Outdoor amenity spaces associated with office developments generally shall be located and designed to function as a public space and shall be accessible from the street and adjoining development parcels, where feasible. Where ground level amenity space cannot be accommodated, rooftop patio spaces should be considered with accompanying gardens and plantings.

**Guideline 10.** Landscaping and street trees should not obstruct important views to main building components for visibility and should also not obstruct sightlines into or out of site access points. One tree for every five parking spaces should be provided with adequate soil volume for optimal tree health.

**Guideline 11.** All site amenities should be an integral part of the overall design, rather than an undeveloped parcel, stormwater facility, or unusable perimeter buffer.

**Guideline 12.** Provide well-defined, clearly identifiable and safe pedestrian movements. This shall be achieved through different paving materials, colours, special landscape treatments, pedestrian-scale lighting (e.g., lighted bollards).

**Guideline 13.** Provide direct pedestrian linkages from the sidewalk to main entrances visible from the street.

## 6.5 Office

### 6.5.1 Description and Use

Office buildings should be located within high profile sites along highly visible roads and locations within the Bayfront Industrial Area. Development for Office land use will require a higher design standard to help create an environment to attract and support businesses and related industries. The standards and guidelines relating to built form, architectural detail, and site plan design, including aspects such as site access, parking, landscaping and pedestrian amenities.

Office uses should be situated within the **Light and Support Industries** and **Transitional Areas**.

### 6.5.2 Massing and Density

**Guideline 1.** Building heights shall conform with the city's Zoning By-law and should be appropriate for the use and operation.

**Guideline 2.** Ensure adjacent buildings relate in terms of scale, height and configuration.

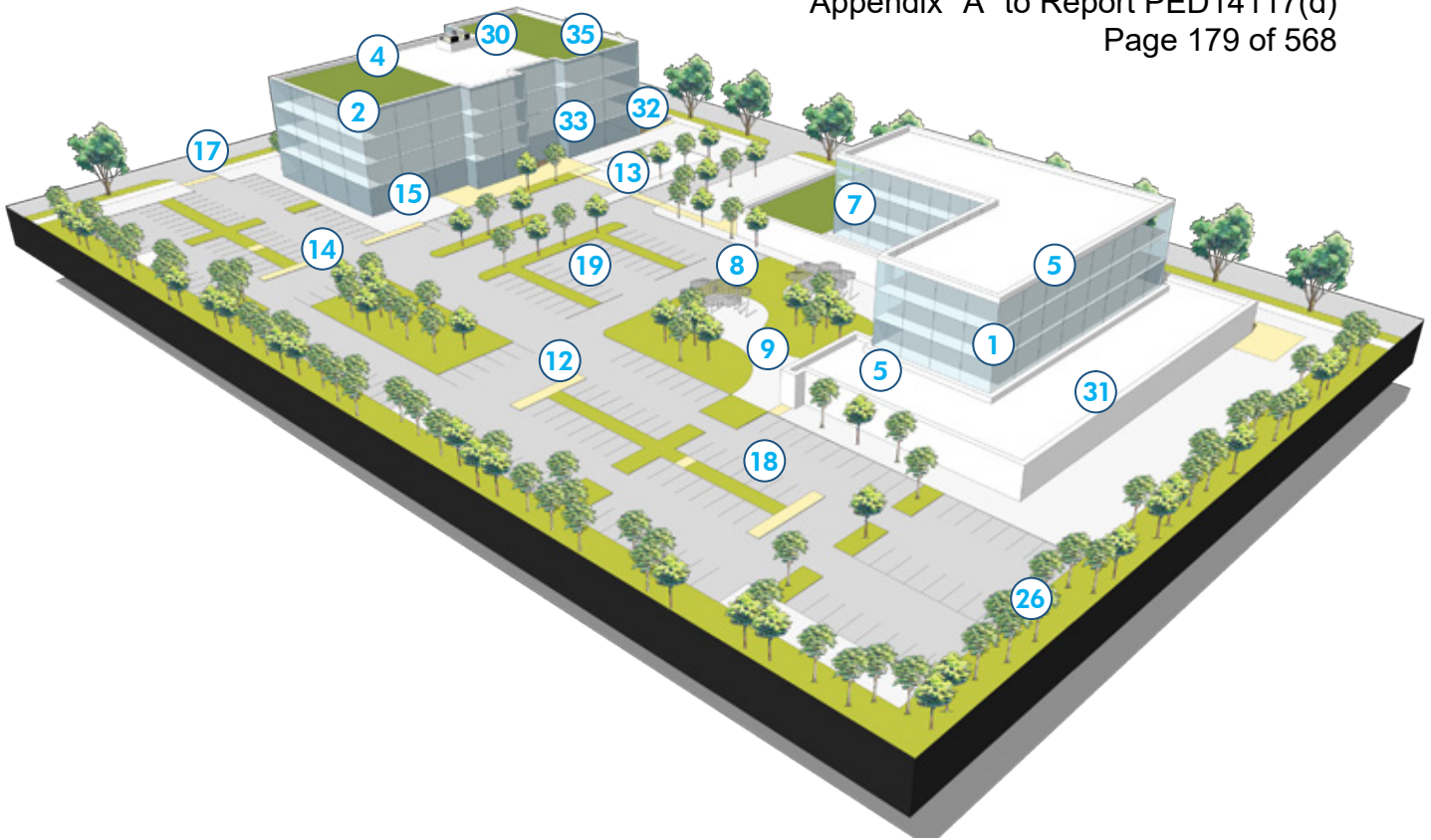
**Guideline 3.** Floor to ceiling heights should reflect the needs of office and administrative uses.

**Guideline 4.** Screen mechanical penthouses and integrate into the design of the buildings. Green roofs, blue roofs, solar capture equipment and/or cool roofing materials shall be encouraged.

**Guideline 5.** Upper floors of mid-rise buildings should be set back from the walls of the building facing a street or open space.

### 6.5.3 Material Palette

**Guideline 6.** A variety and well-proportioned mixture of exterior building materials and colours should be used to create visual interest and to avoid monotony, but must be consistent with a palette of materials approved for the Bayfront Industrial Area.



Massing and Density (page 69)

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Material Palette (page 69)

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Landscape and Amenity Areas (page 69)

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Parking and Circulation (page 70)

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Loading and Storage (page 71)

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Building Design (page 71)

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**Figure 20: Example depiction of Office**

**Guideline 14.** Provide direct pedestrian linkages from parking areas to building entrances.

**Guideline 15.** Provide raised walkways (minimum 1.5 metres wide) around the perimeter of all buildings where they abut driveway aisles, parking and service areas, except at overhead or loading doors. Ramps and curb depressions shall be provided in appropriate locations to allow for barrier-free access to buildings.

**Guideline 16.** Link pedestrian systems in a continuous network internal to the site, to public sidewalks, and to adjacent sites, where feasible.

### 6.5.5 Parking and Circulation

**Guideline 17.** Entrances to parking and servicing areas generally shall be on local streets and should be consolidated in order to maximize and accentuate building frontages and/or front yards and minimize the number of curb cuts required. Shared driveways and parking ramps between two properties shall be encouraged.

**Guideline 18.** Locate parking servicing to the side or rear of buildings, where the building itself screens them from view. Screen parking from view using landscaping.

**Guideline 19.** Encourage visitor parking that is easily accessible to the main entrance.

**Guideline 20.** Provide shared vehicular access between sites where possible.

**Guideline 21.** Surface parking shall be permitted at the rear or sides of buildings.

**Guideline 22.** Pedestrian access and entryways to parking structures shall be clearly identified and well lit.

**Guideline 23.** Adequate provision for on-site parking for employees and visitors should be provided, based on the nature and scale of activities planned.

**Guideline 24.** Visitor parking shall be located convenient to administration and office areas.

**Guideline 25.** Truck parking areas shall be separate from car parking areas.

### 6.5.6 Loading and Storage

**Guideline 26.** Screen loading and storage areas from public view using building mass, freestanding walls and landscaping.

**Guideline 27.** Screen waste bins from public view using solid screens compatible in materials and colour to the principal structure, or use in-ground waste management containers/system.

**Guideline 28.** Loading and waste management areas should not conflict on-site visitor or public vehicular circulation.

**Guideline 29.** Transformers, storage tanks and other outdoor mechanical systems or equipment, and other items of poor visual quality are to be screened by the use of masonry walls in approved finish or mature and dense landscaping materials.

**Guideline 30.** All rooftop mechanical equipment shall be concealed by screening in a manner compatible with the architectural character of the building or concealed by incorporating it with the building roof so that it is not seen from ground level. Such equipment shall be painted or pre-finished consistent with the colour scheme of the building.

**Guideline 31.** Buildings generally shall not be greater than 80 metres in either direction. Long buildings shall break up their perceived mass with evenly spaced vertical recesses or other articulation and/or changes material.

**Guideline 32.** Orient all primary building entrances to directly access the sidewalk.

**Guideline 33.** Design building entrances to be prominent in the façade using techniques such as height, massing, overhang, shadow, punctuation and/or change in roof line.

**Guideline 34.** Divide façades vertically to be consistent with traditional bays and building widths.

**Guideline 35.** Building roof areas should be designed with accessible and useable green roof technology and amenity spaces where possible.

### 6.5.8 Security and Fencing

**Guideline 36.** Security gates should be located at the primary site entrance and must not obstruct the road or sidewalks when in use.

**Guideline 37.** The overall site area including parking, amenity areas, and pedestrian circulation should be free from physical barriers.

**Guideline 38.** Decorative walls shall be designed to be consistent with the architecture of the primary building and include landscaping, lighting, and other elements to enhance their visual impact on the public realm.

## 6.6 Supporting Commercial + Retail

### 6.6.1 Description and Use

Supporting Commercial & Retail sites are located within residential and commercial blocks. They are often located at the intersections of two streets and provide local commercial services for the nearby community. Designed to be a hospitable place each neighbourhood commercial site will look to prominently address the street and provide adequate parking for the suggested floor area.

Appendix "A" to Report PED14117(d)  
Commercial sites are expected to vary in scale based upon their location in the Bayfront Industrial Area. Development should be designed to complement the surrounding architectural quality and aesthetic. The standards and guidelines related to neighbourhood commercial sites should be applied with flexibility to contextual needs.

Support Commercial & Retail uses should be situated within the **Light and Support Industries** and **Transitional Areas**.



Massing and Density (page 73)

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Material Palette (page 73)

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Landscape and Amenity Areas (page 73)

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Parking and Circulation (page 73)

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Loading and Storage (page 73)

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Building Design (page 74)

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Signage (page 74)

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**Figure 21: Example depiction of Supporting Commercial + Retail**

## 6.6.2 Massing and Density

**Guideline 1.** Commercial and support uses heights shall conform to the city's Zoning by-law.

**Guideline 2.** Ensure building massing and heights relate to adjacent buildings.

**Guideline 3.** Provide periodic breaks in the building wall to allow for connections and views towards the rear parking areas.

**Guideline 4.** Provide articulation to the building through varying heights at corners and site entry points.

**Guideline 5.** Floor to ceiling heights should reflect the appropriate use and operation of the commercial and support use.

**Guideline 6.** Rooftop mechanical equipment should be placed away from highly visible locations and the street.

## 6.6.3 Material Palette

**Guideline 7.** Exterior building materials should provide some visual interest and avoid monotony.

**Guideline 8.** Ensure that the palette complements surrounding development materials and colours.

**Guideline 9.** Create interest by applying higher quality materials at highly visible locations, including corners and site entry points.

## 6.6.4 Landscape and Amenities

**Guideline 10.** Landscaping and street trees should not obstruct important views to main building components for visibility and should also not obstruct sightlines into or out of site access points.

**Guideline 11.** Prominent entry points and outdoor amenity areas should use different paving materials and treatments and provide pedestrian scaled lighting.

**Guideline 12.** Provide clear pedestrian linkages from parking areas to the buildings.

Appendix "A" to Report PED14117(d)  
**Guideline 13.** Provide raised walkways (minimum 1.5 metres) around perimeter of buildings where they abut drive aisles, parking and service areas.

**Guideline 14.** Ensure shade trees are used for parking landscape zones. One tree for every five parking spaces should be provided with adequate soil volume for optimal tree health.

**Guideline 15.** Provide landscape integration of streetscape design and support of street trees.

## 6.6.5 Parking and Circulation

**Guideline 16.** Entrances to parking and loading areas should be located to minimize the number of entry points to maximize building frontage and minimize the number of curb cuts required.

**Guideline 17.** Shared driveways between adjacent properties should be encouraged.

**Guideline 18.** Locate parking to the rear of the site, with minimal visibility to streetscape. Provide landscape screening for parking where visible from the street.

**Guideline 19.** Loading circulation must be easy and clear to navigate through the site and allow for the least amount of conflict between pedestrians.

## 6.6.6 Loading and Storage

**Guideline 20.** Screen loading and storage areas from public view using building mass, freestanding walls and landscaping.

**Guideline 21.** Screen waste bins from public view using solid screens compatible in materials and colour to the principal structure, or in-ground waste management containers/system.

**Guideline 22.** Loading and waste management areas should not conflict with on-site visitor or public vehicular circulation.

**Guideline 23.** Transformers, storage tanks and other outdoor mechanical systems or equipment, and other items of poor visual quality are to be screened by the use of masonry walls in approved finish or mature and dense landscaping materials.

**Guideline 24.** All rooftop mechanical equipment shall be concealed by screening in a manner compatible with the architectural character of the building or concealed by incorporating it with the building roof so that it is not seen from ground level. Such equipment shall be painted or pre-finished consistent with the colour scheme of the building.

### 6.6.7 Building Design

**Guideline 25.** Buildings generally shall not be greater than 50 metres in either direction.

**Guideline 26.** Orient all primary building entrances to access pedestrian circulation walkways.

**Guideline 27.** Orient secondary building entrances to the street.

**Guideline 28.** Street oriented building façade should be provided with higher quality materials and architectural definition.

**Guideline 29.** Divide façades vertically to be consistent with unit widths and building features.

### 6.6.8 Signage

**Guideline 30.** Maximum of 1 sign should be added to each entry point, to reduce signage clutter and confusion.

**Guideline 31.** Signage should be appropriately lit for nocturnal visibility and exposure.

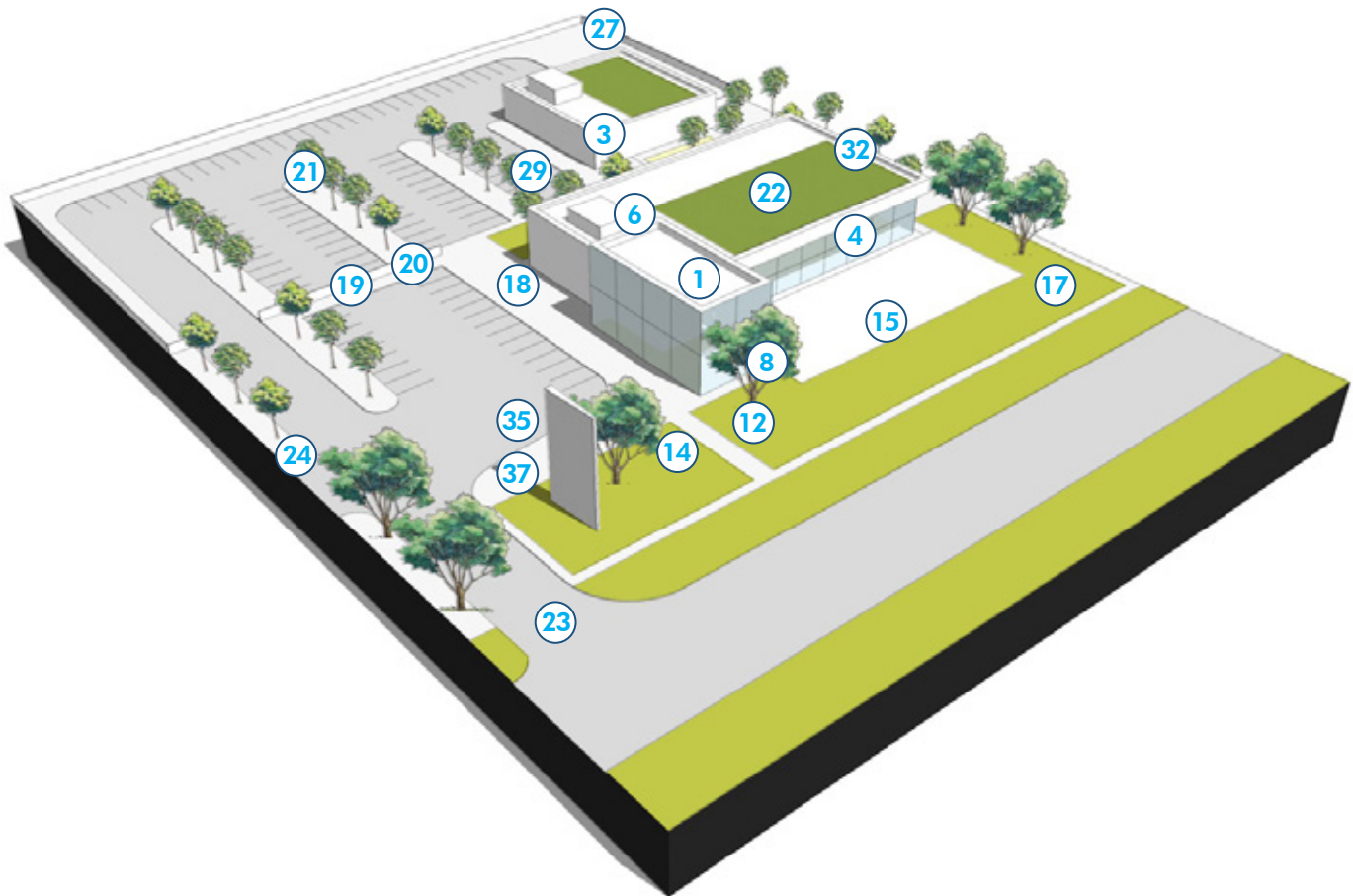
**Guideline 32.** Signage of commercial units should be placed with consistency in scale and location.

## 6.7 Arterial Related Commercial

### 6.7.1 Description and Use

The Arterial Related Commercial properties are large scale retail sites that are located along major roadways to ensure maximum visibility. These large building often exhibit larger items, such as cars and boats and that can be seen from a distance. Highway commercial sites will be designed to have both indoor and outdoor display areas depending upon the user and have exterior storage and loading bays. High quality architectural treatment is

Arterial Related Commercial uses should be situated within the **Light and Support Industries** and **Transitional Areas**.



Massing and Density (page 76)

① ③ ④ ⑥

Material Palette (page 76)

⑧

Landscape and Amenity Areas (page 76)

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Parking and Circulation (page 77)

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Loading and Storage (page 77)

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Building Design (page 77)

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Signage (page 77)

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**Figure 22: Example depiction of Arterial Related Commercial**



## 6.7.2 Massing and Density

**Guideline 1.** Highway commercial buildings shall conform to the city's Zoning By-law.

**Guideline 2.** Ensure building massing and heights relate to adjacent buildings.

**Guideline 3.** Ancillary buildings and structures should be designed to accommodate the appropriate use and operations.

**Guideline 4.** Interesting and dynamic glazing and façade treatments should be encouraged along the street frontage.

**Guideline 5.** Floor to ceiling heights are typically 6-10 metres (retail mezzanine).

**Guideline 6.** Rooftop mechanical equipment should be placed away from highly visible locations and the public street.

## 6.7.3 Material Palette

**Guideline 7.** Building frontage (along most highly visible façade) should be designed and treated with high quality materials and architectural detail.

**Guideline 8.** Provide a minimum of 80% glazing along building frontage to ensure visibility indoors.

**Guideline 29.** Steel, corten steel, aluminum, wood, copper, concrete and glass should be considered as cladding material in order to highlight and reflect the area's industrial heritage. Efforts should be made to reduce the use of non-characteristic materials such as stucco.

**Guideline 9.** Ensure that side and rear façade materials complements surrounding development materials and colours.

**Guideline 10.** Ancillary buildings should be consistent with the design quality of the primary retail building.

**Guideline 12.** Apply high quality and decorative landscape planting and paving treatments to complement the building frontage.

**Guideline 13.** Landscape design should create visual interest without blocking display areas.

**Guideline 14.** Landscaping and street trees should not obstruct important views to main building components for visibility and should also not obstruct sightlines into or out of site access points.

**Guideline 15.** Create outdoor paved exhibit areas that are integrated as part of the site frontage.

**Guideline 16.** Incorporate low impact development practices such as using native, drought, pest and disease resistant vegetation.

**Guideline 17.** Ensure landscape zones provide storm-water runoff and on-site infiltration.

**Guideline 18.** Prominent entry points and outdoor amenity areas should use different paving materials and treatments and provide pedestrian scaled lighting.

**Guideline 19.** Provide clear pedestrian linkages from parking areas to the buildings.

**Guideline 20.** Provide raised walkways (minimum 1.5 metres) around perimeter of buildings where they abut drive aisles, parking and loading areas.

**Guideline 21.** Ensure shade trees are used for parking and landscape zones. One tree for every five parking spaces should be provided with adequate soil volume for optimal tree health.

**Guideline 22.** Large building roofs should encourage the use of green roof technology where possible.

### 6.7.5 Parking and Circulation

**Guideline 23.** Entrances to parking should be located to minimize the number of entry points to maximize building frontage and minimize the number of curb cuts required.

**Guideline 24.** Shared driveways between adjacent properties should be encouraged.

**Guideline 25.** Locate retail parking along the side of primary retail buildings with minimal visibility to streetscape. Provide landscape screening.

**Guideline 26.** Loading circulation must be easy and clear to navigate through the site and reduce conflicts with pedestrian circulation.

### 6.7.6 Loading and Storage

**Guideline 27.** Screen loading and storage areas from public view using building mass, freestanding walls and landscaping.

**Guideline 28.** Screen waste bins from public view using solid screens compatible in materials and colour to the principal structure, or in-ground waste management containers/system.

**Guideline 29.** Loading and waste management areas should not conflict with on-site visitor or public vehicular circulation.

**Guideline 30.** Transformers, storage tanks and other outdoor mechanical systems or equipment, and other items of poor visual quality are to be screened by the use of masonry walls in approved finish or mature and dense landscaping materials.

**Guideline 31.** All rooftop mechanical equipment shall be concealed by screening in a manner compatible with the architectural character of the building or concealed by incorporating it with the building roof so that it is not seen from ground level. Such equipment shall be painted or pre-finished consistent with the colour scheme of the building.

**Guideline 32.** Buildings generally shall not be greater than 50 metres in either direction.

**Guideline 33.** Orient all primary building entrances along the primary frontage with direct connections to pedestrian walkways and sidewalks.

**Guideline 34.** Street oriented building façades shall provide higher quality material and architectural definition, including a minimum of 80% glazing.

**Guideline 35.** Signage should be placed at site entry points and be designed with a similar architectural style as the primary building.

**Guideline 36.** Vertical design elements should be prominent and offer interest through special lighting and display features

### 6.7.8 Signage

**Guideline 37.** Incorporate signage into the overall building design style and material palette.

**Guideline 38.** Permanent signage should be designed to be of an appropriate scale with clear visibility along from the street.

**Guideline 39.** Maximum of 1 sign should be added to each entry point, to reduce signage clutter and confusion.

**Guideline 40.** Signage should be appropriately lit for nocturnal visibility and exposure.

# 7 QUICK WINS



**Warehouse building with well lit parking lot and pedestrian areas. Credit: Dima Moroz**

## 7 QUICK WINS

At over 1600 hectares, transformation of the Bayfront will take decades. And while the transformation for the area as a whole is expected to take time, there are a number of the design ideas expressed in this document which can be applied in the short term. The following section illustrates a few examples of how modest public and private investments in tree planting, landscaping, public art and active transportation infrastructure can help to initiate momentum over the short term.



Example of industrial building adaptive reuse in the Westinghouse HQ Building. Credit: mcCallumSather

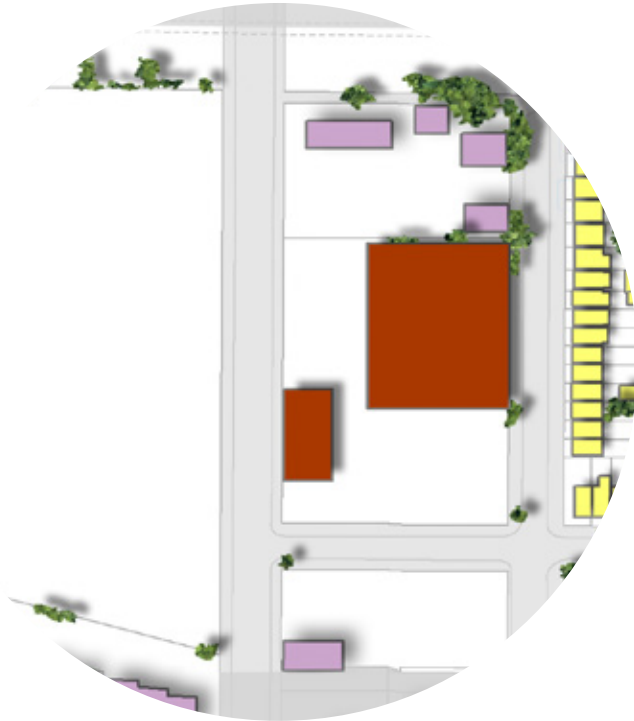
## 7.1 Public Realm Improvements

There are interventions which the City can begin to apply within the publicly accessible right-of-way which will begin to visually and physically transform the Bayfront.

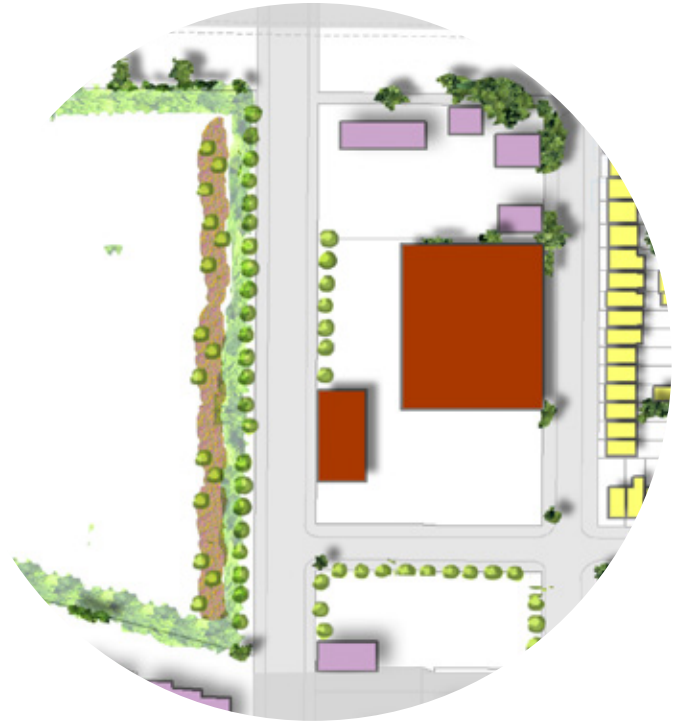
Something as simple as the introduction of continuous street trees where appropriate can, if installed with the right tools and techniques can be very effective at making a big impact in a little amount of time. The benefits of street trees, in

Appendix "A" to Report PED14117(d) addition to the marked improvement to the visual quality of the streetscape, will also help with the microclimate along the right-of-way (wind protection and provision of shade) as well as slowing stormwater and increasing on-site update.

In addition to street trees, the introduction of bioswales and/or rain gardens will also help with immediate visual aesthetics as well as slowing and storing stormwater instead of directing it to municipal sewer infrastructure.



Existing Conditions



Quick Win - Streetscaping

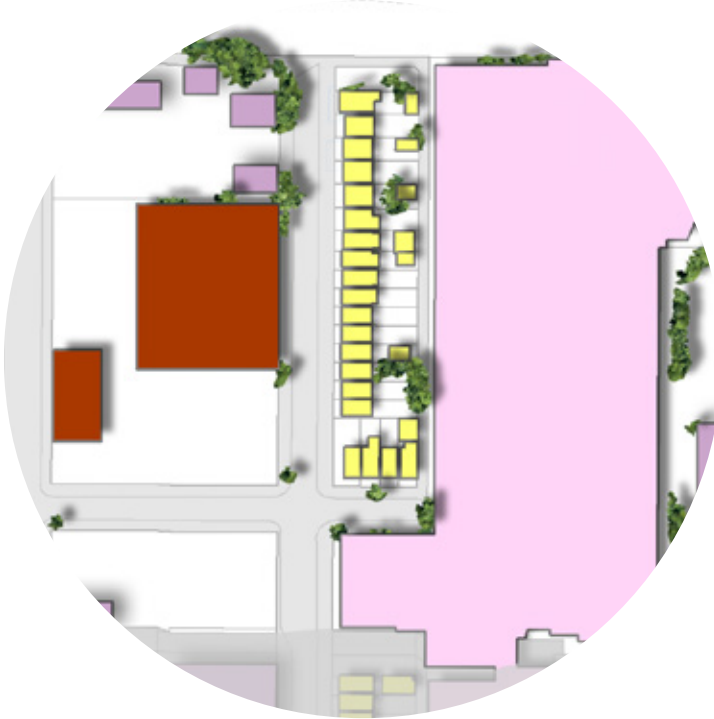


**Examples of streetscaping and low impact development techniques (rain gardens, bioswales) Credit: Left: SCAPE, Buffalo Niagara Medical Campus | Middle: Gautier+Conquet Architects, France | Right: Dan Wendt, Chicago MWRD**

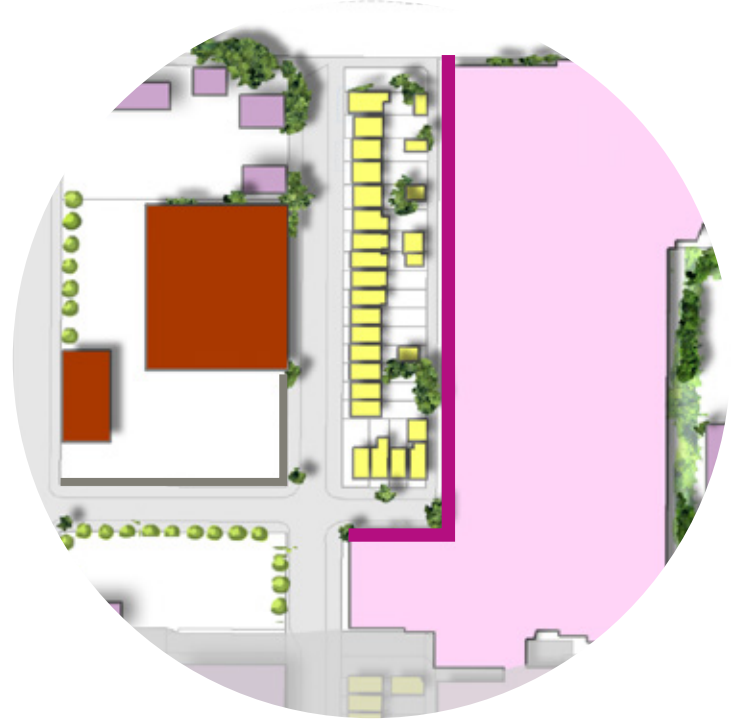
## 7.2 Private Realm Improvements

As a complement to the interventions which the City can accomplish along the right-of-way, there are simple and effective interventions which private industry can be encouraged to undertake (through incentives or grants) in order to help with transitions between uses or along the public right-of-way, especially those which historically may have had compatibility issues in the past (industrial uses adjacent to residential uses).

Appendix "A" to Report PED14117(d)  
 Page 190 of 568  
 Artistic murals along long blank walls or on external equipment or storage features are a creative way to soften and lighten the transition with little to no space. Another is the use of decorative fencing for visual screening and security, and the other is the use of visual buffer or screening landscaping with taller bushes, hedges or grasses.



Existing Conditions



Quick Win - Decorative Fencing, Murals, Screening Landscape



Examples of visual screening techniques, murals, decorative fencing and adaptive reuse of heritage industrial buildings.  
 Credit: Left: Arthur Lierman Landscape Architecture | Middle: Ameristar | Right: Industryous Photography



**Existing Condition at Kenilworth Ave. N and Burlington St. E. Credit: City of Hamilton**



**Visual depiction of above area with layered small scale improvement options (e.g. infrastructure mural, decorative fencing and streetscape enhancements.) Credit: City of Hamilton**



Existing Condition at Kenilworth Ave N. and Dofasco. Credit: City of Hamilton



Visual depiction of above area with layered small scale improvement options (e.g. infrastructure mural, decorative fencing and streetscape enhancements.) Credit: City of Hamilton





**Panorama of Existing Condition at Princess Street and Sherman Ave. N. Credit: City of Hamilton**



**Visual depiction of above area with layered small scale options (e.g. building mural, decorative /screening planting and streetscape enhancements.) Credit: City of Hamilton**

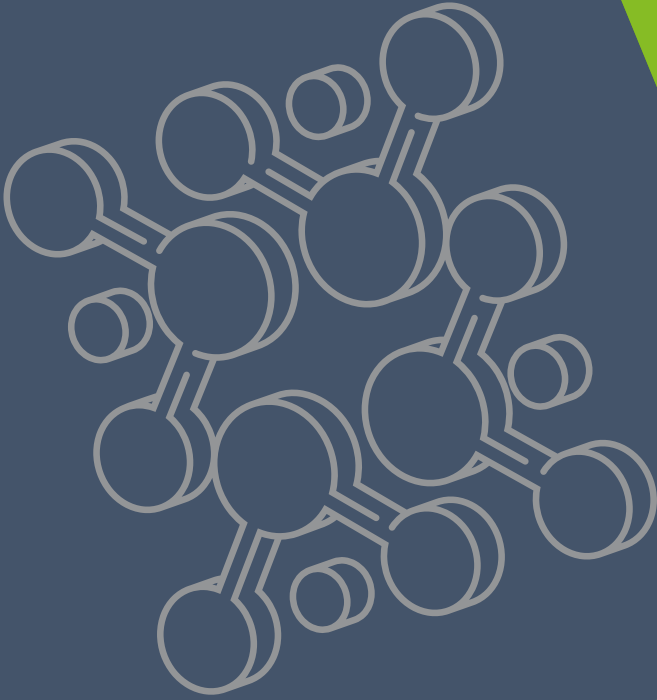


A2

**APPENDIX A2**

**INDUSTRIAL  
MARKET  
OVERVIEW &  
OPPORTUNITIES  
REPORT**

**Deloitte.**








**Hamilton's Industrial Bayfront Renewal**  
**Chapter 1: Market Overview**

September 2019





## Chapter Contents – Market Overview Update

	Industrial trends across Canada and Ontario	03
	Industrial Real Estate GTHA in context	11
	Disruptive Technologies & Future Industrial Trends Opportunity	29
	Implications for Hamilton Bayfront Renewal	38
	Appendix – Industrial Asset by Subcategory	40

## INDUSTRIAL SECTOR ASSESSMENT



Hamilton's Bayfront today is primarily dominated by the industrial sector. To enable a comprehensive understanding of the industrial sector, we evaluated the industrial sector's contribution to Canada, Ontario, the Greater Toronto and Hamilton Area (GTHA).

# Industrial Sector Analysis Approach

We evaluated the industrial sector across Canada and global competitive performance for key industries within Ontario and the Greater Toronto and Hamilton Area (GTHA)

## Top-down approach to understanding the industrial sector

### STEP 01: Global Industrial Context

Outlined Canadian industrial sector performance in the global context over the last 4 decades (ranking compared to other large global economies).



### STEP 02: Canada & Ontario Industrial Overview

Evaluated Canadian industrial performance, identifying key sub-segments in Ontario, employment generation and projections.



### STEP 03: Hamilton Industrial Overview

Assessed Hamilton industrial performance, employment generation over time and potential future performance.



# Canadian Industrial Sector In Global Context

Canada has moved down in rank from the global share of the manufacturing sector (\$)

**Top 15 manufacturers by share of global nominal manufacturing (gross value added)**

Rank	1980	1990	2000	2010
1	United States	United States	United States	United States
2	Germany	Japan	Japan	China
3	Japan	Germany	Germany	Japan
4	United Kingdom	Italy	China	Germany
5	France	United Kingdom	United Kingdom	Italy
6	Italy	France	Italy	Brazil
7	China	China	France	South Korea
8	Brazil	Brazil	South Korea	France
9	Spain	Spain	Canada	United Kingdom
10	Canada	Canada	Mexico	India
11	Mexico	South Korea <sup>1</sup>	Spain	Russia <sup>2</sup>
12	Australia	Mexico	Brazil	Mexico
13	Netherlands	Turkey	Taiwan	Indonesia <sup>2</sup>
14	Argentina	India	India	Spain
15	India	Taiwan	Turkey	Canada

Source: United Nations Conference on Trade Development ©2019 Deloitte LLP and affiliated entities



# Canadian Industrial Sector Overview

The industrial sector contributed approximately 33% of Canada's GDP in 2018 with key sub-sectors being manufacturing, construction, wholesale trade and transportation warehousing

## GDP contribution by sector

The **industrial sector**, which draws on inputs from the primary sector to manufacture finished goods that are ready to be used for sale, export or as inputs for other industries, **is often referred to as the secondary industry**



## Defining the industrial sector

Manufacturing, construction, transportation warehousing and wholesale trade are major industries within the industrial sector.



### Manufacturing

- Automotive manufacturing
- Aerospace manufacturing
- Electrical industry
- Chemical industry
- Energy industry
- Glass industry
- Utilities, etc.



### Construction

- Metallurgical industry
- Construction industry, etc.



### Wholesale Trade

- Food industry
- Textile and clothing industry
- Consumer goods industry, etc.



### Transportation Warehousing

### Other





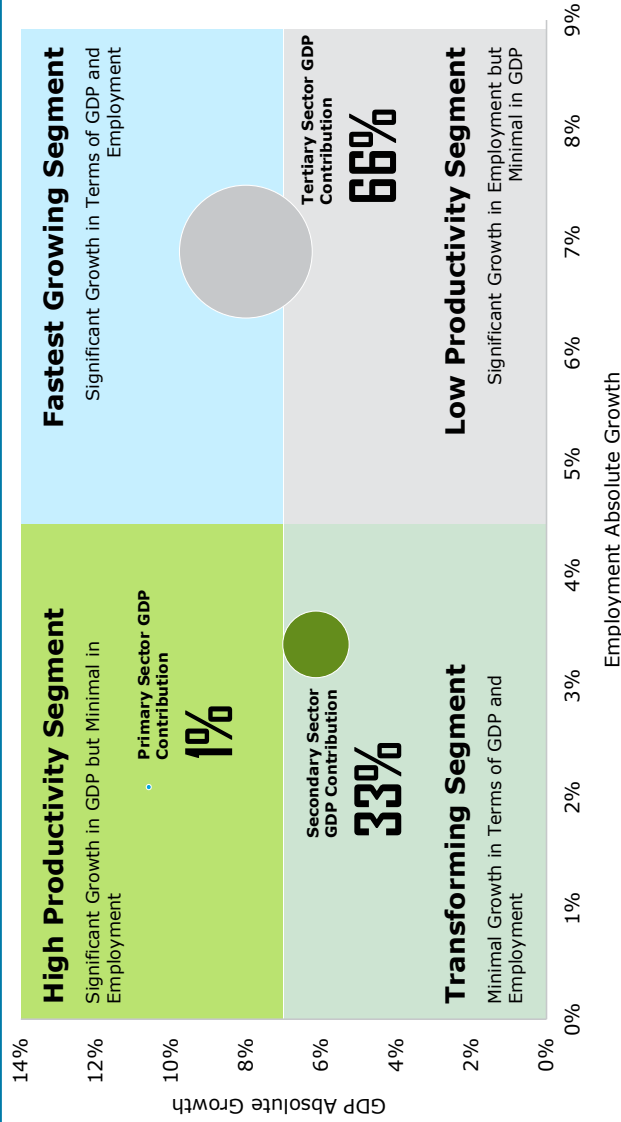
## Canadian Industrial Sector Historical Snapshot

The industrial sector is experiencing significant transformation through disruptive technology and we have evaluated this further in this chapter (disruptive trends impacting the industrial sector)

### Sector Performance Comparison - Historical Snapshot

Performance can be divided into four categories based on employment and gross domestic product growth over the last five years - industrial sector falls under the transforming segment with relatively stable growth in employment level and GDP contribution.

#### Canadian Sector Performance by Employment and GDP Contributions (2014 - 2018)



Source: StatsCan

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Employment	2014	2018	5 Year CAGR
Primary Sector	38.58 K	39.39 K	0.52%
Secondary Sector (industrial sector)	6.39 M	6.60 M	0.83%
Tertiary	24.56 M	26.26 M	1.69%

GDP (M)	2014	2018	5 Year CAGR
Primary Sector	36.17 K	40.00 K	2.55%
Secondary Sector (industrial sector)	2.34 M	2.49 M	1.50%
Tertiary	4.57 M	4.94 M	1.94%



# Canadian Industrial Sector Geographic Context

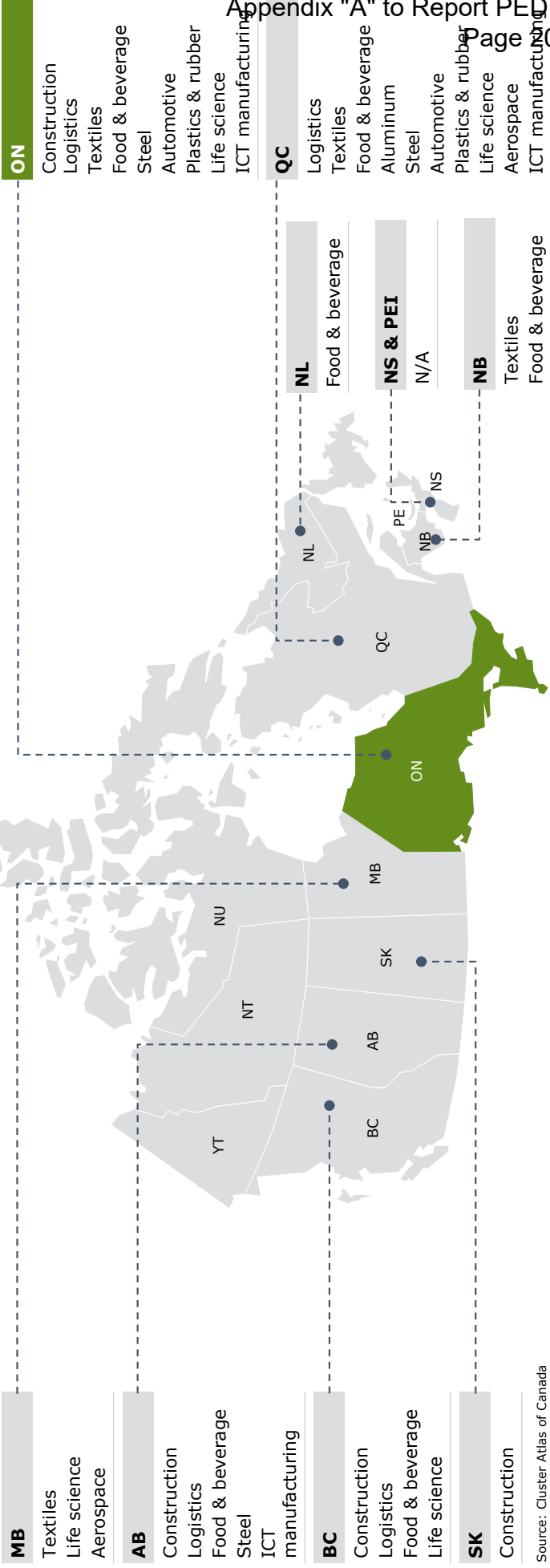
The majority of industrial sector establishments are located in Ontario and Quebec



## Industrial sector overview in Canada

The majority of the industrial sector establishments are located in Ontario and Quebec, with the exception of the construction sector which is concentrated in Alberta and British Columbia

### CANADIAN SECONDARY INDUSTRIES BY PROVINCE



Source: Cluster Atlas of Canada

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# Ontario Industrial Sector Snapshot

The five key sub-sectors continue to remain prominent in Ontario; these sectors constitute more than 38% of the Canadian industrial GDP generated in 2018

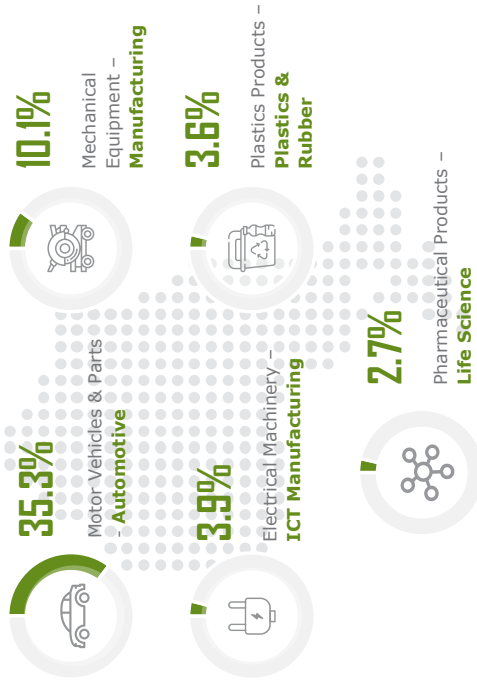


## Industrial sector overview in Ontario

Ontario accounts for close to 40% of the total Canadian population and GDP contribution; it is a part of the **North American manufacturing heartland**.

Secondary industries continue to play a critical role in Ontario's economy, **accounting for over 35% of the total industrial sector's GDP contribution** in Canada.

Given exports traditionally dominate the lion's share of industrial revenue, the following have been identified as the top exports from Ontario (% share):

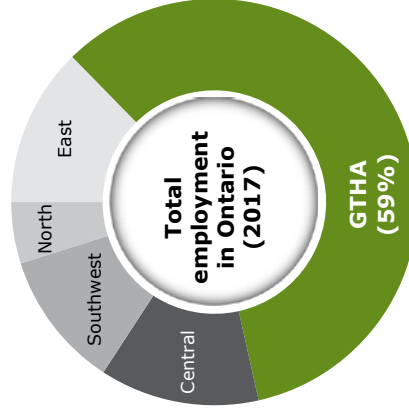
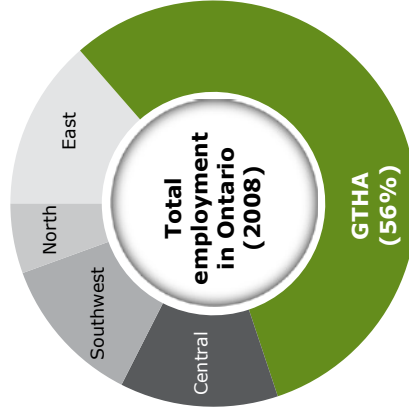


## Employment Distribution in Ontario

The GTHA is the fastest growing major metropolitan area in Canada and in Ontario. Over the past 10 years, Ontario experienced an approximate 8% employment growth from 6.61 million jobs to 7.13 million jobs, and **over 90% of the new employment opportunities were added in the GTHA, representing 473K new jobs**.

Contrary to the GTHA, Southwestern Ontario and Northern Ontario have both experienced substantial employment decline of (2%) and (5%), respectively.

**As of 2017, the GTHA accounted for 59% of total employment in Ontario**, largely benefiting from its strategic proximity to the U.S. market, positive trending of immigration and migration to the urban centre, well-established corporate headquarters, as well as the booming technology culture between Toronto and the Waterloo Region. These drivers will continue to remain relevant in the future as the GTHA continues to attract top talent nationally and internationally.



Source: StatsCan

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# Industrial Sector Overview Conclusions

Considerations for the current industrial sector's compositions and challenges



## Key conclusions



### The industrial sector contributed nearly one-third of the Canadian GDP in 2018

The industrial sector plays a key role in Canadian economy with over one-third of GDP contribution and one fifth of the employment generation in 2018. The industrial sector is expected to grow significantly over the next decade with forward-looking trends impact the nature of the industrial sector.



### Ontario constitutes nearly 40% of the industrial GDP and is considered a North American industrial hub

As an established industrial hub in Canada, Ontario benefits from a fast growing population, a strong employment base, proximity to the U.S markets, well-connected highway networks, and mature businesses environment.



### The GTHA contributes nearly two-thirds of the industrial employment generated in Ontario

The Greater Toronto and Hamilton Area is the fastest growing region in Canada and contributes almost 70% of the employment opportunities in Ontario.



### Four key sub-sectors dominate industrial performance across major markets in Canada

Manufacturing, construction, wholesale trade and transportation & warehousing are the key industrial sectors in Canada; these four sub-sectors play a key role in the continued growth of the Hamilton market.

## INDUSTRIAL MARKET CONDITIONS



Further to the sector assessment, we also analyzed the industrial real estate market conditions in the GTHA and the Hamilton markets to gain an understanding of industrial asset distribution as well as the current and future industrial nodes



# GTHA Industrial Real Estate Market





## Greater Toronto and Hamilton Area (GTHA) Industrial Sector

Close to 60% of total employment in Ontario is concentrated in the GTHA, representing the lion’s share of employment generation

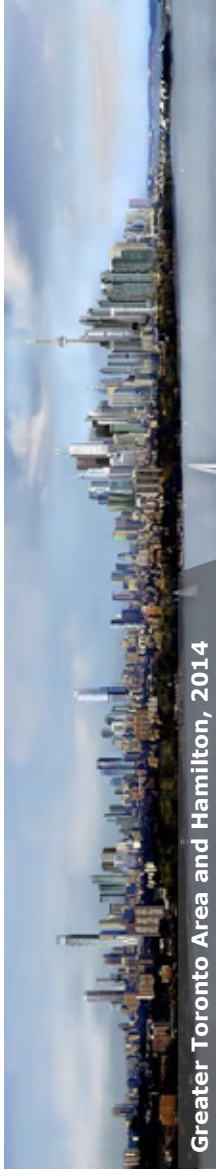


**Over the past five years, the Greater Toronto and Hamilton Area’s population increased by 5.8% to ~ 6.95 million, accounting for 19.8% of Canada’s total population.**

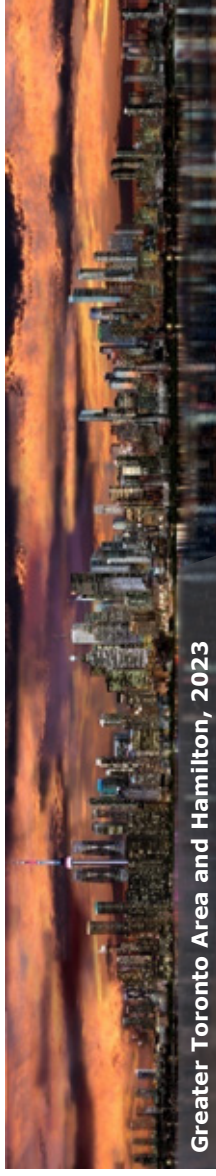
Located in Southern Ontario, the GTHA is the largest urban centre in Canada with a population base of 6.95 million. The region is one of fastest growing areas in Canada and is forecasted to grow to ~9.6 million people by the year 2041.



Greater Toronto Area and Hamilton, 2004



Greater Toronto Area and Hamilton, 2014



Greater Toronto Area and Hamilton, 2023

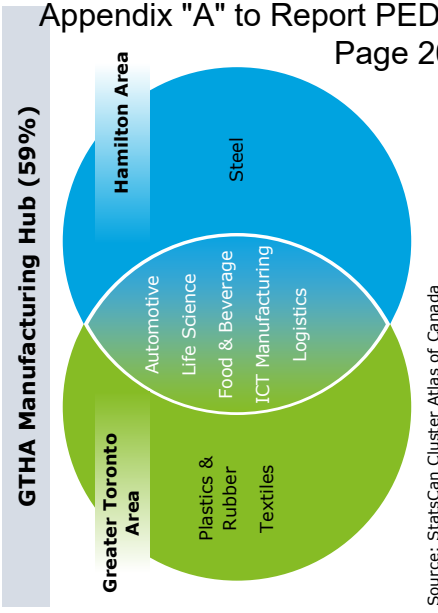
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### Industrial sector overview in the GTHA

Many industries have chosen to locate in the GTHA due its accessibility to U.S markets, proximity to populated centres, and extensive highway systems and airports. As a result, the GTHA features **8 types of secondary industries, 7 of which are manufacturing-related** with the exception of logistics, which falls under transportation and warehousing.

Given the strong manufacturing establishments in the GTHA, 57% of the manufacturing jobs in Ontario are concentrated in the GTHA.



Source: StatsCan Cluster Atlas of Canada

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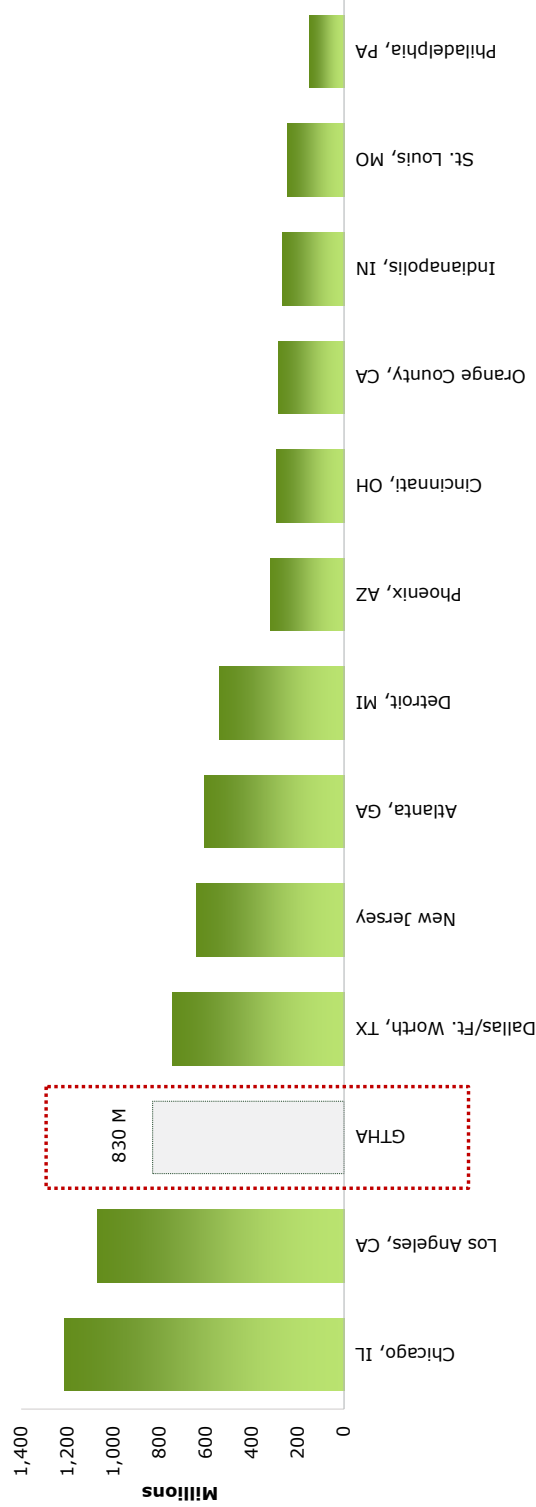
# GTHA Industrial Market (1/7)

GTHA is the 3<sup>rd</sup> largest industrial market in North America

## GTHA remains the 3<sup>rd</sup> largest industrial market within North America with over 830 million SF of industrial market inventory

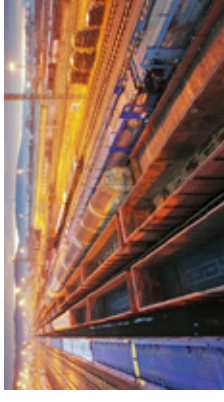
Toronto's industrial market is comprised of over 782 million SF of industrial space, and is the 3<sup>rd</sup> largest industrial market in North America following Chicago and Los Angeles. Industrial real estate remains the asset of choice across Canada and Toronto capturing significant international attention from the investment community and industrial occupiers.

### 2018 North America Industrial Markets (SF)



Source: Cushman Wakefield Inc. Q4 2018

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**In order to clearly identify and capture future opportunities, a full understanding of current industrial market dynamics is required.** The following section identifies current industrial market trends while also undertaking a comparative analysis of industrial trends in neighbouring jurisdictions as well as macro trends, in order to analyze Hamilton in the context of the overall GTHA industrial market.

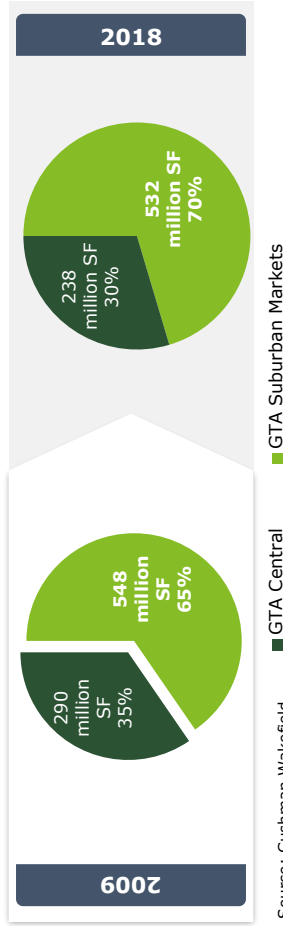
# GTHA Industrial Market (2/7)

GTHA suburban markets hold the largest percentage of the total industrial inventory

**Industrial property is one of the most active asset classes.** Availability rate in the GTHA approached 1.5% as of Q4 2018, reflecting consistent declines and “tight” market conditions

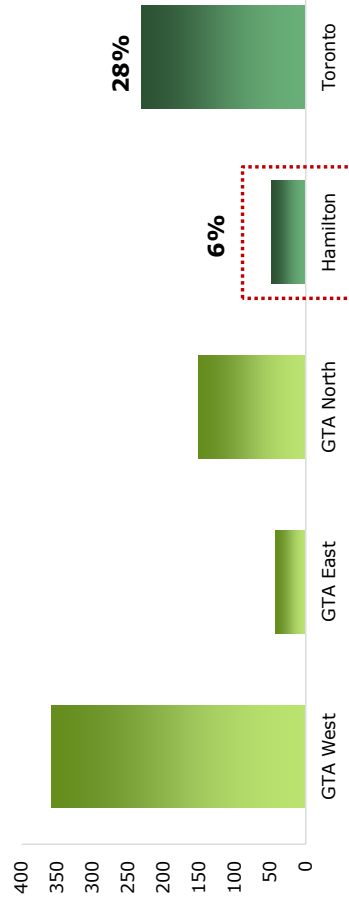
- GTHA’s industrial market encompasses **830 million SF of industrial space. 66% of the total industrial inventory (551 million SF) is located in GTA Suburbs, comparing to 30% of the total inventory (231 million SF) located in the central area.** The GTA West consists of Bolton/Caledon, Brampton, Burlington, Milton/Halton Hills, Mississauga and Oakville, Brampton and Mississauga, this area holds 66% of total inventory.
- GTHA Suburbs feature established industrial nodes in Mississauga, Vaughan, and Brampton. **GTA West is the largest suburban node with over 358 million SF of industrial space or 46% of total industrial inventory in the GTA.**
- Availability rates in GTHA Suburbs (1.6%) are slightly higher than markets in GTA Central at 1.2%. GTA West has the highest available space in the GTA at 6.1 million SF with an availability rate of 1.7%. **The 17.9 million SF of leasing activity in the GTA West market along with 46% of the total industrial inventory makes it the most active industrial node in the GTA.**

## Industrial inventory shows the dominant role of GTHA Suburbs



Source: Cushman Wakefield  
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## GTA Industrial Inventory (Million SF)



Source: Cushman Wakefield Inc. Q4 2018

Source: Cushman Wakefield Inc. Q4 2018

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# GTHA Industrial Market (3/7)

The majority of the new industrial supply was added to the GTA West markets

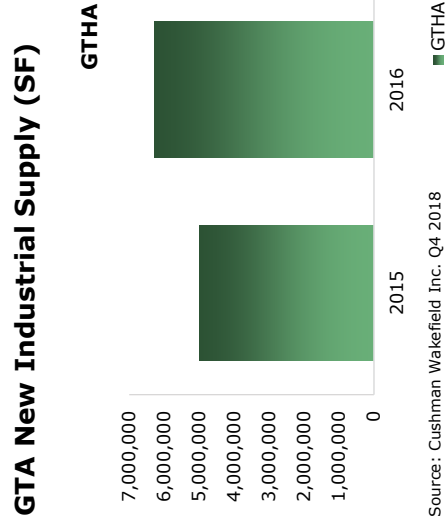
## GTHA showed significant industrial development over the past 5 years

- A long term supply comparison indicates that in the past 10 years, more than 40.46 million SF of new industrial supply have been built in GTA Suburbs, compared to an insignificant 1.09 million SF of new supply from the central area
- The current industrial inventory is split between markets in Toronto, Hamilton and GTHA Suburbs at 6%, 28% and 66%, respectively.
- The GTA West market has been particularly active with 17.34 million SF of new office supply since 2015, **which represents 79.21% of the total new supply in GTHA Suburbs or more than 73.08% of new industrial spaces added in the GTHA.**
- Average annual new supply added in GTA West averaged 3.09 million SF since 2009. In the past 5 years, average annual new supply in GTA West increased to 4.29 million SF, representing a 38.8% increase. **Its share of new industrial supply in 2018 was 73%, as a result of growth in GTA North and East, GTA West still dominates new industrial supply in the GTA.**
- Development of big box industrial facilities ballooned in the GTHA, fueled by e-commerce and U.S demand.

Since 2015, GTA West still dominates the GTA market with **73% share of the annual new industrial supply**

Source: Cushman Wakefield Inc.

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Source: Cushman Wakefield Inc. Q4 2018

Region	Total New Supply Since 2015 (SF)	% Share	Average Annual New Supply Since 2009 (SF)
GTA West	17.34 M	79.21%	4.34 M
GTA East	47.67 K	0.22%	11.92 K
GTA North	4.50 M	20.57%	1.13 M
Hamilton	0.35 M	1.55%	0.12 M
Toronto	0.49 M	2.18%	0.12 M
<b>GTA Total</b>	<b>22.74 M</b>	<b>100%</b>	<b>5.68 M</b>

Source: Cushman Wakefield Inc. Q4 2018 & CoStar

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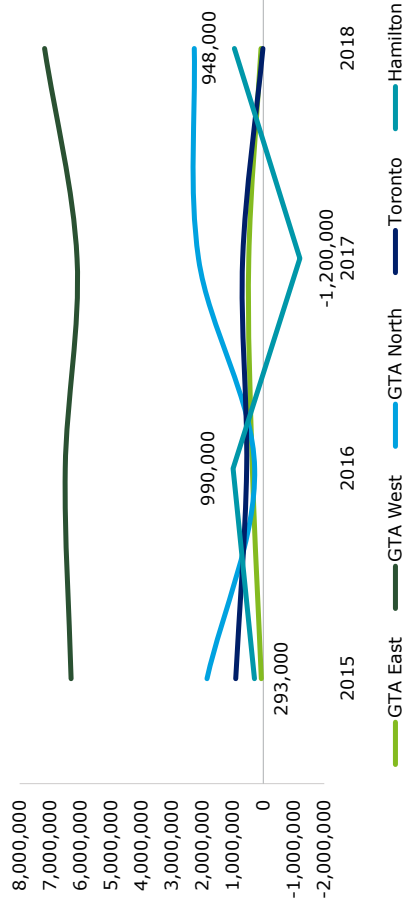
# GTHA Industrial Market (4/7)

Similar to the new supply, the majority of the market absorption was in the GTA West markets

## Recent absorption has been dominated by new-build activity in GTA West, followed by the GTA North markets

- The GTHA market has experienced 36.8 million SF of absorption over the past 5 years. **The overall annual absorption rate has quickened pace in the GTHA as industrial vacancy continues to compressed and supply struggles to meet demand.**
- Historical absorption patterns suggest a distribution of 91%, 6% and 3% between GTA Suburbs Toronto and Hamilton. **Industrial growth continues to accelerate in GTA Suburbs from 4.7 million annual absorption to 8.4 million square feet of annual absorption.**
- Within GTHA Suburbs, GTA West dominates the market** with 71% of total absorption since 2015. GTA East's total absorption over the past 5 years was 3%. Absorption in GTA North Has decreased drastically to 18% during the past 5 years.

## Historical Absorption across the GTHA (SF)



Source: Cushman Wakefield Inc. Q4 2018 & CoStar

## Historical Absorption (2015 - 2018)

Region	Total Absorption SF	Average Annual Absorption SF	% Share
<b>Hamilton</b>	<b>1,031,000</b>	<b>257,750</b>	<b>2.80%</b>
GTA West	26,115,938	6,528,985	70.96%
GTA East	990,198	247,550	2.69%
GTA North	6,526,423	1,631,606	17.73%
<b>GTA Suburbs</b>	<b>33,632,559</b>	<b>8,408,140</b>	<b>91.39%</b>
<b>Toronto</b>	<b>2,139,575</b>	<b>534,894</b>	<b>5.81%</b>
<b>GTA Total</b>	<b>36,803,134</b>	<b>9,200,784</b>	<b>100%</b>

Source: Cushman Wakefield Inc. Q4 2018 & CoStar  
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**GTA West dominates industrial absorption in the GTA.** This trend has accelerated over the past five years as industrial tenants in both GTA Central and suburban markets become increasingly popular

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## GTHA Industrial Market (5/7)

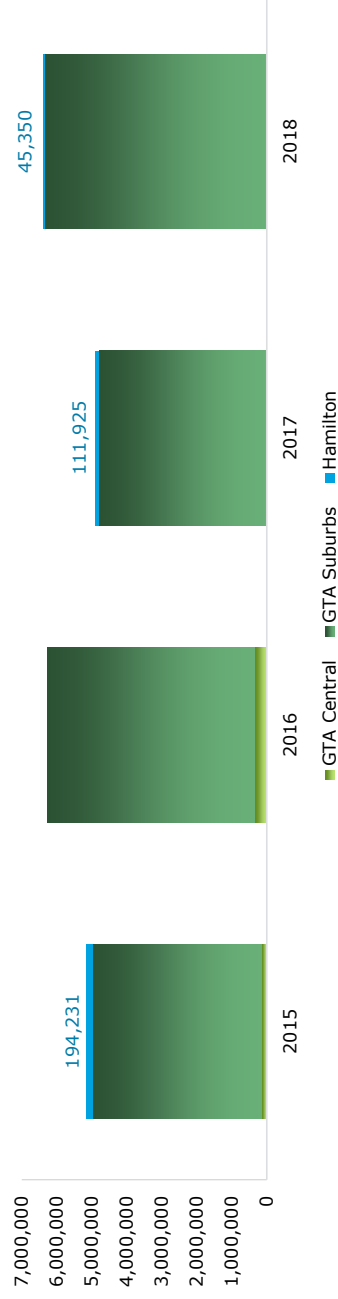
Strong market demand from supply chain and omni-channel has and continues to fuel the industrial development in the GTHA, especially in the suburban markets

### GTHA industrial properties absorbed an attractive 16.9% annual average return on the MSCI Index results due to a spike in capital value and stable rental growth

- Industrial markets continue to experience explosive momentum and shrinking vacancy. Continuous demand from e-commerce and Third Party Logistics firms, availability hit record lows at 1.5% while rents in the GTHA broke records at \$7.40. Well-located, quality industrial projects remain a top priority for tenants and developers in what is the hottest market since the financial crisis.
- 6.3 million SF of industrial space was added in 2018, representing 0.80% of total inventory. In addition, 9.5 million SF of industrial space is currently under construction, representing 1% of total inventory.
- Since 2009, GTA Suburbs had 38.6 million SF of new industrial supply while Toronto only had 1.1 million SF. From a tenant's perspective, the market is tightest for 30,000 to 80,000 SF lease options. The tight GTHA industrial market with low availability rates will be a significant factor driving the growth of rental rates.

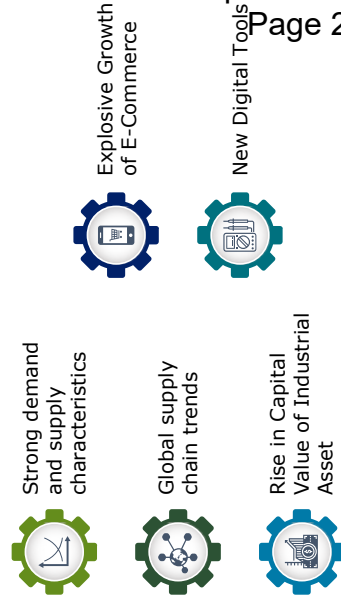


### Development Completion in a Historical Context (SF)



Source: Cushman Wakefield Inc. Q4 2018 & CoStar  
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### DRIVERS OF INDUSTRIAL REAL ESTATE



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## GTHA Industrial Market (6/7)

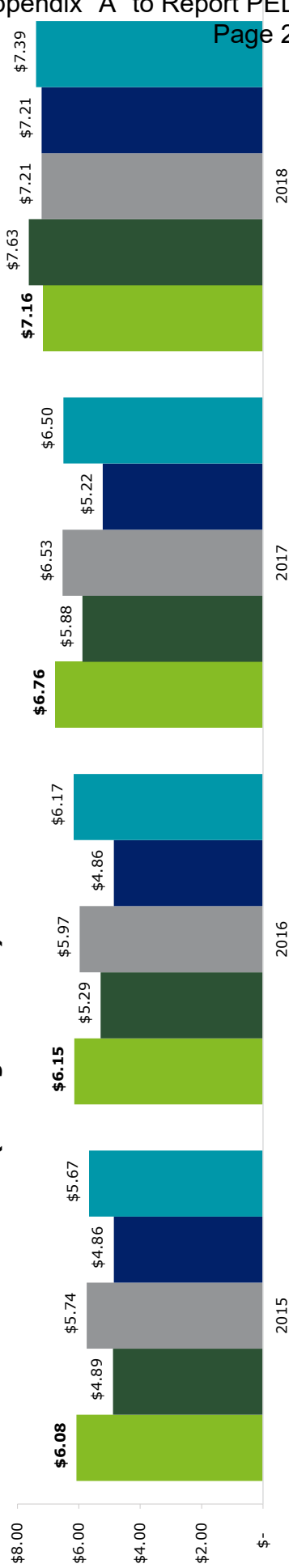
As demand continues to rise, the asking rent has increased across all the markets in the GTHA and Hamilton is considered the most affordable market

**The GTHA industrial market has one of the lowest net rents in Canada despite having the lowest availability rate by a significant margin.**

- The overall rental rates in the GTHA industrial market have increased by 40% from \$5.30 PSF in 2001 to \$7.40 PSF in 2018, averaging 1.87% growth per annum. **The low average growth rate was driven by high absorption and low availability rates over the past couple of years.**
- Since 2009, rental rates in GTA Suburbs have grown by 4.21% per annum from \$4.90 PSF to \$7.40 PSF, with Toronto growing at 5.90% per annum from \$4.30 to \$7.63 PSF. **The higher annual growth rate in Toronto is due to the lack of availability and new supply in the market.**
- **The rental rate for Hamilton has been surpassed by the rate in the Suburban market.** Hamilton's average asking rate of \$7.16 PSF in Q4 2018 was 3.37% lower than the average asking rate in the rest of the GTHA.



### GTA Industrial Market Rental Rate (Asking Rent PSF)

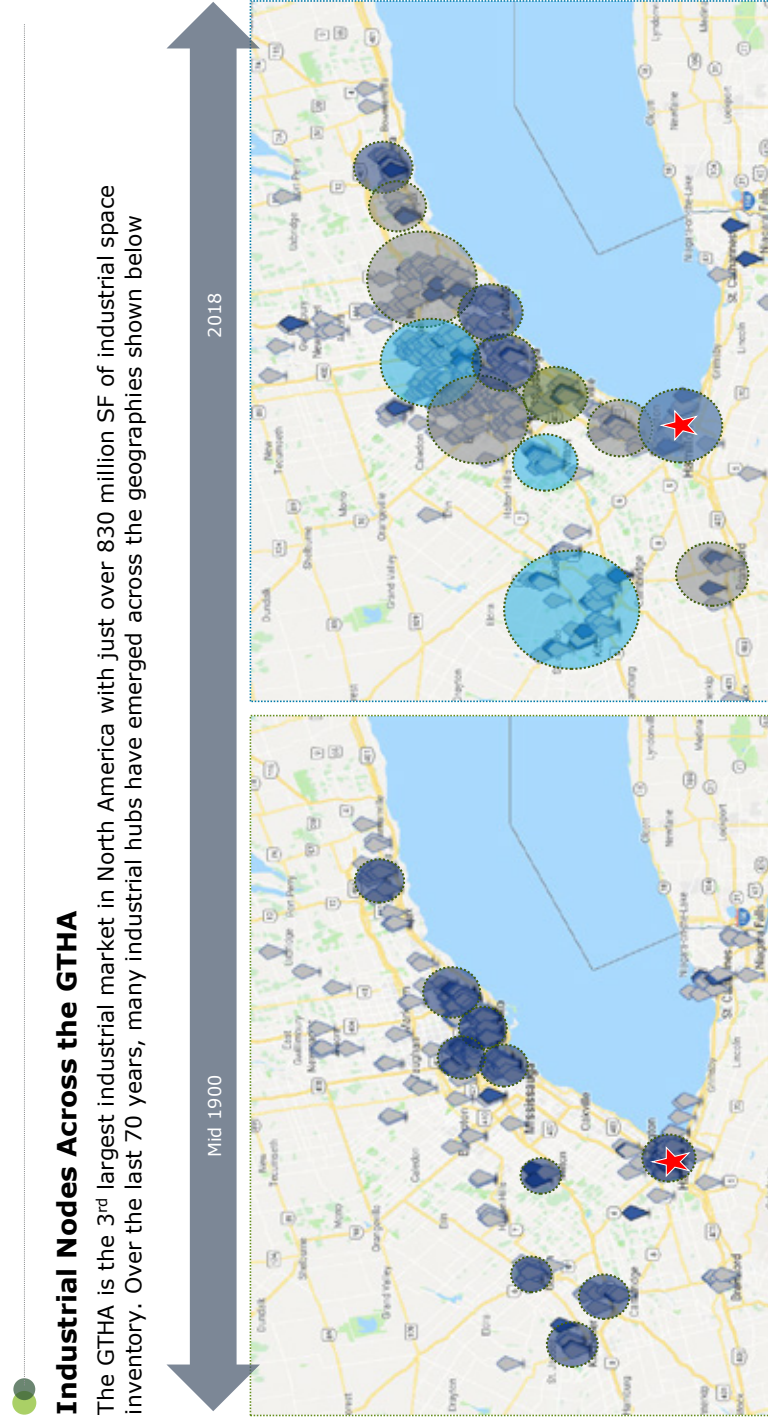


Source: CBRE Q4 2018 & CoStar  
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## GTHA Industrial Market (7/7)

The GTHA industrial market is comprised of three types of industrial nodes: established hubs that contribute to the majority of the inventory, emerging hubs that attract the largest share of the new supply, as well as stable hubs that have not changed significantly over the past decades



### Industrial Nodes Across the GTHA

The GTHA is the 3<sup>rd</sup> largest industrial market in North America with just over 830 million SF of industrial space inventory. Over the last 70 years, many industrial hubs have emerged across the geographies shown below

#### Established Hubs

Traditional industrial hubs that led the growth the sector within the GTHA

- Toronto
- Mississauga
- Brampton
- Cambridge
- Kitchener
- Hamilton ★

#### Pioneer Hubs

Next wave of industrial hubs that grew after initial expansion within the GTHA

- Vaughan
- Milton
- Caledon
- Waterloo Region

#### Aspirational Hubs

Hubs that will likely grow into the future with strategic planning & support

- Burlington
- Oakville
- Brantford
- Ajax
- Brantford

Source: CoStar Sep. 2019

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# Hamilton in Context



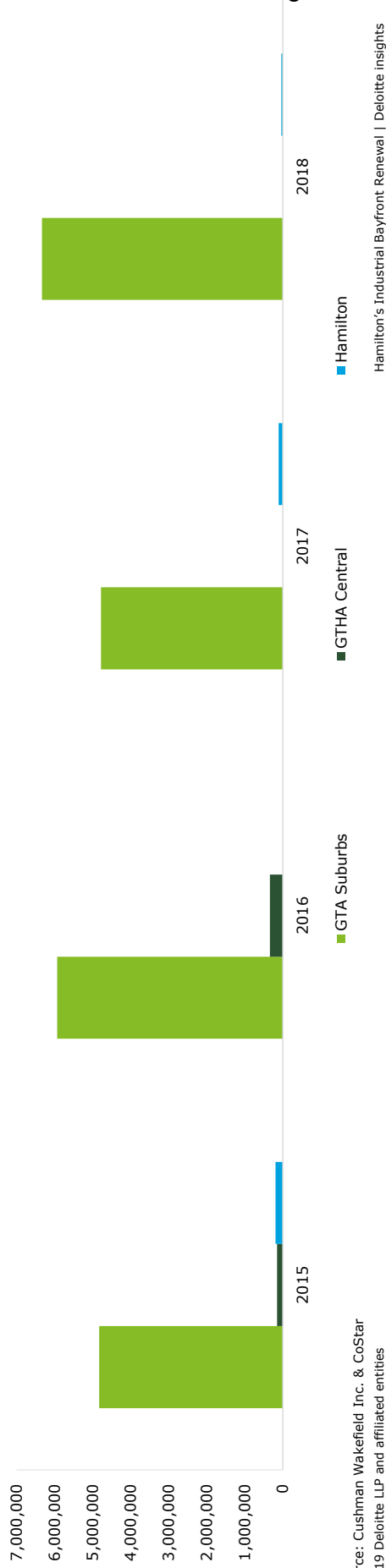
## Hamilton Industrial Market Context (1/2)

The bulk of new industrial supply in the GTHA is concentrated in the suburbs, with future supply to be located in a handful of suburban markets

**To determine growth opportunities for Hamilton’s industrial market, it is important to consider the supply pipeline in the Greater Toronto & Hamilton marketplace.** Suburban markets have seen an increase in new industrial projects over the years, particular in the GTA West market, while Toronto began to shed inventory for mixed use properties.

In response to outsized tenant demand in the GTHA and a lack of available warehouse space, developers continue to actively build. **GTHA Suburbs have experienced tapering industrial construction with GTA West being the focus of development.** Vaughan, Caledon, and Brampton are attracting the most construction activity, with a combined 5.58 million SF of new construction underway by the end of Q4 2018. These markets remain the most desirable for large users as they are within proximity of large population groups, amenities and transportation arteries. **Over the next 24 months, developers are likely to further expand their construction pipeline into developing business parks in Caledon and Milton.**

### Annual New Supply - Hamilton, Toronto, GTA Suburbs (SF)



Source: Cushman Wakefield Inc. & CoStar  
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## Hamilton Industrial Market Context (2/2)

Hamilton contributes 12% of the GTHA West total industrial inventory

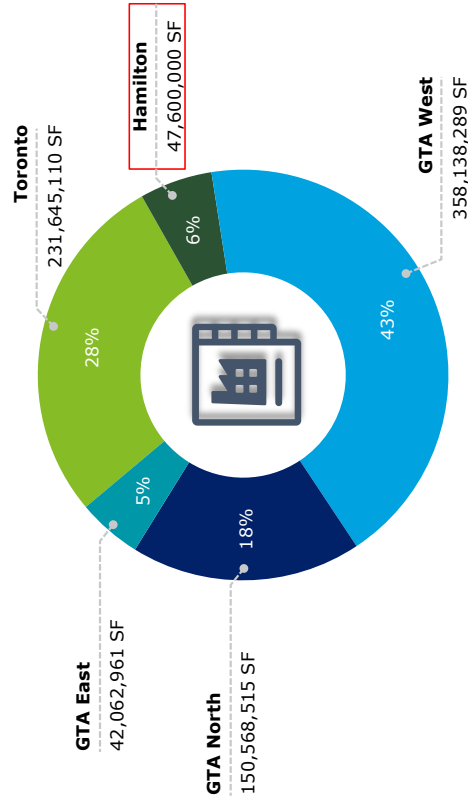
**Hamilton's industrial market encompasses 47.6 million SF of inventory, which is equivalent to 12% of the GTHA West market industrial inventory.**

Total industrial inventory in the GTHA adds up to 830.01 million SF, of which **Hamilton accounts for approximately 6%.**

Hamilton is located within south-west of the GTA West market, and represents ~12% of total industrial inventory in Hamilton and GTA West (405.7 million SF). Hamilton's economic strength lies in its diverse business base, strategically located with a number of Fortune 500 companies with global mandates, and its established economic base and highly educated labour pool creating a manufacturing and trade hub for much of Canada's manufacturing economy.

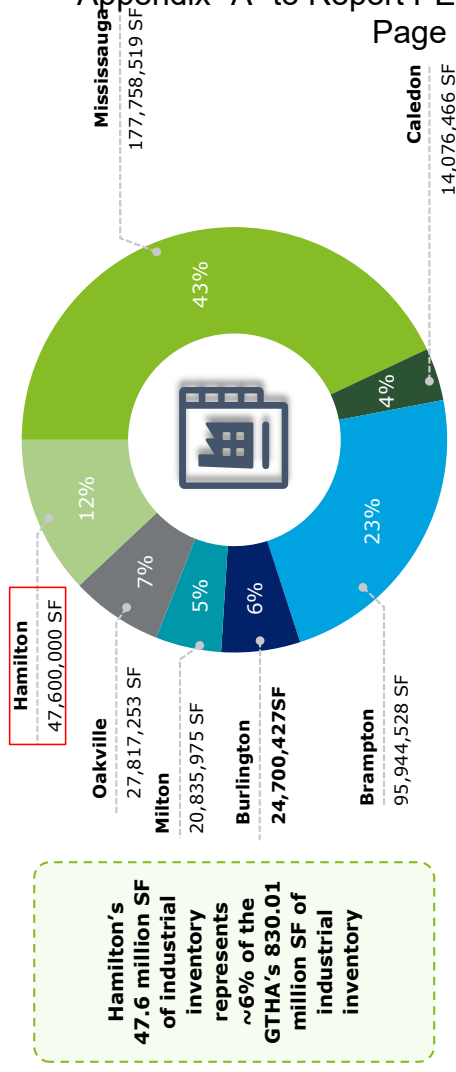
**GTHA West consists of the following nodes:** Mississauga, Brampton, Oakville, Milton, Burlington, Caledon, and Hamilton.

### GTHA Industrial Inventory – 830.01 million SF



Source: Cushman & Wakefield & CoStar  
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### Hamilton & GTA West Industrial Inventory – 409.84 million SF



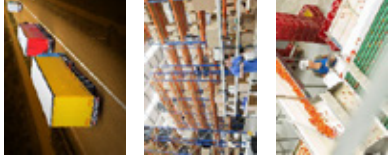
Hamilton's 47.6 million SF of industrial inventory represents ~6% of the GTHA's 830.01 million SF of industrial inventory

Source: CoStar  
Note: variances are caused by data sources, Cushman vs. CoStar

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## Hamilton Industrial Market Overview (1/5)

Despite the limited new supply, vacancy rate remains relatively stable between 1% and 4%, indicating continued demand

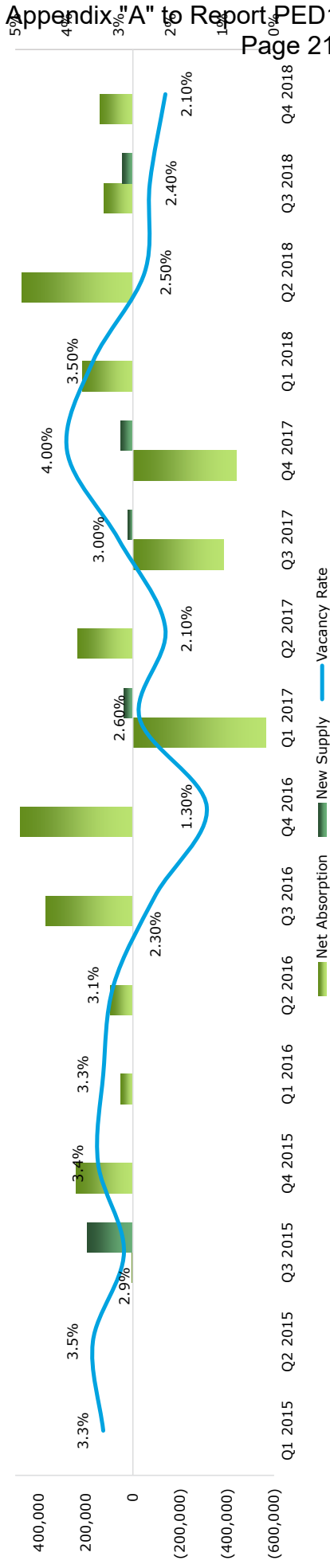


### Hamilton demonstrates fluctuating absorption rates since 2015, with vacancy rates dropping to 2.1% at the end of Q4 2018

A historical snapshot of the Hamilton industrial market can be seen below. Vacancy at year-end 2018 in Hamilton approached 2.1%. While absorption velocity has decreased last year at an annual absorption of **140,651 SF**, average annual new supply lagged behind absorption with no new supply compared to the 45K SF of new supply in Q3 2018.

The current trend of e-commerce continues to drive industrial real estate market growth, creating robust demand for big-box buildings, last-mile distribution centers, and industrial flex space. **Subsequently, Hamilton is considered well-positioned to meet future demand** given its proximity to major transportation hubs and distribution highways such as the 407 and the QEW, the vast amount of vacant land, and its diverse business tenant base.

### Hamilton Industrial Net Absorption, New Supply, and Vacancy Rate (SF, SF, %)



Source: CoStar Sep. 2019  
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# Hamilton Industrial Market Overview (2/5)

Hamilton's average net absorption ranked 5<sup>th</sup> in the GTHA West markets

## Hamilton contributes on average 2.44% of the new supply in Hamilton and GTA West

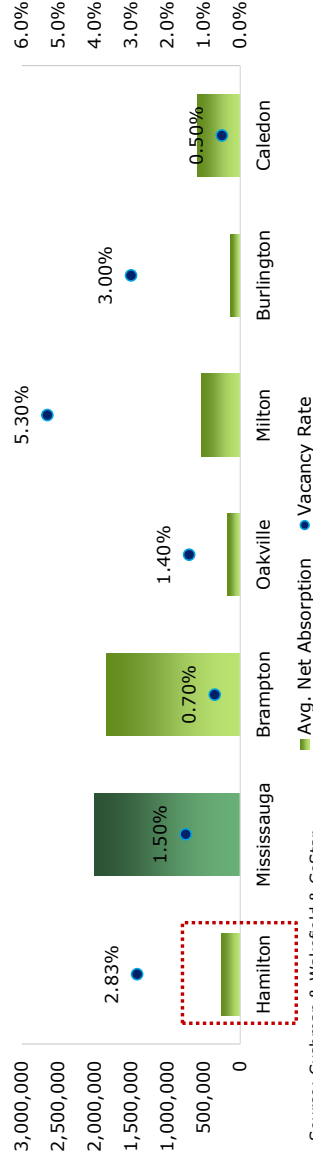
With the second lowest asking rent in the Hamilton and GTA West regions and a healthy rental growth rate set to stabilize in the medium term, there is potential for more construction to enter the pipeline.

The vacancy rate in Hamilton is forecasted to compress in the next 5 years as well, and as it decreases this should make for a more favourable market for investor and developer activity in Hamilton.



Source: Cushman Wakefield ©2019 Deloitte LLP and affiliated entities

## Hamilton in the Context of Other Industrial Nodes in GTA West (SF, %)



Source: Cushman & Wakefield & CoStar

Nodes	Total Inventory (SF)	Market Share	Vacancy Rate	Asking Rent (\$/SF)	Annual Average 5 Year Absorption
Mississauga	177.8 M	43.39%	1.5%	\$8.32	2,000 K
Brampton	95.9 M	23.40%	0.7%	\$8.58	1,800 K
Oakville	27.8 M	6.78%	1.4%	\$9.15	170 K
Milton	20.8 M	5.08%	5.3%	\$8.88	530 K
Burlington	24.7 M	6.03%	3.0%	\$9.05	126 K
Caledon	15.2 M	3.71%	0.5%	\$7.82	580 K
<b>Hamilton</b>	<b>47.6 M</b>	<b>11.62%</b>	<b>2.83%</b>	<b>\$7.16</b>	<b>257 K</b>

Source: Cushman & Wakefield & CoStar  
Note: variances are caused by data sources, Cushman vs. CoStar

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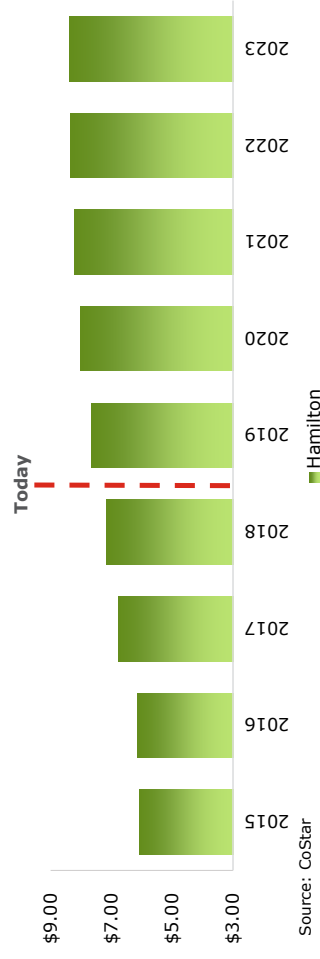
# Hamilton Industrial Market Overview (3/5)

Hamilton's net asking rate reached \$7.16 PSF as of 2018 and is expected to grow at 3% over the next 5 years

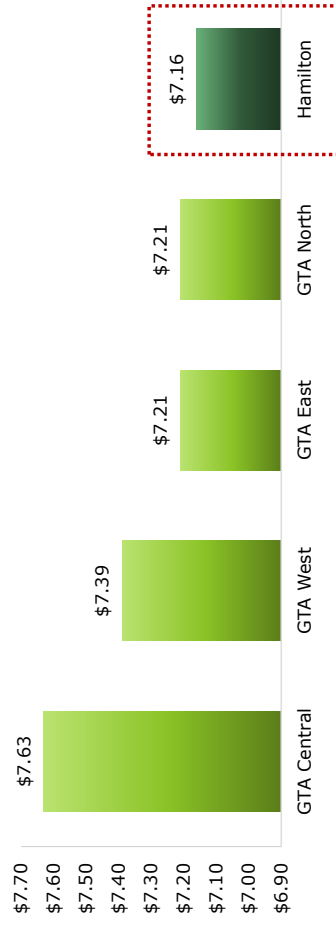
As of Q4 2018, asking rental rates for Hamilton averaged \$7.16 PSF, which is lower compared to the rates offered at other industrial nodes in the GTHA.

Despite the strong annual absorption of 7.2 million SF in GTA West in 2018 and 260,000 SF in Hamilton based on the latest 5 year average, limited new supply of 3.8 million SF in GTA West and 50,000 SF in Hamilton have pushed the rental growth rate higher in 2018. **Hamilton's asking rental rates increased from \$6.02 PSF in 2016 to \$7.16 PSF in 2018**, representing the lowest rates in the Hamilton and GTA West markets.

## Hamilton Industrial Quoted Rates (\$PSF)



## Q4 2018 GTA - Industrial Quoted Net Rates (\$PSF)



Source: CBRE & CoStar  
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## Q4 2018 Hamilton & GTA West - Industrial Quoted Net Rates (\$PSF)

Nodes	Asking Rent (\$/SF)	Vacancy (%)
Mississauga (Overall)	\$8.32	1.5%
Hamilton	\$7.16	2.1%
Brampton	\$8.58	0.7%
Burlington	\$9.05	3.0%
Oakville	\$9.15	1.4%
Milton	\$8.88	5.3%
Caledon	\$7.82	0.5%

Hamilton's average net rent is lower than most other GTA West Suburban markets.

Source: CBRE & CoStar

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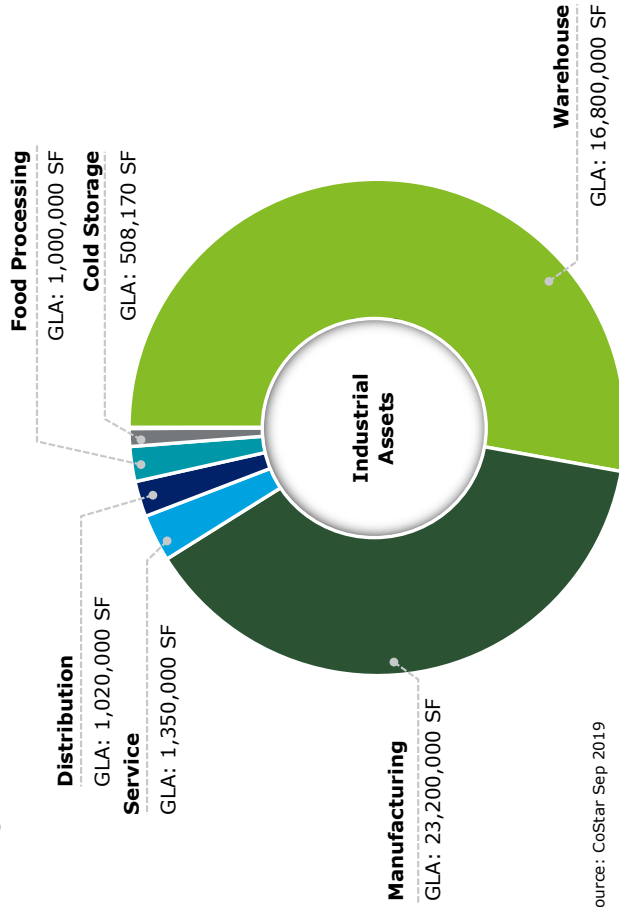
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# Hamilton Industrial Market Overview (4/5)

The majority of the Hamilton industrial inventory is comprised of warehouse and manufacturing, which represents more than 90% of the total inventory

## Hamilton Industrial Inventory by Size

- Hamilton has ~982 industrial properties with a total GLA of 47.6 SF
- Warehouses make up 54.68% of the 982 industrial properties with around 16,800,000 SF of space.
- There are 5 uses that industrial properties are categorized by within the Hamilton industrial sector; Manufacturing, warehouse, distribution, food processing, cold storage, and truck terminals.



Source: CoStar Sep 2019  
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## Sample Industrial Properties in Hamilton

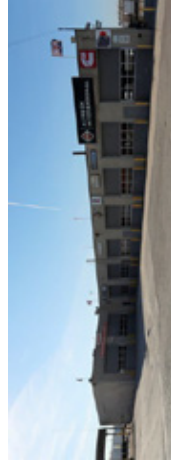
Hamilton submarket's 2018 asking rent averaged at \$7.16 PSF with a YTD absorption of 947,604 SF and new supply of industrial space of 0 SF.



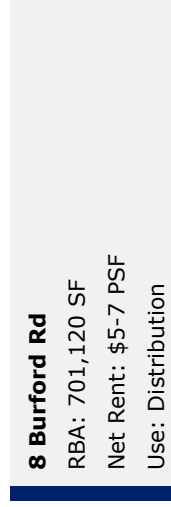
**869 Barton St**  
RBA: 48,414 SF  
Net Rent: \$9.95 PSF  
Use: Warehouse



**21 Brockley Dr**  
RBA: 110,835 SF  
Net Rent: ~ \$9.75 PSF  
Use: Manufacturing



**2 Arrowsmith Rd**  
RBA: 26,830 SF  
Net Rent: \$6-8 PSF  
Use: Service



**8 Burford Rd**  
RBA: 701,120 SF  
Net Rent: \$5-7 PSF  
Use: Distribution

Source: CoStar Sep 2019

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# Hamilton Industrial Market Overview (5/5)

Manufacturing and warehousing remain the predominant industrial asset types over past few decades; however, it is noted that new industrial assets were added to the Hamilton market, for example service centre, distribution, food processing, cold storage, as well as truck terminals

## Hamilton Industrial Nodes Overview

While warehouses make up the majority of the industrial assets in Hamilton, manufacturing centres feature the largest in inventory size.



### Industrial Asset by Type

- Warehouse & Storage: Most storage properties clustered along the QEW, and two clusters in Ancaster and Albion Falls
- Manufacturing: Properties are dispersed along the QEW and there is a main cluster located in Dundas
- Service: Main cluster is located along the QEW
- Distribution: Main cluster is located along the QEW
- Food Processing: Main clusters are located along the QEW and in Albion Falls

Source: CoStar Sep 2019  
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**Hamilton Industrial Asset Subcategory**  
Hamilton features over 1000 industrial assets - 53% of which are warehouses, followed by manufacturing space (26%) and service centres (15%).

	buildings	SF	Market Rent/SF
Manufacturing	270	23.20 Million	\$7.26
Warehouse	537	16.80 Million	\$7.48
Service centre	149	1.35 Million	\$7.92
Distribution	10	1.02 Million	\$7.34
Food Processing	9	1.00 Million	\$7.92
Cold Storage	5	508.17 Thousand	\$9.73
Truck Terminal	2	31.25 Thousand	\$6.94

## DISRUPTIVE TRENDS IMPACTING THE INDUSTRIAL SECTOR



Further to the market conditions analysis, we evaluated key disruptive trends impacting the industrial sector with a view to identifying impact on the industrial sector in Hamilton and to support forward-looking strategy for the Bayfront renewal



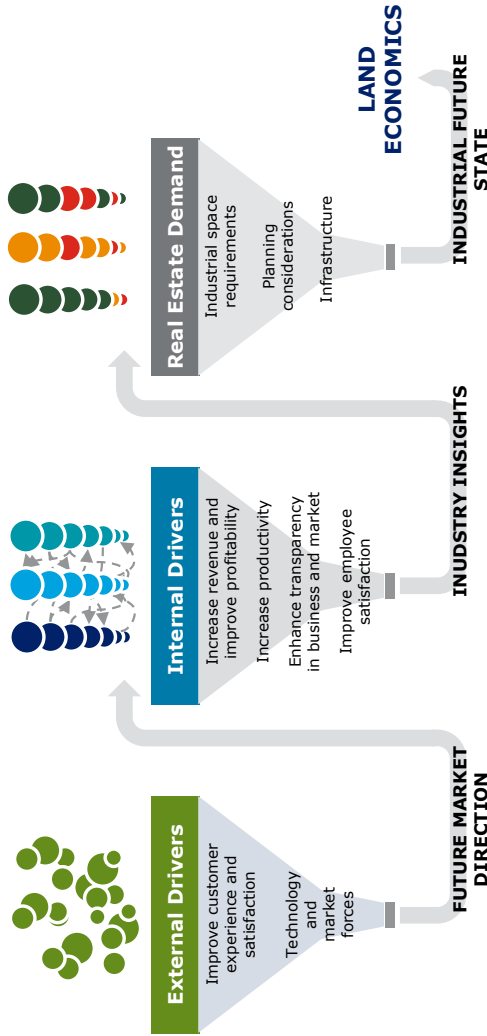
# Drivers of Industrial Demand in the Future

Five key future trends will impact the future industrial sector: consumer experience focus, smart products development, supply chain digitization, smart factory development, and new business model introduction

## Drivers for Change in the Industrial Sector

The industrial sector is currently experiencing significant changes at an accelerated rate, largely driven by both market forces and internal motivations. As a result of implementation and adaptation of change, real estate and infrastructure demand have also been affected.

Prevailing trends that enable changes are: focus on customer experience, develop smart products that can accommodate the changing demand, digitize supply chain to improve efficiency and accuracy, implement robotic and automation in manufacturing to increase agility and productivity, introduce new business models and strategy to implement changes and attract the fitting talent.



Source: Deloitte Research ©2019 Deloitte LLP and affiliated entities

## Five Key Trends that will Shape Industrial Demand

These five trends influence the industrial sector's future state while reshaping the land economics and uses based on requirements

### Consumer-Centric

IoT-powered service offerings and the full adaptation of omni-channel customer engagement



### Smart Product

IoT capabilities and integrated machine learning technologies enable the development of products with cutting edge technologies



### Digital Supply Chain

Stronger reliance on IoT and sensor powered technologies as well as infrastructure to serve the growing demand within the supply chain



### Smart Factory

Leverage smart plug-and-produce approach increases manufacturing agility, also known as Industry 4.0



### New Business Model

Evolving business model and requirements to meet the prerequisites in order to accommodate changes





# Five Emerging Industrial Trends

Five prevailing trends are disrupting the industrial sector and will impact future land use



Consumer-Centric



Smart Product



Digital Supply Chain



Smart Factory



New Business Model

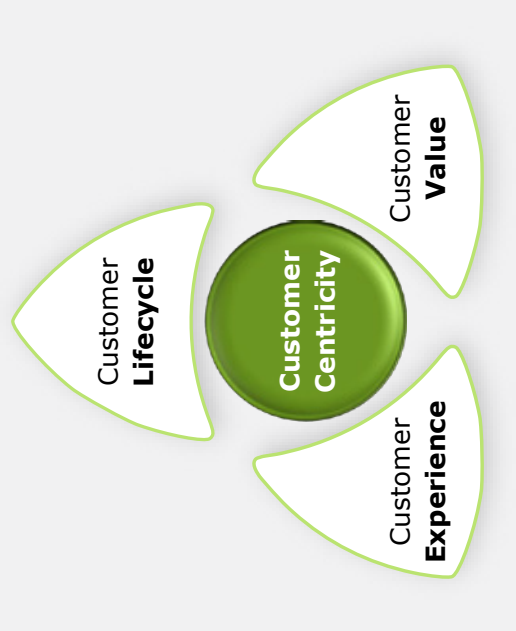
# Future Trend #1: "Consumer Centric" production

Consumer centric mentality will increase demand for flex industrial and supporting technology platforms such as data centres

## WHAT IS IT?

Consumer-centric is a business approach that focuses on creating positive experience for the customer. This trend is becoming increasingly relevant today as the customer has the power to share their experience and opinions through review sites, which ultimately impacts businesses' top line and reputation.

## Consumer centric components



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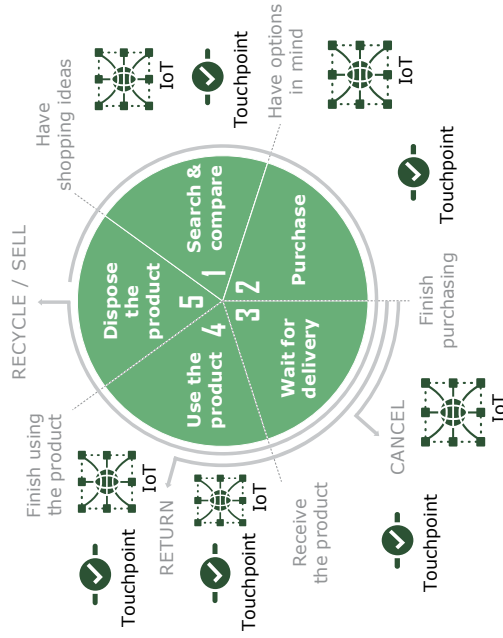
## HOW DOES IT AFFECT THE INDUSTRIAL SECTOR?

As a result, understanding consumer behaviors and enhancing their experience through various touchpoints are crucial to the success of many businesses in today's competitive landscape.

### Solution:

IoT powered service offerings + multiple touchpoints = Positively enhanced consumer experience

## Digital Shopping experience



## WHAT DOES IT MEAN FOR THE LAND ECONOMICS?



Demand for IoT

Unprecedented amounts of data are being gathered and analyzed in order to improve business effectiveness and the consumer experience; as a result, demand for data centres is on the rise.

Implementation of the internet of things (IoT) could lead to data centre automation and better regulation as large quantities of data need to be processed and analyzed in real time, which further emphasizes the demand for data centres while increasing the workload requirements and improving operations.



Touchpoint requirement (physical)

Demand Flex Facility & warehouses

Aligned to enhancing the consumer experience through multiple touchpoints, businesses are designing industrial buildings that allow for flexibility of alternative uses, such as service centres / showroom properties used in the auto industry. This could also translate to businesses needing require smaller warehouses close to urban centres to handle pick-up and returning requests.

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## Future Trend #2: "Smart Product" Implications

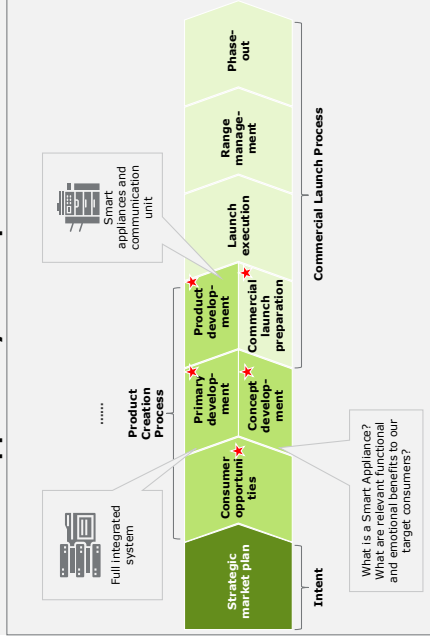
The need to develop smart products will increase demand for R&D space but may simultaneously reduce the need for warehousing space as manufacturers will closely match demand (reducing need for storage)

### WHAT IS IT?

The consumer-centric business model has led to the development of sensors and IoT applications to enable the collection of usage data and real time feedback from customers. As a result, many products have adopted the IoT data processing capabilities, known as smart products.

Smart products not only allow firms to enhance the customer experience by collecting data on how they might interact with the product, but allow manufacturers to make decisions based on real time information.

### Consumer & opportunity driven product innovation



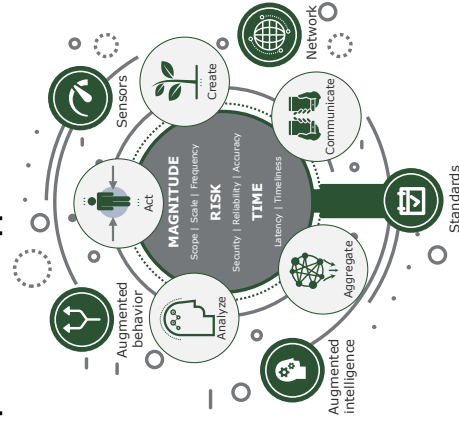
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### HOW DOES IT AFFECT THE INDUSTRIAL SECTOR?

Product innovation has led to various changes in the product development and handling stages, such as automatic product replenishment models where a manufacturer or retailer is able to know when a user's product is running low on supply or in need of repair, and pre-ship the next inventory.

This transformation affects all types of industries, especially manufacturing, transportation & warehousing and wholesale trade.

### Smart products IoT applications



### WHAT DOES IT MEAN FOR THE LAND ECONOMICS?

**Demand for Smart Products** (indicated by a lightbulb icon with a Wi-Fi signal) → **Demand for Warehouse Space** (indicated by a warehouse icon with a gear and a downward arrow).  
Production of smart products could drive downward pressure on overall warehouse properties as manufacturers are able to better match market demand and factory supply. They can produce products only when demand is sufficient rather than store extra inventory in warehouses.

**Demand for Smart Products** (indicated by a lightbulb icon with a Wi-Fi signal) → **Demand for R&D Space** (indicated by a laptop icon with a Wi-Fi signal and an upward arrow).

Increasing demand for IoT applications and technological innovation will drive demand for R&D space, such as business parks, to develop new solutions and test various applications in the real world.

# Future Trend #3: "Smart Factory" Implications

Smart factories will increase the demand for skilled labour but decrease the space requirement for factories and space use intensifies

## WHAT IS IT?

Automation and control have always been a part of factories for decades; however, the **rapidly evolving technological capabilities and the growing competitive pressure from unexpected sources have driven the need for smart factories.**

With the application of artificial intelligence and increasing sophistication of cyber-physical systems that can combine physical machines and business processes, automation increasingly includes complex optimization decisions that humans typically make.

### Lean assembly line



#### Characteristics:

- Just-in-time
- Single piece flow
- Work-cell design
- Some new sensors and human interfaces
- Basic analytics in digital performance engine

Source : Deloitte Research  
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## HOW DOES IT AFFECT THE INDUSTRIAL SECTOR?

As a result, various technological applications are being developed to improve manufacturing operations and productivity, such as cognitive bots and autonomous robots, sensors, real time analytics, augmented reality, as well as advanced additive manufacturing, advanced planning and scheduling.

### Solution: Factory 4.0

1. Automated in-plant logistics handle inventory and warehousing
2. Data collection across the supply chain
3. Data-driven predictive maintenance
4. Automation and human-machine collaboration
5. Digitized quality system and advanced process controls
6. Digital performance-management system working with enablers and IT infrastructure
7. Smart planning and agile operations deliver products directly to customer using latest technologies and tracking

## WHAT DOES IT MEAN FOR THE LAND ECONOMICS?



Factory 4.0



Demand for skilled labour

As AI and robotics play an increasingly important role as part of the smart factory transformation, industrial assets that do not meet the space requirements will face significant challenges from adaptation and rehabilitation perspectives. Meanwhile, with significant improvements in productivity and efficiency, fewer manufacturing assets are required to accommodate demand.



Factory 4.0



Demand for manufacturing space

As factories continue to progress to Factory 4.0, employment opportunities will accelerate towards high technology and specialized skill-sets. Likely this almost means demand for newer skills, but fewer workers – land-use will be further optimized and intensified. This will likely mean that although demand for technical talent will increase, there may be fewer and more specialized jobs – resulting opportunity for the City is to free up industrial employment land for alternate uses.

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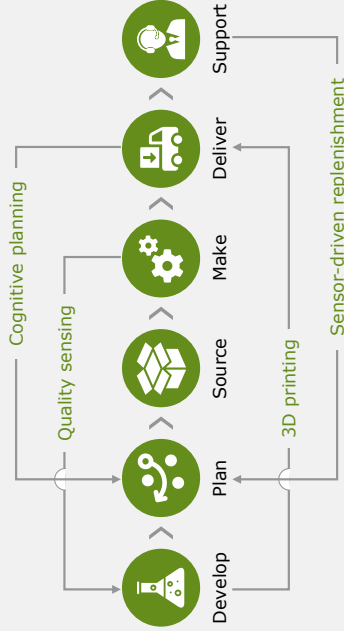
# Future Trend #4: "Digital Supply Chain" Implications

Digital supply chain will increase the demand for well-located fulfillment centres and sites that are well-connected with road networks

## WHAT IS IT?

Omni-channel supply chain strategies and the growth of e-commerce have been the primary demand drivers of the digital supply chain. "On-demand" service requirements have forced participants in the retail supply chain such as manufacturers, suppliers, distributors and retailers to adapt.

### Traditional supply chain



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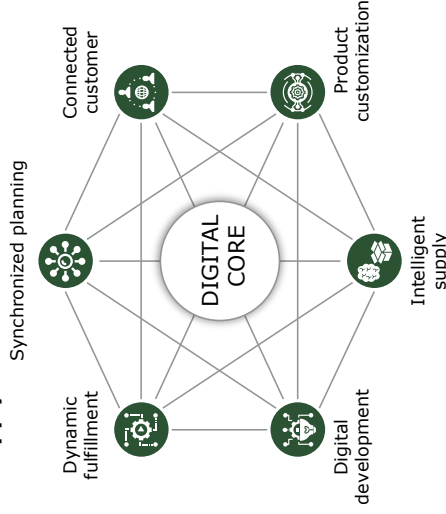
## HOW DOES IT AFFECT THE INDUSTRIAL SECTOR?

As a result, capturing sales in time while creating a seamless online shopping experience is critical.

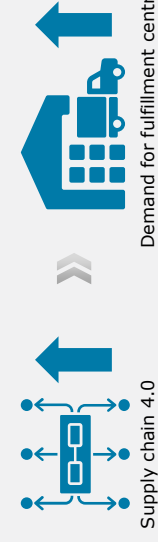
### Solution:

The use of the IoT, advanced robotics and advanced analytics in supply chain management led to the creation of supply chain 4.0, which suggests the establishment of sensor-driven networks, automated operations, and real time analysis to improve performance and consumer satisfaction.

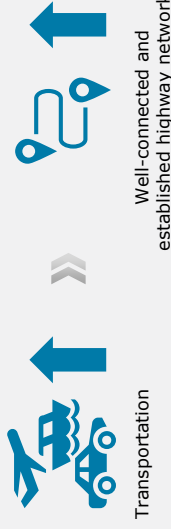
### Digital Supply Chain



## WHAT DOES IT MEAN FOR THE LAND ECONOMICS?



The increase in online sales translates to strong demand for warehousing and distribution properties, which has led to record-low availability and record high rents. Sizing distribution networks are crucial for product and service delivery. Smaller, more regional facilities in e-commerce follow the 80/20 rule. Fast movers are located close to the customer and slow movers are centralized in more distant locations.



A major cost driver in e-commerce is transportation, which accounts for approximately 50% of the total cost. As a result, well-connected and established highway networks are crucial infrastructure to support the growth of fulfillment centres.

# Future Trend #5: "New Business Model" Implementation

A range of prerequisites for accommodating industrial trends in the marketplace include labour requirements, planning considerations, infrastructure and real estate requirements

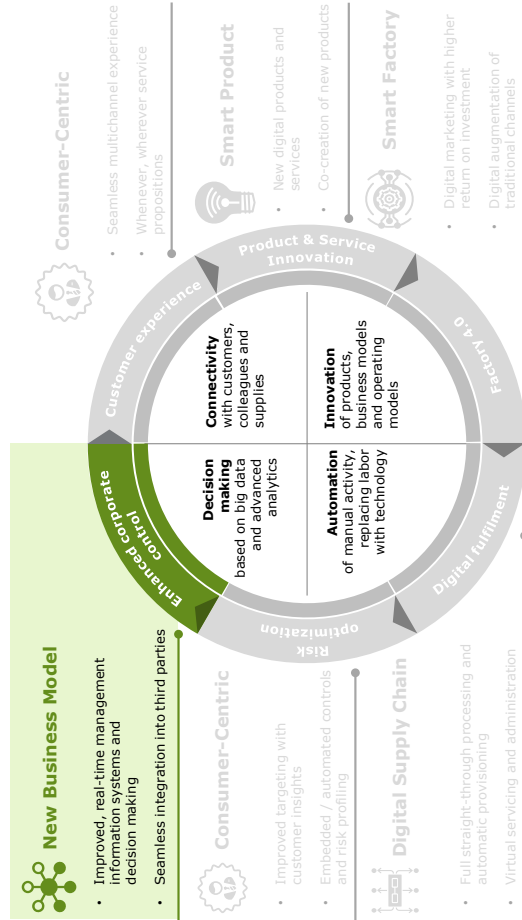
## HOW DOES IT AFFECT THE INDUSTRIAL SECTOR?

In order to accommodate all the technology implementations, many enterprises require systematic changes to their current options. Business models continue to evolve based on the businesses' capabilities, technology availability and financial feasibility given the economies of scale in the marketplace.

## WHAT DOES IT MEAN FOR THE LAND ECONOMICS?

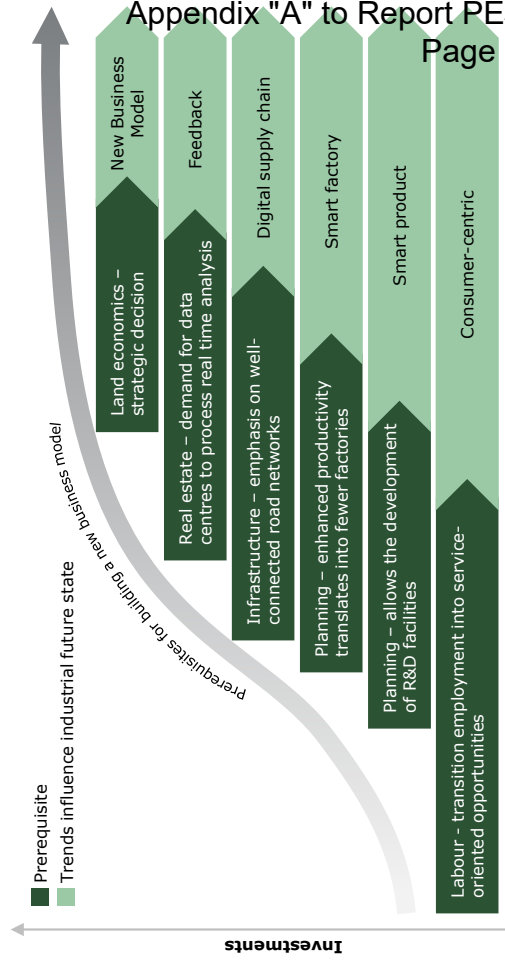
The industrial sector continues to progress at an accelerated rate in order to accommodate the fast-paced implementation of technologies. Enterprises are continually challenged to adjust their business models and maintain flexibility within their business models. This will mean businesses require greater support through policy measures and flexible / multi-purpose end-use options.

### Technology-driven to all aspects of an enterprise's business model



Source: Deloitte Research ©2019 Deloitte LLP and affiliated entities

### Prerequisites / market fundamentals to support new business models



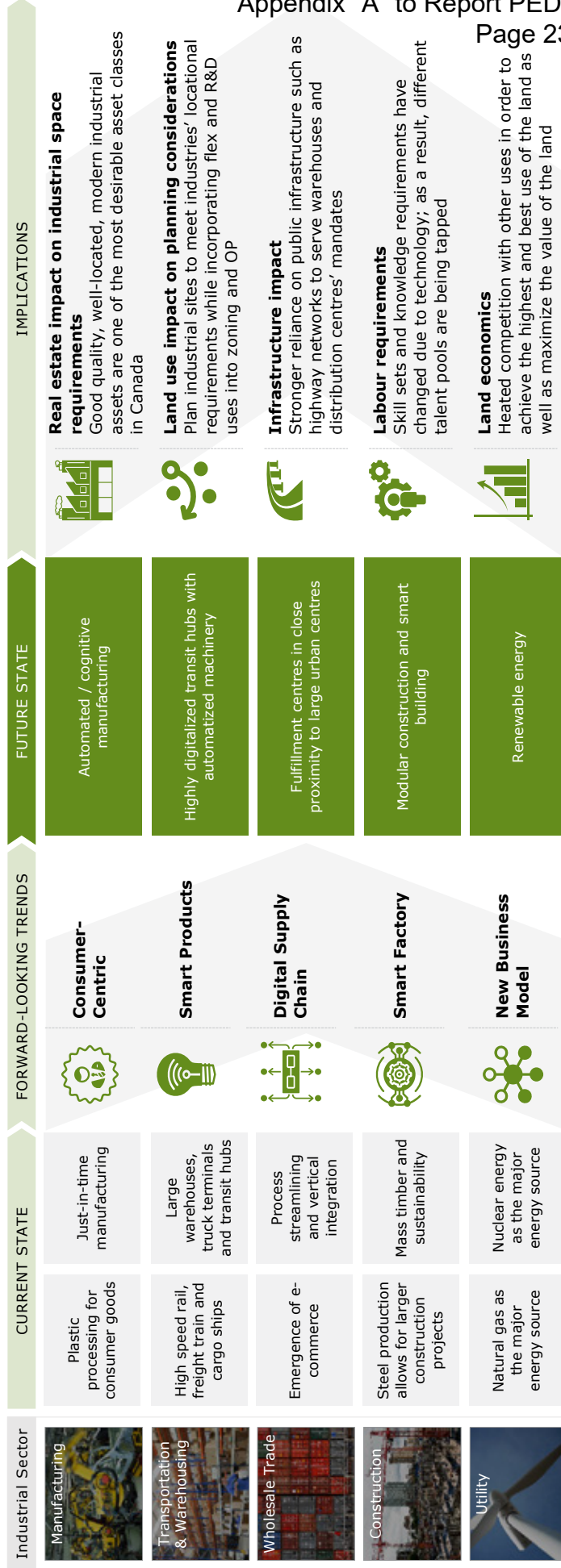
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# Future Trends Impact - Summary

The evolution of the industrial sector will have a multi-dimensional impact to the local economy, these will form critical and relevant influencers for the future Hamilton Bayfront renewal

## Forward-looking trends will impact the industrial sector and implications for the local economy

The industrial sector is expected to evolve at an accelerated pace in the future. This progression influences market fundamentals such as planning policies, infrastructure and labour considerations, as well as industrial space requirements. Equally, these changes will have a substantial impact on land use and value.



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## IMPLICATIONS FOR HAMILTON Bayfront Renewal

Bringing together the key components of industrial trends, today's market conditions, impact of disruptive technologies and how these have impacted innovation districts globally; we have outlined key implications for the Hamilton Bayfront renewal as well as how the Bayfront could position itself as a catalyst for Hamilton's growth.



# Implications to Hamilton Bayfront

The Hamilton Bayfront encompasses the potential act as catalyst for future growth, positioning the City a hub for innovation, attracting businesses, industry and top talent to drive towards the future

## HAMILTON IMPLICATIONS

### OBSERVATIONS

#### MARKET OVERVIEW

##### 1. INDUSTRIAL TRENDS

The industrial sector contributed nearly one-third of the Canadian GDP in 2018 while the GTHA contributed nearly two-thirds of the industrial employment generated in Ontario

##### 2. MARKET CONDITIONS

GTHA is the 3rd largest industrial market in North America while Hamilton is the largest industrial nodes in the GTHA with half a million SF of industrial inventory

##### 3. DISRUPTIVE TECHNOLOGIES

Technology disruptions impact industrial space requirements, land use planning, infrastructure, labour requirements, as well as land economics

Hamilton has a unique opportunity to play an important role in contributing to the Canadian economy

As one of the established industrial nodes with the lowest asking rate in the GTHA, Hamilton could reimagine itself to attract new businesses

A long term strategy is required to ensure the industries in Hamilton are fully equip to reinvent themselves through technology

**The City of Hamilton in the today's business context is poised for significant growth. At the same time, the land is scarce, uncovering underutilized pockets will become critical for the continued growth. The Bayfront renewal could act as the catalyst to accelerate the City's vision. The Bayfront renewal hence presents a significant opportunity for the city.**

## CONCLUSIONS

# APPENDIX

## INDUSTRIAL ASSET BY SUBCATEGORY



# Manufacturing



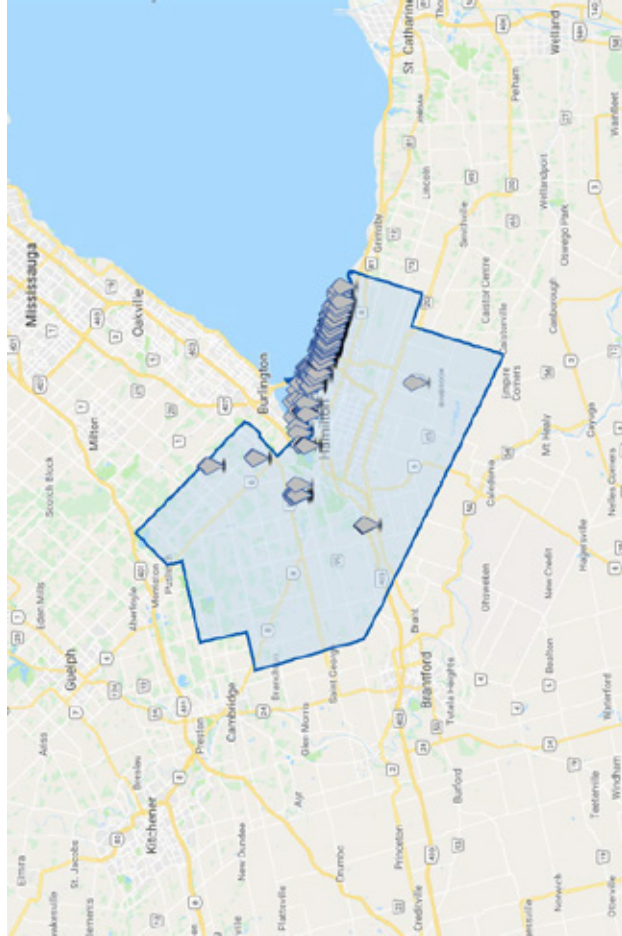
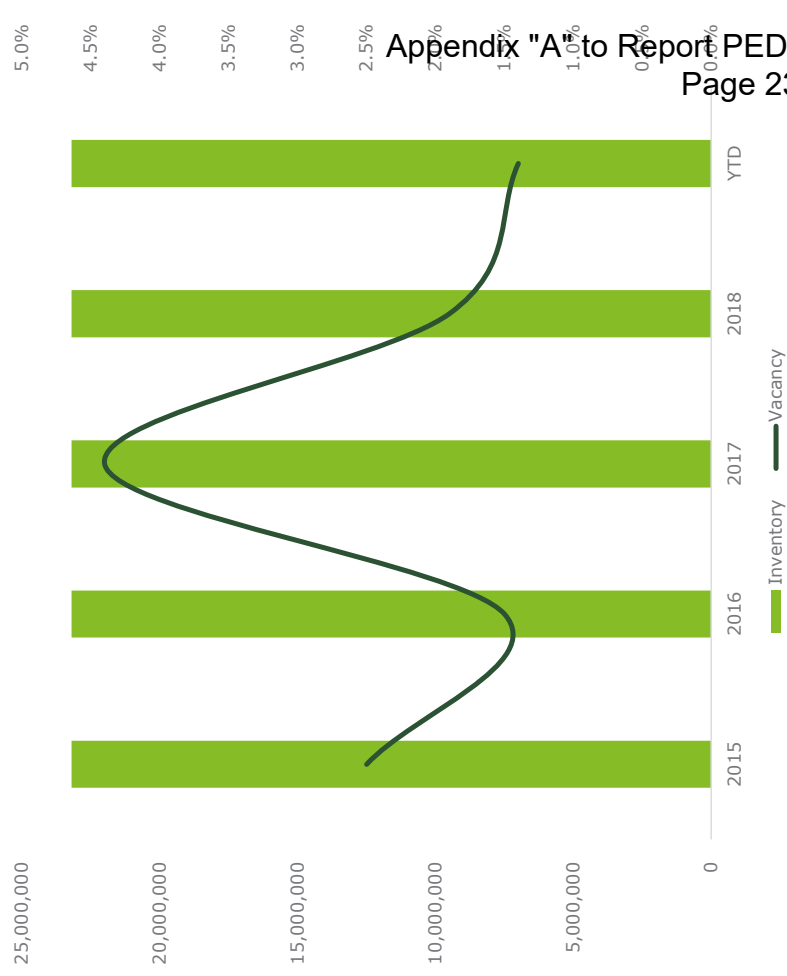
**270**  
buildings

**23.20**  
Million SF

**\$7.26**  
Market Rent/SF

# Manufacturing Inventory and Vacancy

(2013 to 2018)



Source: CoStar Sep 2019

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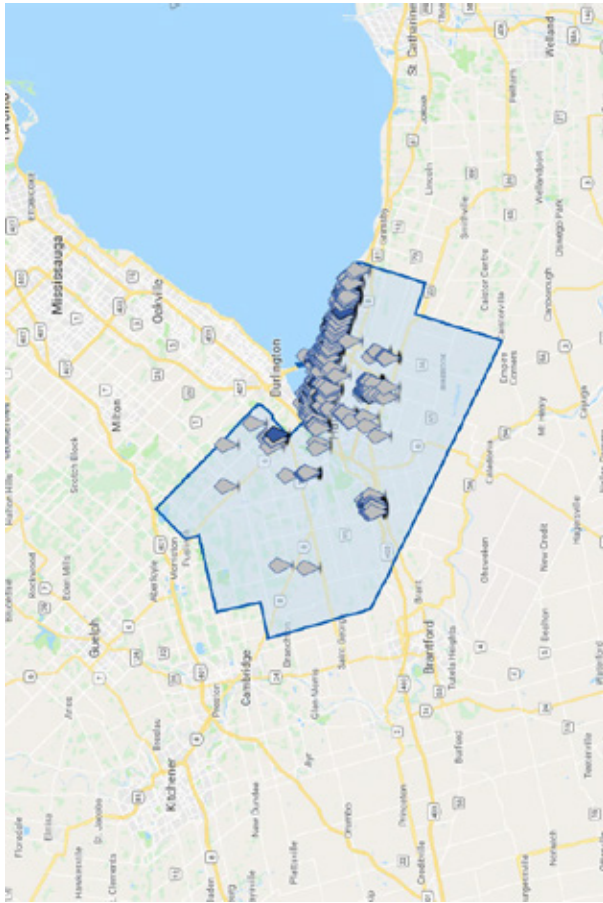
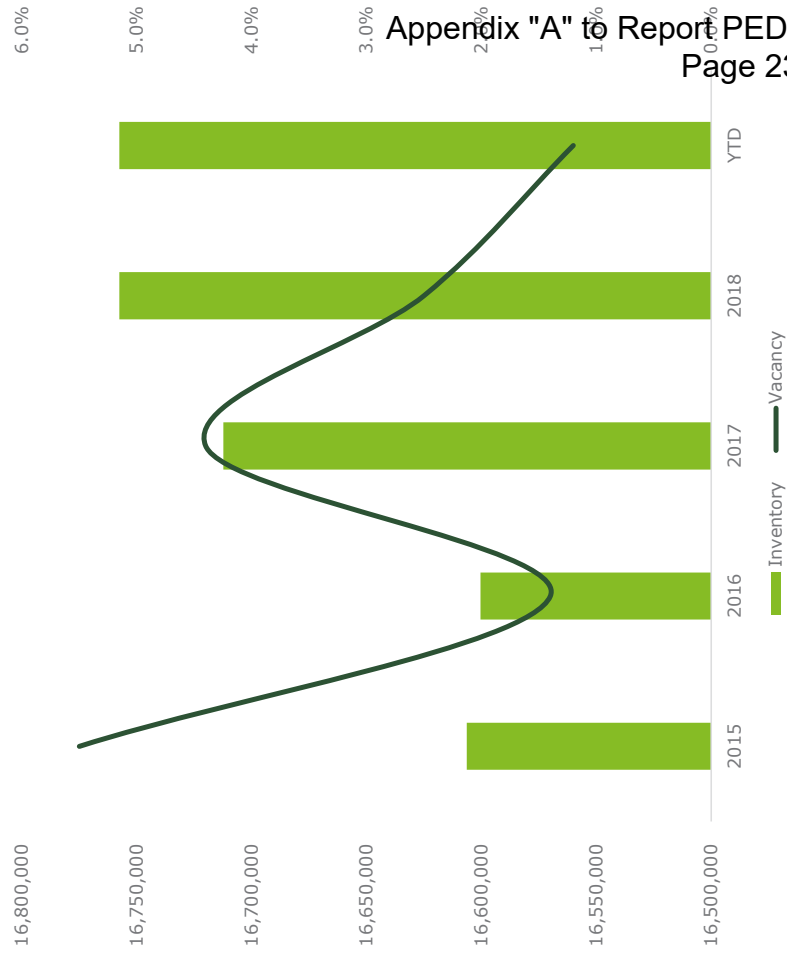
# Warehouse



**537** buildings  
**16.80** Million SF  
**\$7.48** Market Rent/SF

# Warehouse Inventory and Vacancy

(2013 to 2018)



Source: CoStar Sep 2019  
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# Service

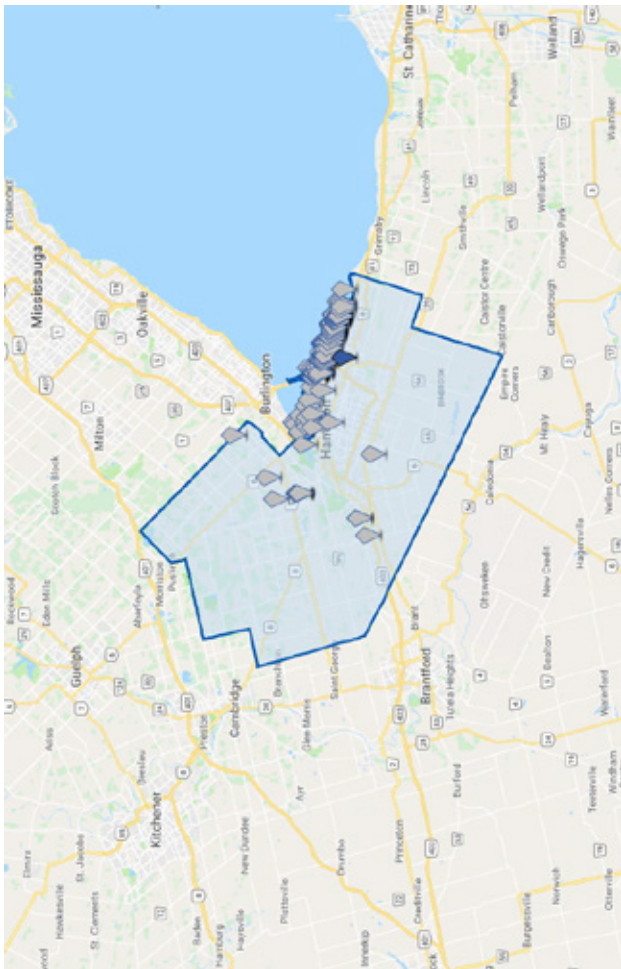
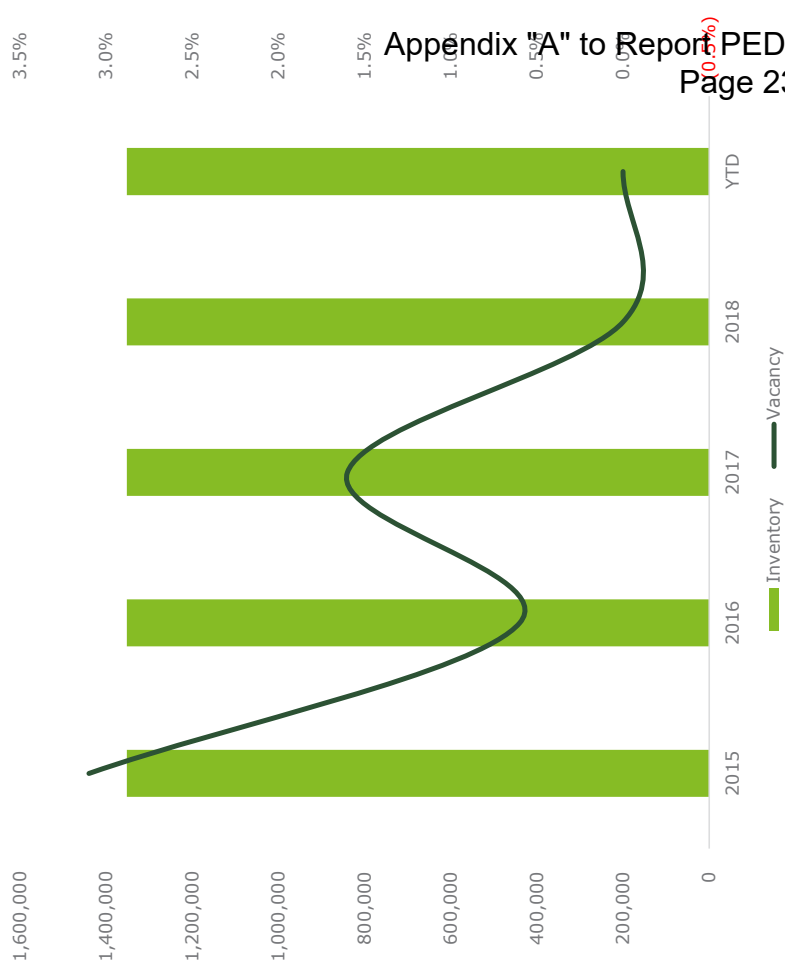


**149**  
buildings

**1.35**  
Million SF

**\$7.92**  
Average SF

# Service Inventory & Vacancy (2013 to 2018)



Source: CoStar Sep 2019

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# Distribution Centre



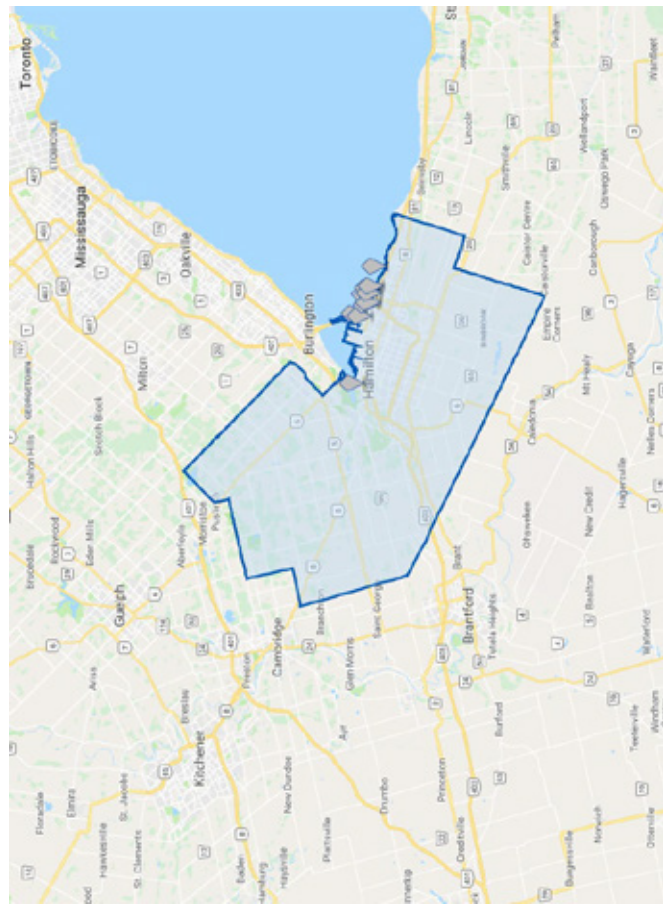
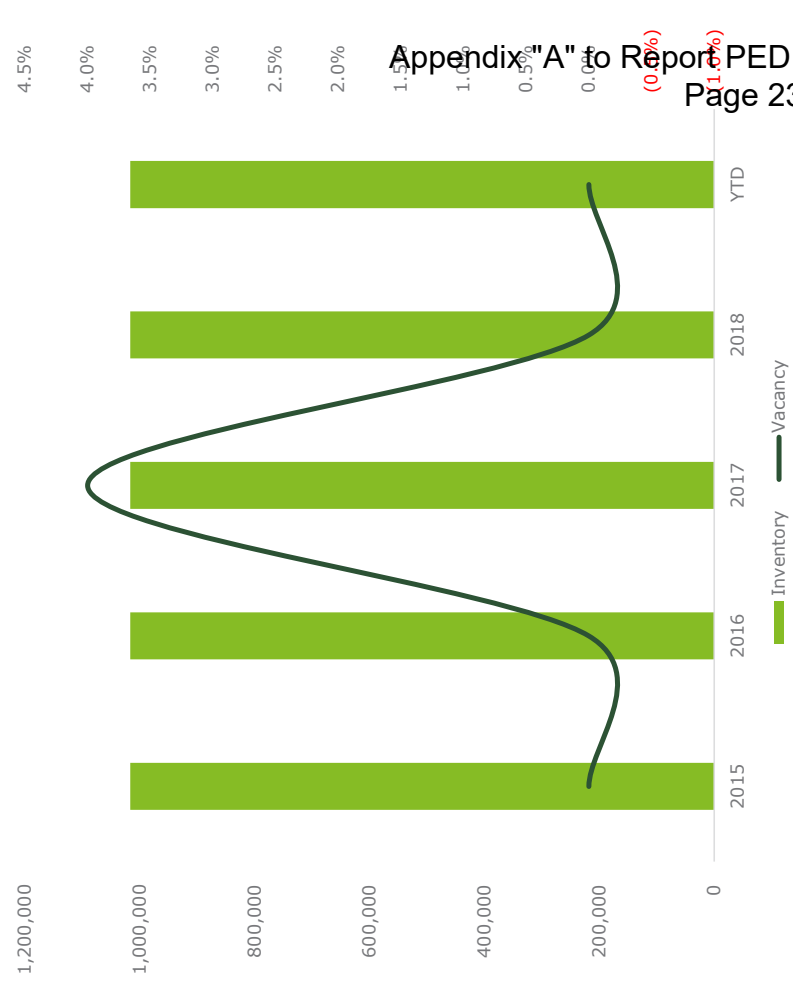
**10** buildings

**1.02** Million SF

**\$7.34** Market Ren/SF

# Distribution Centre Inventory & Vacancy

(2013 to 2018)



Source: CoStar Sep 2019

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# Food Processing



Food Processing

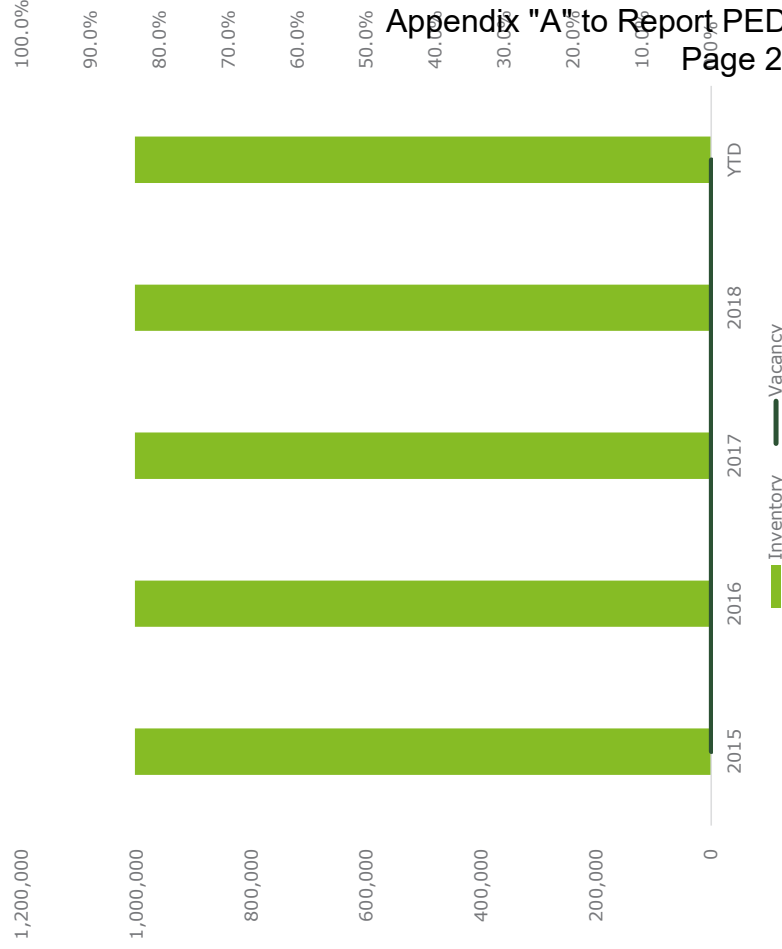
**9** buildings

**1.00** Million SF

**\$7.92** Market Rent/SF

# Food Processing Inventory & Vacancy

(2013 to 2018)



Source: CoStar Sep 2019

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# Cold Storage



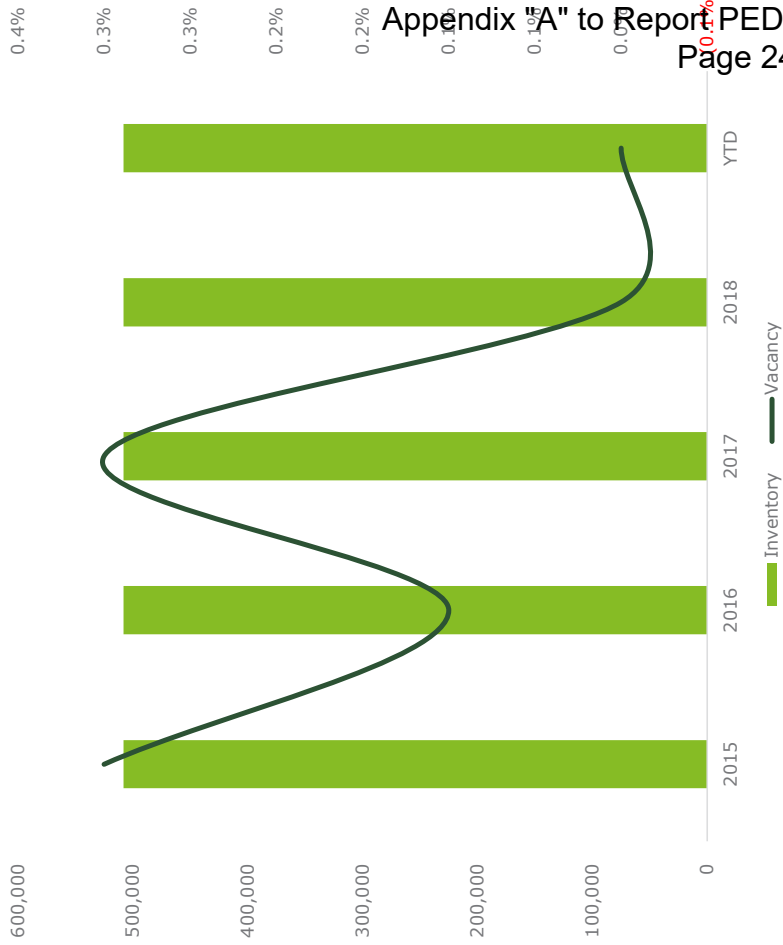
**5** buildings

**508.17** Thousand SF

**\$9.73** Market Rent/SF

# Cold Storage Inventory & Vacancy

(2013 to 2018)



Source: CoStar Sep 2019

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# Truck Terminal

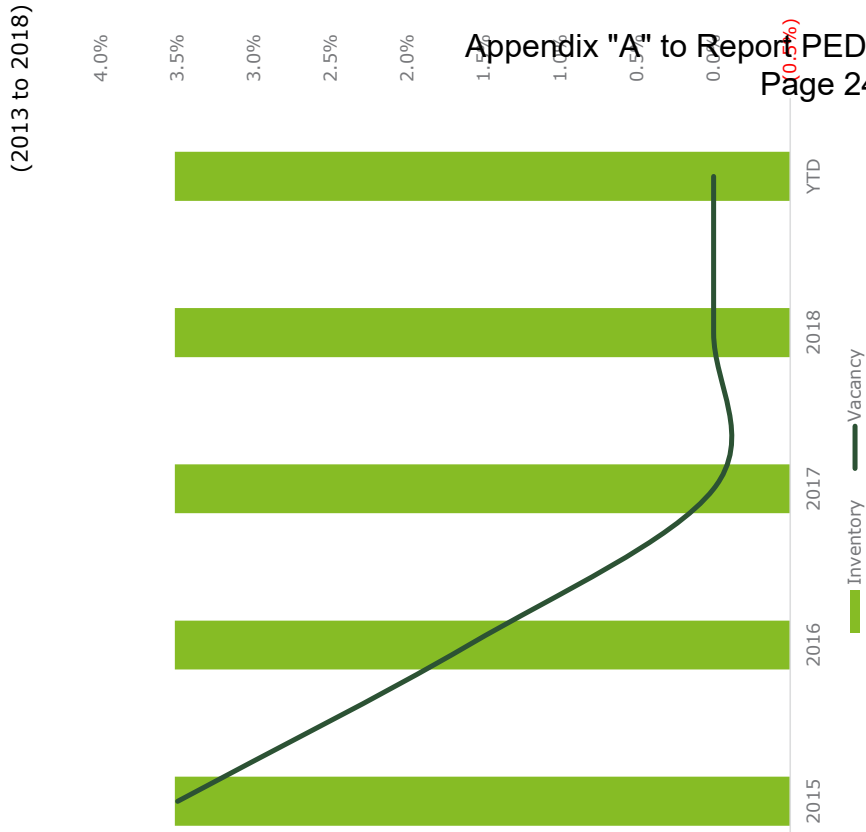


**2** buildings

**31.25** Thousand SF

**\$6.94** Market Rent/SF

## Truck Terminal Inventory & Vacancy (2013 to 2018)



Source: CoStar Sep 2019

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A3

**APPENDIX A3**

**MARKET  
INVESTORS  
DOCUMENT**

**Deloitte.**

# Hamilton's Industrial Bayfront Renewal Strategy Economic Development Strategy Implementation

Market analytics to inform the City of Hamilton's  
Economic Development Strategy & Implementation  
Program toward the Hamilton Bayfront Renewal

Prepared for the City of Hamilton  
Report submitted for review: February 12<sup>th</sup>, 2020



Hamilton

Mr. Norm Schleeahan, Manager  
Ms. Tiffany Singh, MCIP, RPP  
Planning & Economic Development  
Department  
71 Main Street West, 5th Floor  
Hamilton ON, L8P 4Y5

Dear Mr. Schleeahan and Ms. Singh:

**Subject: Hamilton Bayfront Renewal Economic Development Strategy**

We are pleased to submit our final report to the City of Hamilton for the Bayfront Renewal Strategy and Implementation Program. Following several years of research, planning, investigations and engagement across both public and private sectors, the City has advanced its vision and plan for the Hamilton Bayfront renewal.

The City of Hamilton's Bayfront Industrial Area (the "Bayfront") is a 1,607-hectare mixed industrial area situated on the shore of Hamilton Harbour and adjacent to some of the City's oldest and most prominent neighbourhoods. The Bayfront has been part of Hamilton's industrial, economic and cultural legacy for decades, as Hamilton grew its reputation as one of Canada's major manufacturing centres. The Hamilton Bayfront is the City's largest employment area and home to over 18,200 jobs and \$25 million in annual tax revenue to the City.

The future for the Hamilton Bayfront holds a number of promising opportunities, including a strong industrial real estate market in the Greater Toronto and Hamilton Area (GTHA). Continued expected population and employment growth, combined with Hamilton's unique location on the western edge of the GTHA provides a solid foundation from which to consider growth in the Bayfront. That said, the historic heavy industrial nature of Bayfront properties combined with associated environmental concerns create challenges including air and water quality, as well as adjacent uses compatibility.

This report aligns inputs from the market research and industry trends together with engagement inputs from the Bayfront Steering Committee and public, to inform a clear economic development strategy and implementation program toward future growth. Tackling marketplace opportunities together with a clearly defined strategy will provide the City with a clear program to take advantage of the renewal potential.

Our Deloitte team has truly enjoyed working on this important assignment together with the City's multi-disciplinary project team. If you have any questions about the information provided herein, please don't hesitate to contact us at 416.601.4686 (Sheila Botting) or ialmouaswas@deloitte.ca (Ikram Al Mouaswas) anytime.

Respectfully submitted,

Deloitte LLP

# Chapter Contents – Economic Development Strategy & Implementation

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<b>02</b>	Economic Development Objectives & Context	12
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# Executive Summary

01



# How to achieve the economic objectives of the Hamilton Industrial Bayfront Renewal program?



# ECONOMIC DEVELOPMENT OBJECTIVES ESTABLISHED BY THE CITY OF HAMILTON

## VISION

UNDERSTAND THE VISION FOR THE FUTURE

## CHALLENGE

INVESTIGATE CONSTRAINTS & LIMITATIONS

## SOLUTION

CREATE ACTION PLANS TO WORK TOWARDS THE FUTURE

## PROJECT CONTEXT

This study plays a key role within the different work streams to achieve Bayfront's vision for the future. The City has established four main objectives for the Bayfront economic development strategy:

1. Maintain the employment function of Bayfront;
2. Attract a mix of high quality industrial uses;
3. Allow for greater diversity of employment; and
4. Promote brownfield redevelopment / adaptive reuse.

Transform and modernize Hamilton's most prominent heavy industrial employment hub (Bayfront) into a place for clean industry, innovation, resilience and progress.

This transformation will not only allow Bayfront to remain a significant employment hub to capture future opportunities, it will also allow the city to attract key economic development activities and bring further prosperity to the region.



### 01 ECONOMIC DEVELOPMENT STRATEGY

- Protect and maintain Bayfront's employment function
- Attract clean, green, innovative industries
- Promote employment diversity to accommodate a variety of uses
- Promote brownfield redevelopment

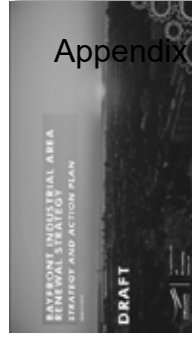
### SUBJECT STUDY



### 02 PLACEMAKING & PLANNING GUIDELINES

- Improve public and private realms through urban design
- Address land use compatibility and historical contamination
- Improve active transportation networks and safety for all modes

### DILLION STUDY



### 03 COMMUNITY BUILDING ACTION PLAN

- Tell the story of Bayfront
- Celebrate cultural heritage
- Provide public access to the waterfront
- Improve environmental sustainability such as air, soil and water quality, etc.

### OTHER CITY INITIATIVES



## PROJECT APPROACH

To achieve desirable and actionable outcomes from a marketplace perspective, Deloitte's work-stream adopted an integrated approach. This included a high level review of key economic drivers, comprehensive analysis of the industrial market conditions, a deep dive overview of technology implications, as well as the stakeholder's aspirations.

## THREE-STEP APPROACH

In order to understand Bayfront's economic development potential from a marketplace perspective, Deloitte's work-stream considered a range of factors: microeconomic conditions, employment trends, technology implications, as well as social and community aspirations. As such, this study was conducted in three segments: consider regional and local real estate markets, lead, engage and summarize steering committee insights, and lastly, establish an implementation program for economic development purposes.

### 01. WHAT DO WE KNOW?

#### REAL ESTATE MARKET CONTEXT



Deloitte performed three analyses to understand Bayfront and the broader market context: 1) industrial sector overview and employment analysis, 2) industrial commercial real estate market conditions, and 3) implications of disruptive technologies on forward-looking strategies.

COMPLETED

### 02. WHAT HAVE WE HEARD?

#### STEERING COMMITTEE INSIGHTS



Deloitte led, engaged and summarized all discussions from the two executive steering committee workshops. We identified a number of key themes and outlined a range of development related considerations to be addressed through market realities.

COMPLETED

### 03. WHAT SHOULD WE DO?

#### ECONOMIC DEVELOPMENT IMPLEMENTATION PROGRAM



Based on the issues and opportunities outlined during the steering committee workshops, market observations with Bayfront in context, and the real estate market conditions, a five-step program was identified to ensure alignment between the Bayfront renewal vision and the economic development strategy.

COMPLETED

# BAYFRONT PLAYS AN IMPORTANT ECONOMIC & INDUSTRIAL ROLE IN THE GTHA

THE GREATER TORONTO AND HAMILTON AREA (GTHA)



## GTHA

**FACT:**

GTHA is the 3rd largest industrial real estate market in North America with some 834 million sf. The GTHA industrial market contributes nearly two-thirds of the industrial employment in Ontario.

THE GREATER HAMILTON AREA (HAMILTON)



## HAMILTON

**FACT:**

Hamilton has some 50 million SF of industrial space representing 6% of the GTHA total inventory. The manufacturing and warehouse sectors contain the lion's share of the total industrial inventory at 46% and 34% respectively.

In addition to having the lowest asking rent compared with other GTHA markets (attracting space occupiers), Hamilton also has the lowest development charges (attracting developers).

BAYFRONT AREA



## BAYFRONT

**FACT:**

In addition to holding nearly half of the Hamilton industrial inventory (222 million SF), Bayfront also accounts for over 40% of the manufacturing employment in Hamilton.

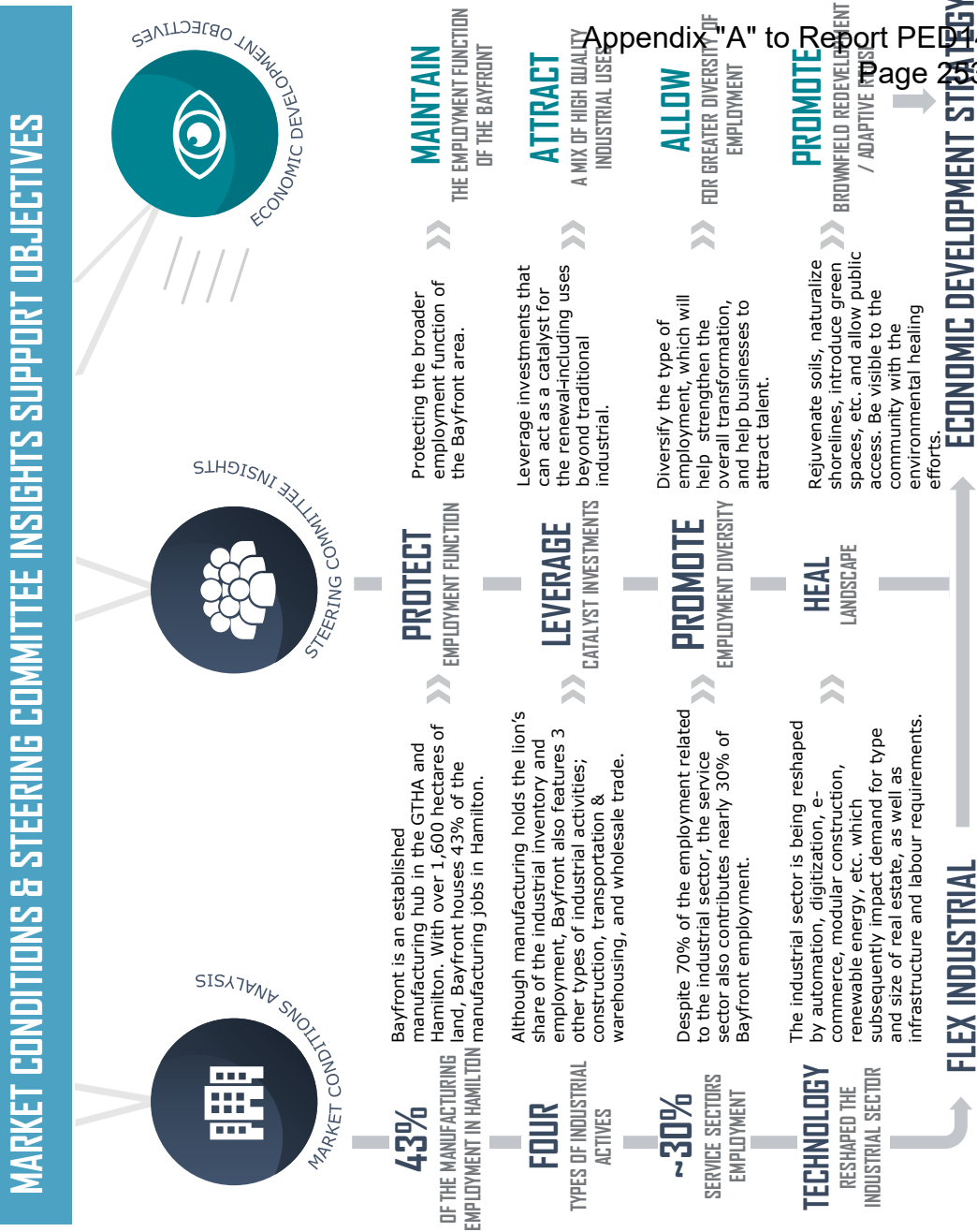
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## BAYFRONT IN CONTEXT

The first step to a comprehensive market analysis is to understand Hamilton's Bayfront within the broader context. The results indicate that Bayfront holds regional significance for manufacturing and warehouse sectors. As a result, the Bayfront Renewal Project will also play a significant role within the GTHA and indeed Ontario economies.

## KEY OBSERVATIONS

Our market analysis demonstrated opportunity to leverage existing resources in order to advance the four economic development objectives. Insights from the steering committee informed strategic directions in both the City's Bayfront economic development strategy and particularly the implementation program.



# RECOMMENDATIONS

Subsequently, five economic development strategies were developed based on the key work-streams and analysis conducted through this study. To ensure success of these strategies, we've also provided key elements of the corresponding implementation program to help advance the vision.

## FIVE ECONOMIC DEVELOPMENT STRATEGIES TO FOSTER BAYFRONT RENEWAL

### ECONOMIC DEVELOPMENT STRATEGY

#### 1. CONFIRM THE VISION AND ALIGNMENT AROUND TARGET BUSINESSES TO HELP CREATE THE FUTURE

Focus toward the technology and innovation renewal opportunity and target appropriate businesses for the Bayfront.

#### 2. ADVANCE THE OVERALL USER EXPERIENCE

Define the end user experience along with prospective employees in the "war for talent" including amenities such as retail, education, recreation, cycling and walking trails, public spaces, etc.

#### 3. ADVANCE MARKETING & BRANDING STRATEGY

Change the game. Rebrand the traditional brownfield Bayfront to an innovative technology / industrial campus through a range of tools including the visible brand transformation of landscape and waterfront.

#### 4. ADVANCE PROGRAM TO LEVERAGE KEY ASSETS ATTRACTIVE TO BUSINESS

Engage the port, rail, transportation, land and other assets toward an integrated framework and "user experience" to enhance the overall value proposition.

#### 5. LAUNCH BAYFRONT RENEWAL PROGRAM

Develop the Bayfront Renewal Program with sufficient resources, vision, strategy, engagement and governance toward success.

### IMPLEMENTATION PROGRAM

#### 01. IDENTIFY GAPS

The Hamilton Bayfront Renewal Implementation Program aims to address the gaps between the current and future state. As such, the first step is to identify gaps through the renewal process as addressed in the comprehensive community engagement program including the multiple focus groups and workshops.

#### 02. ADVANCE MARKETING, BRANDING AND TARGET MARKETS

Given the location and potential of Bayfront, branding and marketing are critical success factors. It is important to work with economic development to advance target market lists, and pursue with sales discipline.

#### 03. IDENTIFY BUSINESS CASE FOR MUNICIPAL INFRASTRUCTURE

Developing a clear business case toward municipal infrastructure investments, in partnership with the private sector, will be an important consideration toward success and Bayfront sustainability. Alignment with financial objectives and accountability is a key requirement toward success.

#### 04. DETERMINE BAYFRONT PROGRAM & GOVERNANCE MODEL

An optimal Bayfront Program model needs to be determined based on the City, Bayfront and local business requirements. Governance helps to guide an operating model and ensure the process is effective and efficient toward overall success.

#### 05. DEFINE METRICS TO MEASURE PROGRESS AND SET MILESTONES

Knowing the long term nature of the renewal opportunity, it will be important to monitor progress and engagement against milestones and establish accountability to ensure sustained enthusiasm for the project.

## NEXT STEPS

Key elements from the implementation program have been incorporated into an illustrative timeline presented herein. We note the function programs 1 and 2 are already underway, and the remaining functions may proceed upon the council's endorsement.

## ILLUSTRATIVE TIMELINE FOR THE IMPLEMENTATION PROGRAM

The illustrative timeline below divides key action items into immediate, short, medium and long terms and separated them into five functions. Some of these actions will take place in sequence while others may happen simultaneously.

Function	Immediate Term 2019	Short Term 2020 – 2025	Medium Term 2025 – 2030	Long Term 2030 Onwards
1. Align vision toward marketplace realities	Reconfirm vision to align with real estate marketplace			
2. Establish appropriate operating model, governance and accountability	Engage Steering Committee, existing property owners and all key stakeholders toward a shared vision and outcomes	Articulate key components, goals, milestones and monitor progress	Work with City leadership team and Steering Committee toward appropriate model	
		Confirm program governance model and commit to key responsibilities and accountabilities	Work collaboratively with the Stelco Development Corporation toward their transformation opportunity	
		Employ / Identify a Program Manager together with appropriate resources to lead Hamilton Bayfront Program		
3. Advance marketing, brand and target markets	Identify team to advance the marketing program			
		Accelerate key components of the marketing program including brand, value proposition, materials, target markets, target companies, etc.		
		Develop appropriate materials and channels to ensure ongoing marketing activities and overall engagement		
4. Accelerate municipal infrastructure and business case	Identify the overall plan for infrastructure improvements, budgets, sequence, timing, delivery etc.			
		Develop appropriate methods of infrastructure finance		
		Advance key tools to attract private sector investment toward sustained Bayfront Renewal		
5. Advance KPIs, and ongoing monitoring			Implement additional infrastructure enhancements based on City's capability and market appetite	
		Continue to vigorously advance KPIs, measurements and results monitoring - together with celebrating success		

Short Term Medium Term Long Term





# Economic Development Objectives & Context

02



## Hamilton Bayfront Renewal – Unique Renewal Opportunity

Hamilton's Bayfront has been a part of the city's industrial, economic and cultural legacy. The City and its partners wish to build upon this strength and position Bayfront as a provincially significant employment zone toward future industrial growth and market opportunities

### Bayfront Industrial Area Renewal

The City of Hamilton's Bayfront Industrial Area (the "Bayfront") is a 1,607-hectare mixed industrial area situated on the shore of Hamilton Harbour and adjacent to some of the City's oldest and most prominent neighbourhoods. Bayfront is situated between Hamilton's Beach Strip and recreational waterfront at West Harbour, both areas witnessing transformation and residential intensification.

The Bayfront has been part of Hamilton's industrial, economic and cultural legacy for decades, as Hamilton grew its reputation as one of Canada's major manufacturing centres. Hamilton Bayfront is the City's largest employment area and home to over 18,200 jobs and \$25 million in annual tax revenue to the City.

The future for the Hamilton Bayfront holds a number of promising opportunities, including a very strong industrial real estate market in the Greater Toronto and Hamilton Area (GTHA). Continued population and employment growth, combined with Hamilton's unique location on the western edge of the GTHA, provides a solid foundation from which to consider growth in the Bayfront. That said, the historic heavy industrial nature of Bayfront properties combined with associated environmental concerns create challenges including air and water quality, and compatibility with adjacent uses.



**1,607** Ha.  
study area



Currently accounts  
for over **40%** of the  
City's employment



**\$25 million**  
in annual tax  
revenue



Currently home  
to over **18,000**  
jobs

# Hamilton Bayfront Renewal – Strategic Planning and Implementation

Since the original 2015 Deloitte study, considerable work has been completed toward the Hamilton Bayfront Renewal.



## Economic Development Strategy has advanced since the original 2015 study

In Deloitte's 2015 study for the Hamilton Bayfront market context, six key pillars (below) were identified to achieve the desired outcome. Since the study, a number of marketplace events have changed, and the City has moved forward to change the perception and improve the overall market appeal for Hamilton's Bayfront.

### The comprehensive strategy included key components that have moved forward

- ✓ **01 ECONOMIC DEVELOPMENT STRATEGY**  
Recognition of the significant short, medium and long term economic development opportunities in the Bayfront.
- ✓ **02 VISION FOR THE FUTURE**  
A bold new vision supported by Council, residents (both local and city wide), stakeholders and industry.
- ✓ **03 ACTION PLAN**  
A detailed multi-disciplinary action plan which leverages on-going work and is affordable to implement.
- ✓ **04 CLIMATE CHANGE CONSIDERATIONS**  
A framework which considers the impacts and opportunities for addressing climate change.
- ✓ **05 SWOT ANALYSIS**  
A thorough investigation into the wide range of issues, opportunities and constraints in the Bayfront – includes land use, urban design, transportation, infrastructure, cultural heritage and economic development.

### From the original strategy, six pillars were identified, and continue to reflect future requirements

#### Establish a Steering Committee

- Steering Committee
- Oversight and guidance
- Private sector experience
- Steel, port, rail, political, and brokerage communities

#### Establish a program

- Focus on underutilized and vacant sites
- Provide mechanism for site 'Certification'
- Coordinate investment pursuits
- Work with Port Authority to ensure alignment
- Identify need for incentives
- Monitor and report on success

#### Acquire an element of control

- Shift the economics of redevelopment
- Municipal ownership and/or partnership can become a key success factor
- Partnerships with local developers

#### Shift the perception

- Recognize constraints
- Support legacy sectors
- Marketing and branding
- 'Sector-based' approach

#### See the "Big Picture"

- Expanded economic role
- Greenfield assets
- Economic vitality
- Demand in Bayfront
- Municipal planning vision

#### Improve market appeal

- Infrastructure upgrades
- Grants or other incentives
- Targeted investment
- Select conversions



# Bayfront Renewal – Framework for Economic, Community, & Planning Objectives

Ten objectives set the framework for the Bayfront Renewal Strategy; four out of the ten objectives focus on economic development



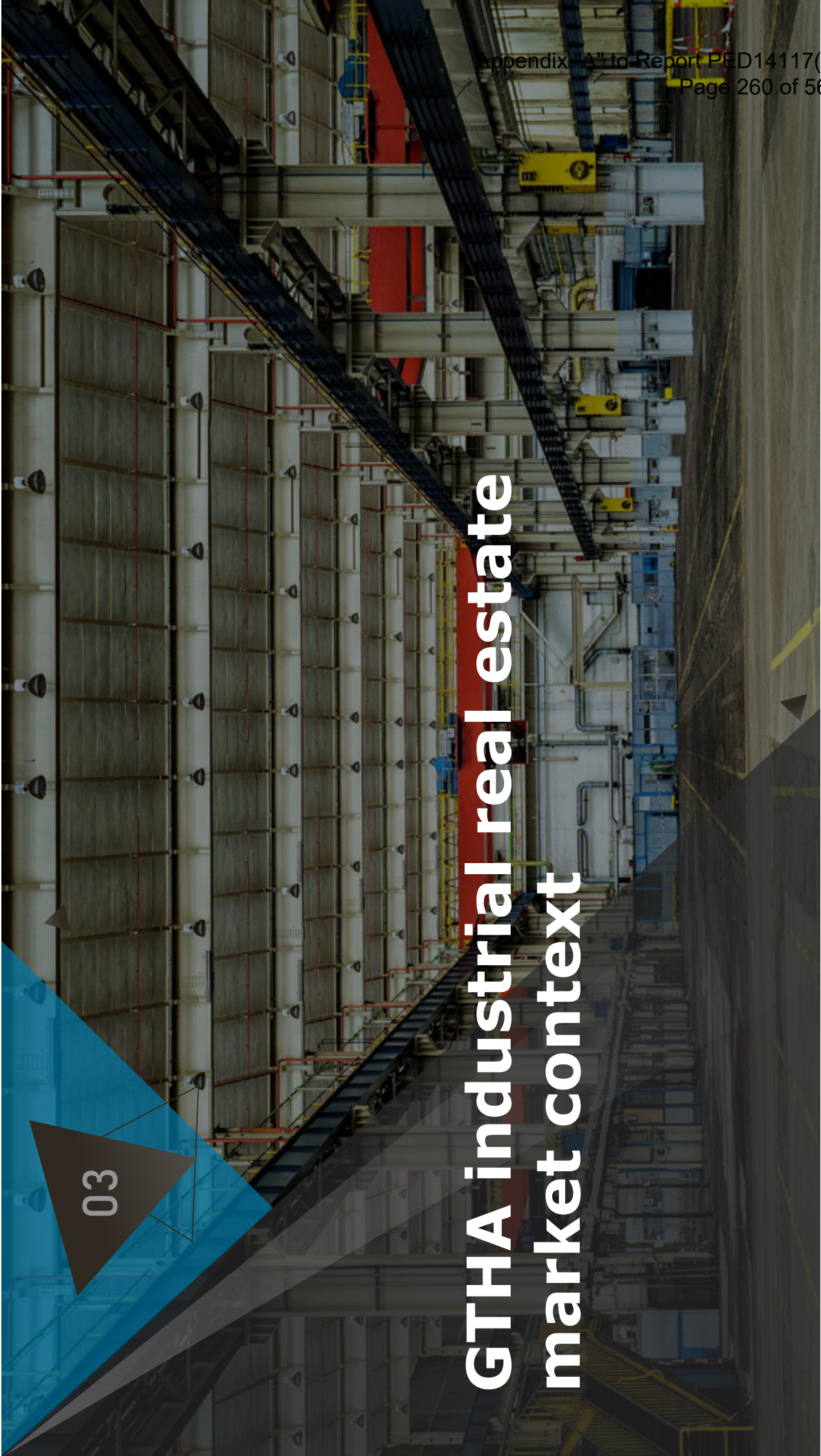
## Bayfront Renewal Key Objectives

During the course of the Bayfront Renewal Strategy, the City of Hamilton together with stakeholder groups and its advisors Dillon Consulting and Deloitte LLP, advanced the ten key objectives shown below. Substantial research and documentation describes these objectives in further detail in a companion report, but suffice it to say, the objectives set the framework for the overall strategy. This document focuses on the four economic objectives listed below.



03

# GTHA industrial real estate market context



# Market trends implications for Hamilton Bayfront

The Hamilton Bayfront could potentially act as a catalyst for future growth, positioning the City as a hub for innovation and attracting businesses, industry and top talent to drive towards the future



The City of Hamilton is poised for growth in the context of today's business and industrial marketplace. At the same time, with the Greenbelt restricting available land for employment development across the GTHA, land has become scarce. Hence uncovering underutilized pockets and available land will become critical for the future. The Bayfront renewal could act as the catalyst to accelerate the City's vision; therefore, the stakes are high to ensure the Bayfront Renewal balances key market and economic elements toward success and prosperity.

## HAMILTON IMPLICATIONS

## BAYFRONT CONTEXT



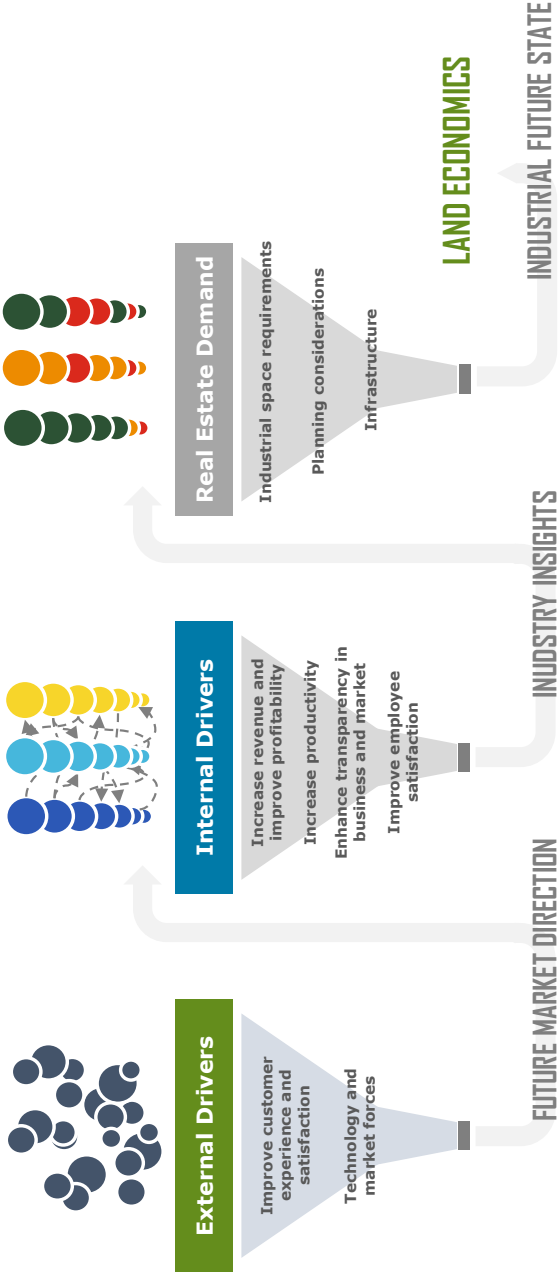
# Future Trends: Drivers of Industrial Demand in the Future

Five key future trends are expected to impact the industrial sector, including technology integration and the consumer experience

## Drivers for Change in the Industrial Sector

The industrial sector is currently experiencing significant changes at an accelerated rate, largely driven by both market forces and internal motivations. As a result of implementation and adoption of change, real estate and infrastructure demand have also been affected.

Prevailing trends that enable changes are: focus on customer experience, development of smart products that can accommodate the changing demand, digitization of the supply chain to improve efficiency and accuracy, implementation of robotics and automation in manufacturing to increase agility and productivity, and introduction of new business models and strategies to implement change and attract the fitting talent. Combined, these elements are considerably disrupting the industrial marketplace and ultimately the demand and use of real estate by companies and space users.



## Five Key Trends that will Shape Industrial Demand

These five trends influence the industrial sector's future state while reshaping the land economics and uses based on requirements

### 1. Consumer-Centric

IoT-powered service offerings and the full adaptation of omni-channel customer engagement



### 2. Smart Products

IoT capabilities and integrated machine learning technologies enable the development of products with cutting edge technologies



### 3. Digital Supply Chain

Stronger reliance on IoT and sensor powered technologies as well as infrastructure to serve the growing demand within the supply chain



### 4. Smart Factory

Leveraging smart plug-and-produce approach increases manufacturing agility, also known as Industry 4.0



### 5. New Business Models

Evolving business model and requirements to meet the prerequisites for accommodating changes

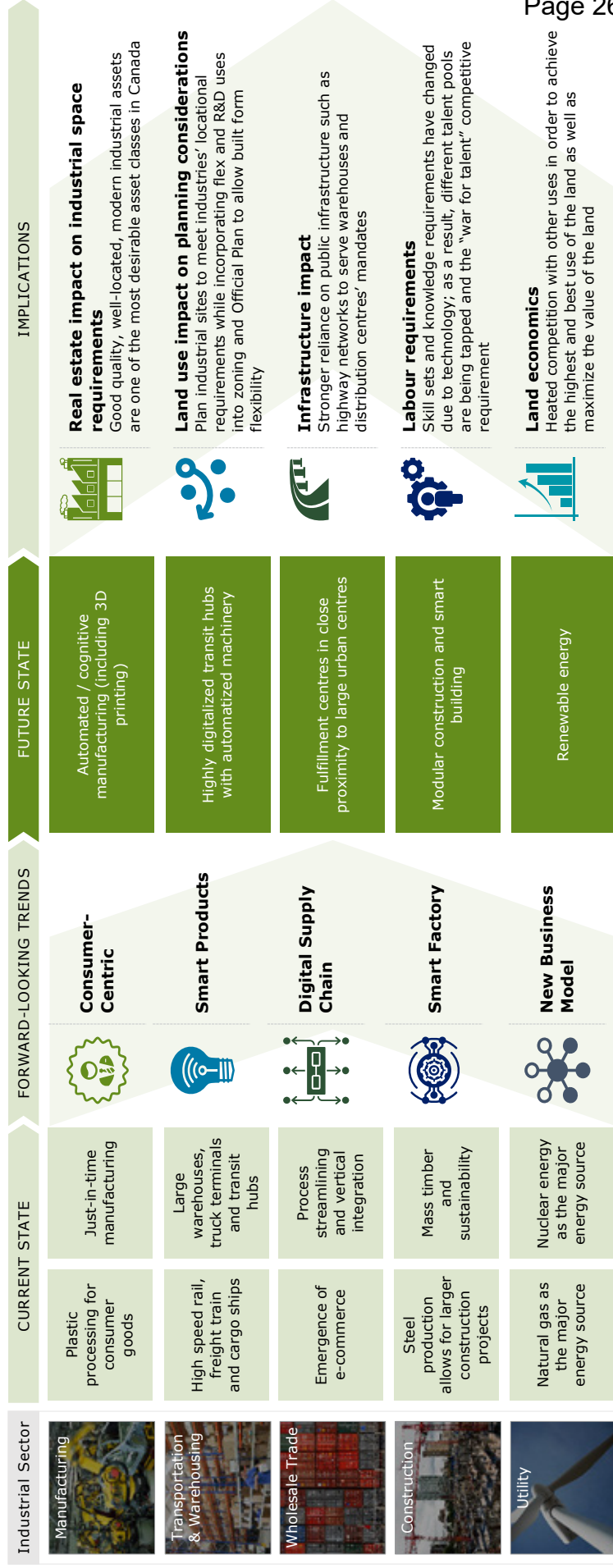


# Future Trends: Implications for the Industrial Sector

The evolution of the industrial sector impacts the local economy from five different perspectives

## Forward-looking trends are expected to impact the industrial sector with implications for the local economy

The industrial sector is expected to evolve at an accelerated pace in the future. This progression influences market fundamentals such as planning policies, infrastructure and labour considerations, as well as industrial space requirements. Equally, these changes will have a substantial impact on land use and value.

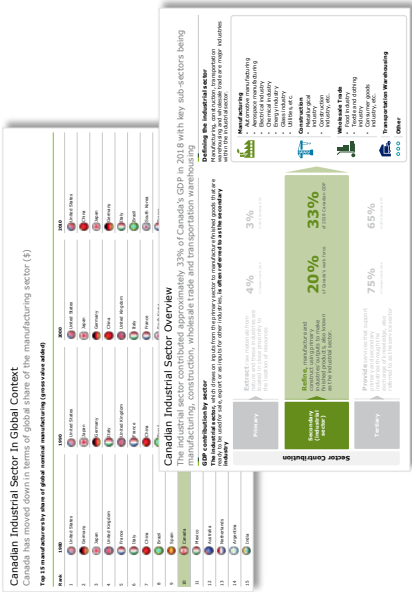


# Industrial Sector Analysis and Review

Deloitte evaluated the industrial sector across Canada and global competitive performance for key industries within Ontario and the Greater Toronto and Hamilton Area (GTHA)

## STEP 01 Canada Industrial Overview

Industrial sector contributes over 30% of the Canadian GDP and nearly 20% of the Canadian workforce.



## STEP 02 Ontario & GTHA Industrial Overview

Ontario is the largest industrial hub in Canada, and the Greater Toronto and Hamilton Area (GTHA) contributes nearly two-thirds of the industrial employment and 21% of GDP in Ontario.



## STEP 03 Hamilton & Bayfront Industrial Overview

Hamilton is known for its manufacturing significance in Ontario, contributing nearly 4% of the Ontario GDP and just over 6% of manufacturing sales. As the largest industrial park in Hamilton, Bayfront houses over 40% of manufacturing employment, 18% of transportation & warehousing employment, and 15% of construction and wholesale trade employment in Hamilton.





# Hamilton Industrial Sector Overview

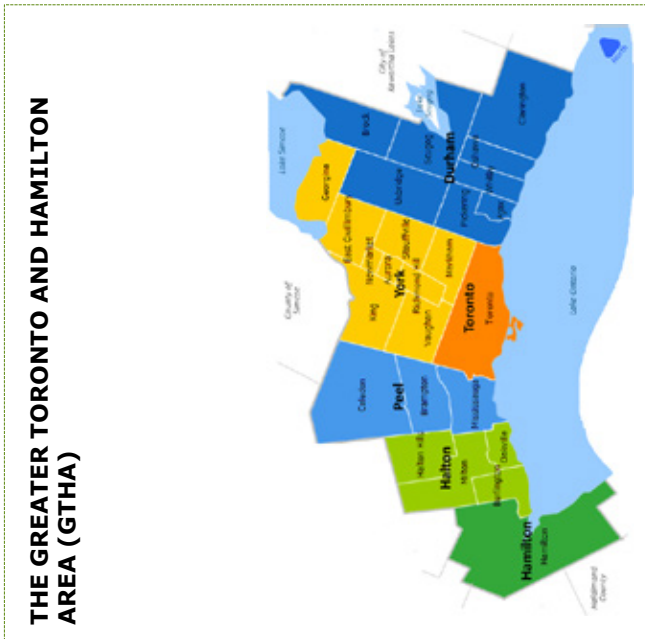
Bayfront houses over 30% of the industrial sector employment in Hamilton with manufacturing holding the lion's share of the industrial employment at Bayfront, at nearly 80% of the total. Given this context, the Bayfront Renewal initiatives may consider strategies to minimize the impact to manufacturing employment



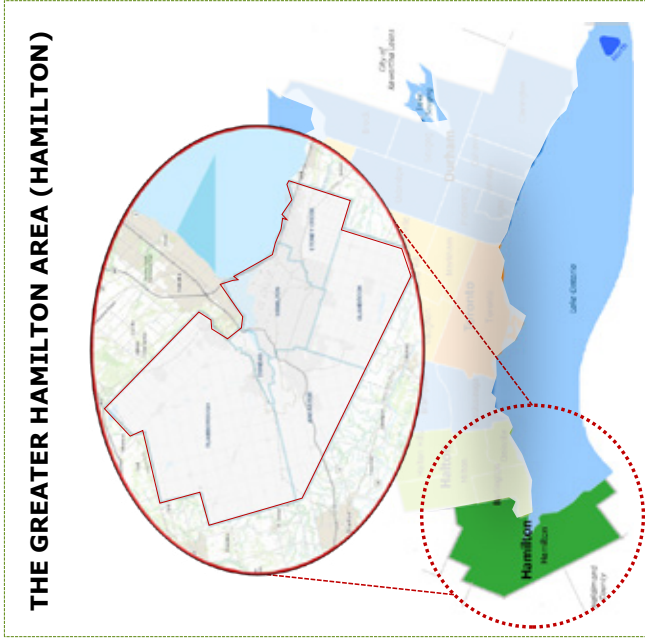
# Market Overview Introduction

The maps below captured a three-step, top down approach to understand Bayfront within the broader regional context

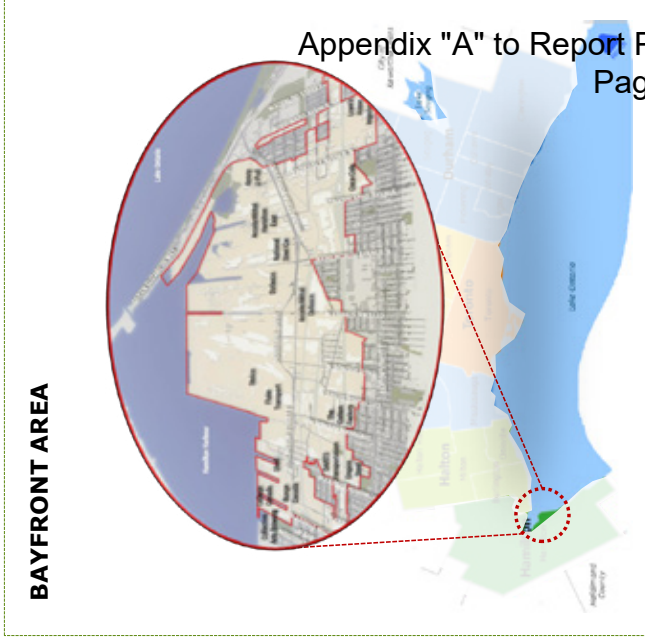
## STEP 1: PROVIDE AN UPDATE ON THE REGIONAL INDUSTRIAL MARKET CONDITIONS



## STEP 2: UNDERSTAND HAMILTON'S POSITIONING WITHIN THE BORDER REGION, SPECIFICALLY THE INDUSTRIAL SECTOR



## STEP 3: REVIEW BAYFRONT MARKET STATISTICS IN THE CONTEXT OF THE BROADER REGION AND WITHIN HAMILTON

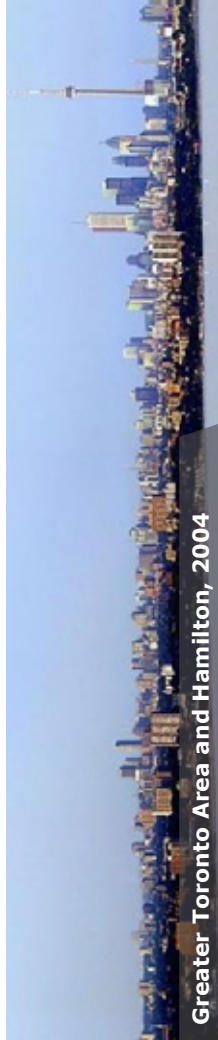


# Greater Toronto and Hamilton Area (GTHA) Industrial Sector

Close to 60% of Ontario's total employment is concentrated in the GTHA

**Over the past five years, the GTHA's population increased by 5.8% to ~6.95 million, accounting for 19.8% of Canada's population.**

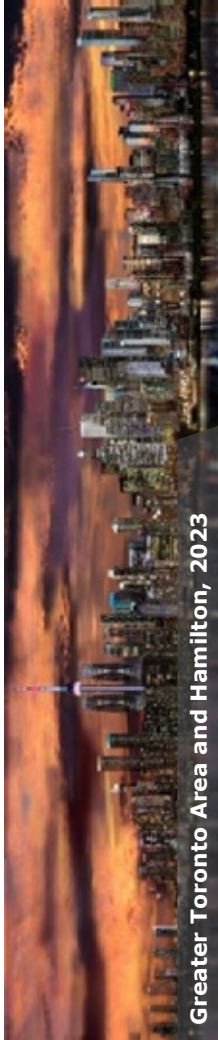
Located in Southern Ontario, the GTHA is the largest urban centre in Canada with a population base of 6.95 million. The region is one of the fastest growing areas in Canada and is forecasted to grow to ~9.6 million people by the year 2041. This presents a substantive opportunity for Hamilton given its position along the western GTHA.



Greater Toronto Area and Hamilton, 2004



Greater Toronto Area and Hamilton, 2014



Greater Toronto Area and Hamilton, 2023

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## Current GTHA Industrial Sector Composition

Many industries have chosen to locate in the GTHA due its accessibility to the U.S markets, proximity to populated centres, and extensive transportation networks. As a result, the GTHA features **8 types of secondary industries, 7 of which are manufacturing-related** with the exception of logistics, which falls under transportation and warehousing.

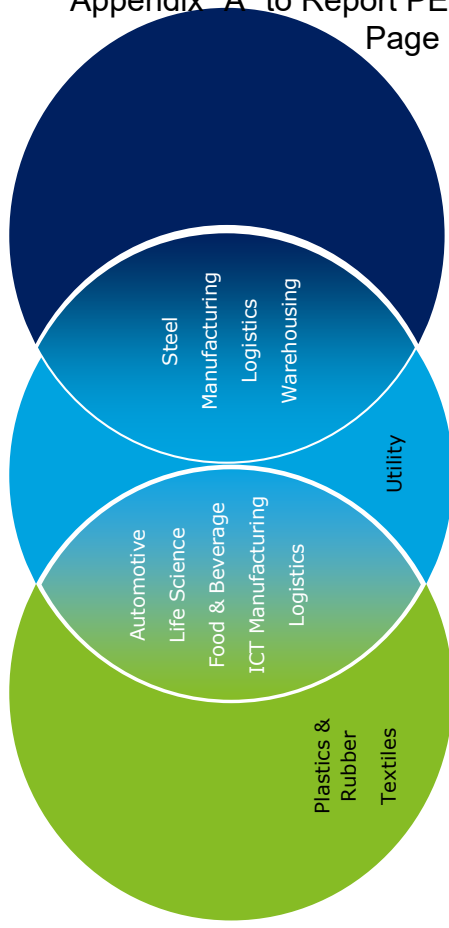
Given the strong manufacturing establishments in the GTHA, 57% of the manufacturing jobs in Ontario are concentrated in the GTHA.

## Current GTHA Manufacturing Hubs (57%) of Ontario

GREATER TORONTO AND HAMILTON AREA

HAMILTON AREA

BAYFRONT AREA



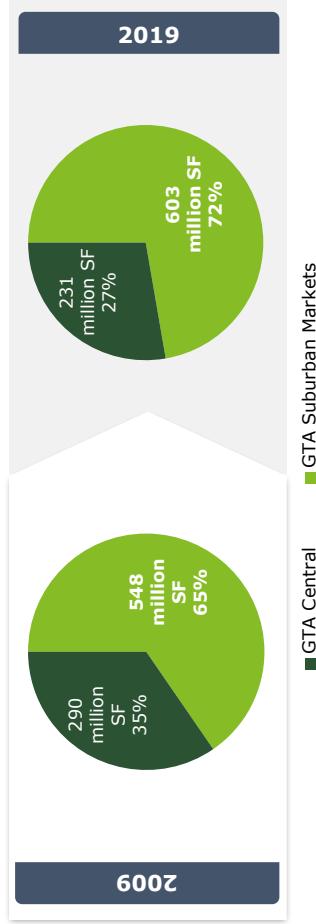
# GTHA Industrial Real Estate Market: Hamilton in Context

GTHA suburban markets hold the largest percentage of the total industrial inventory

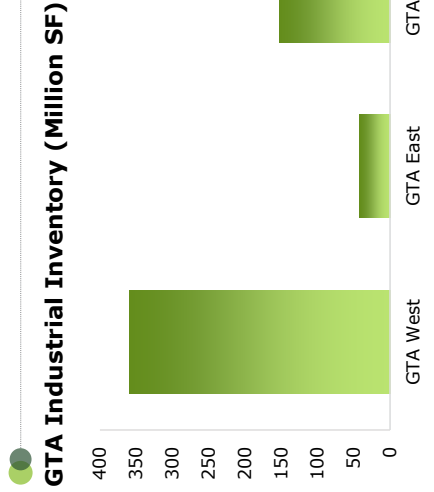
**The GTHA industrial real estate market is the 3<sup>rd</sup> largest in North America, and like most markets, has experienced substantive demand with record low vacancies**

- GTHA's industrial market encompasses 834.4 million SF of industrial space. As expected, most of the industrial inventory (72% or 603.07 million SF) is located in the suburban markets and GTA West is the largest with over 408 million SF of industrial space or 49% of the GTHA total.
- New development has been constrained within the GTHA due to policy changes, and specifically the creation of the Greenbelt that restricts readily available development land.
- Due to incredible demand for industrial space combined with limited new supply, availability rates across the GTHA dropped to an all time low record at a mere 1.2% by Q3. By contrast, a balanced market is considered in the 5% range, hence these rates are incredibly low.
- Similarly, the GTA West market showed availability at only 1.1%. The 9.7 million SF of leasing activity in the GTA West market along with 49% of the total industrial inventory makes it the most active industrial node in the GTA. Proximity to the US border and central supply chains, along with Pearson Airport provides appealing attributes for businesses and growth.

## Industrial inventory shows the dominant role of GTHA Suburbs



Source: Cushman Wakefield Q3 2019  
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Source: Cushman Wakefield Inc. Q3 2019

Region	Inventory (SF)	% of Inventory	Availability Rate
GTHA West	408.91 M	49%	1.1%
GTHA East	41.98 M	5%	1.1%
GTHA North	152.18 M	18%	1.2%
Toronto	231.29 M	28%	1.5%
<b>GTHA Total</b>	<b>834.36 M</b>	<b>100%</b>	<b>1.2%</b>

Source: Cushman Wakefield Inc. Q3 2019

Hamilton's Industrial Bayfront Renewal | Deloitte insights

# Hamilton Industrial Market Inventory

Hamilton holds 6% of the GTHA and 14% of the GTHA West industrial inventory

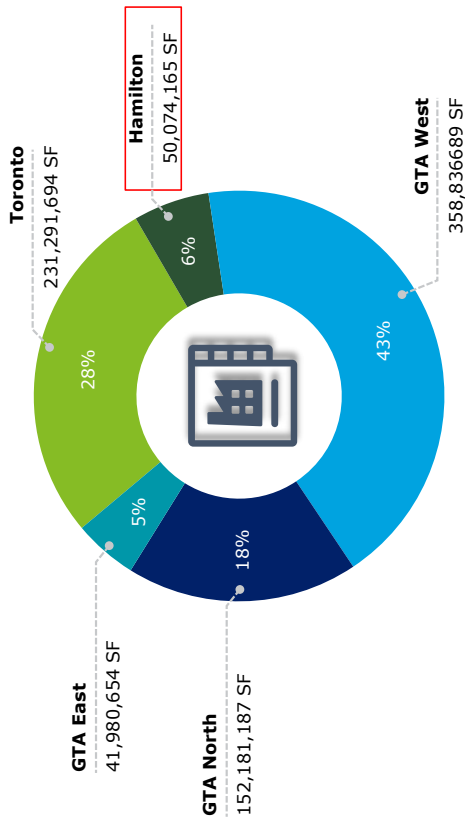
**Hamilton's industrial market encompasses 50.07 million SF of inventory, which is equivalent to 6% of the GTHA and 14% of the GTHA West market industrial inventory.**

Hamilton is located in the south-west portion of the GTHA West market, and represents ~14% of total industrial inventory in the GTHA West (50.07 million SF). Hamilton's economic strength lies in its diverse business base, strategically located with a number of Fortune 500 companies with global mandates, and its established economic base and highly educated labour pool creating a manufacturing and trade hub for much of Canada's manufacturing economy.

Within Hamilton, Bayfront accounts for 22 million SF of the industrial inventory, which represents 44% of the total inventory in Hamilton.

**HAMILTON: 6%**  
of the total industrial inventory in the GTHA

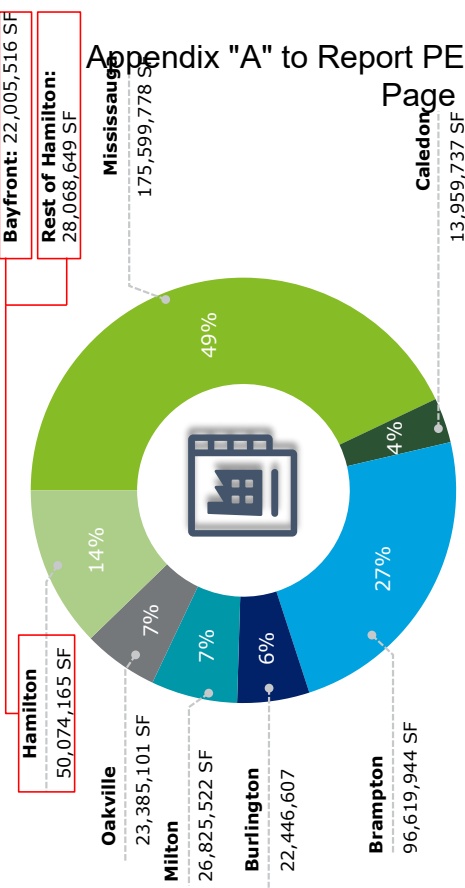
## GTHA Industrial Inventory – 834 million SF



Source: Cushman & Wakefield Q3 2019  
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## GTHA West Industrial Inventory – 409 million SF

Hamilton's industrial inventory of 50 million SF represents ~6% of the GTHA total.  
Bayfront's 22 million SF of industrial inventory represents ~44% of the Hamilton total.



Source: Cushman & Wakefield Q3 2019

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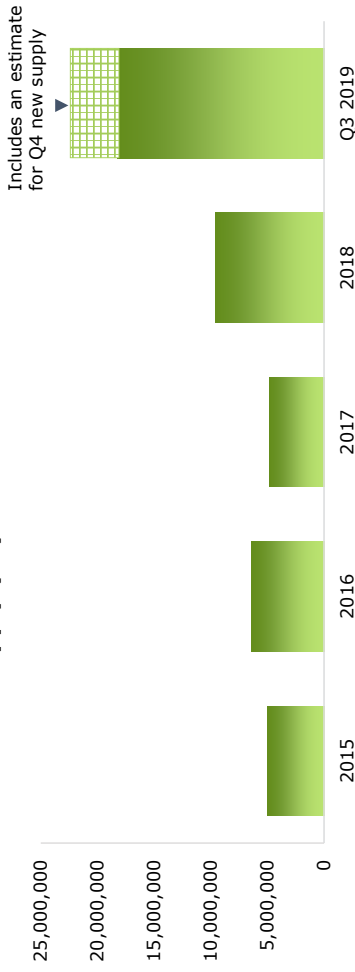
## GTHA Industrial development – Hamilton in Context

Since 2015, nearly 65% of the GTHA's new development took place in the GTHA West markets; however, Hamilton only captured 1.1% of the total new supply

### GTHA industrial development over the past 5 years has been some 24.3 million SF, reflecting only 2.9% of total inventory

- A long term supply comparison indicates that in the past 10 years, more than 40.46 million SF of new industrial supply has been built in the GTHA Suburbs or approximately 4.5% of total inventory. Over the last 5 years, only 2.9% of total new supply has been added to the market. As mentioned, new development has been constrained due to policy changes, and specifically the creation of the Greenbelt that restricts readily available development land.
- As a result, land prices and corresponding industrial rents have skyrocketed, forcing businesses to pay higher occupancy costs for their real estate and operations.
- The GTHA West market has been particularly active with 18.23 million SF of new supply since 2015, which represents 75.02% of new industrial space added in the GTHA.

### GTHA New Industrial Supply (SF) 2015 - 2019



Source: Cushman Wakefield Inc. Q3 2019  
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### Hamilton industrial development over the past 5 years has been ~0.39 million SF, reflecting only 1.1% of total new supply in the GTHA

- Despite having 6% of existing inventory, Hamilton represented only 1.1% of the total industrial development in the GTHA over the last five years
- By contrast, the GTHA West development market has exploded with 65% total share. Most of the development has occurred within the Brampton, Caledon and Milton markets that offer large tracts of industrial greenfield sites, proximity to transportation corridors and available labour markets for overall cost-effective operations.

## HAMILTON: 1.1%

of the total new industrial supply in the GTHA

Region	Total New Supply Since 2015 (SF)	Average Annual New Supply Since 2015 (SF)	% Share
GTHA West	28.80 M	5.76 M	65%
GTHA East	2.82 M	0.56 M	6%
GTHA North	7.18 M	1.44 M	16%
Toronto	5.21 M	1.04 M	12%
<b>GTHA Total</b>	<b>44.02 M</b>	<b>8.80 M</b>	<b>100%</b>

Source: Cushman Wakefield Inc. Q3 2019 & CoStar

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# Hamilton in the Context of the GTHA Industrial Marketplace

Hamilton has not captured its fair share of new development, possibly due to the lack of available development land AND the lower net rent available to developers for appropriate returns and profitability

## Hamilton is losing its fair share of new GTHA industrial development

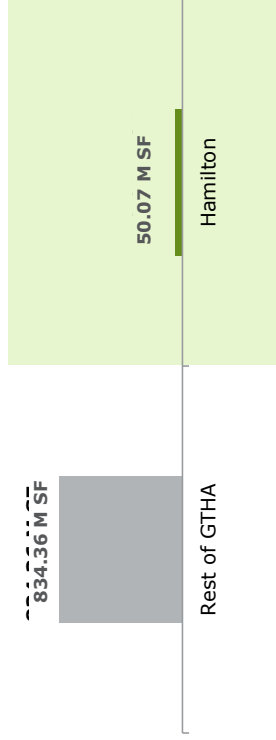
Deloitte conducted an analysis of the GTHA industrial market and Hamilton for context. Based on our review, we observed the following:

- Hamilton has a **6% share** or **~50.07 million SF** of the **GTHA total** industrial market supply; and
- Hamilton has experienced **only a 1.1% share** or **~0.38 million SF** of total new development in the GTHA over the last 5 years.

Therefore, it appears that Hamilton is losing market share and development is nominal for its competitive position within the GTHA. Upon further investigation, as identified in the page that follows, it appears that Hamilton does not have sufficient employment lands for sale upon which new industrial development supply can be built.

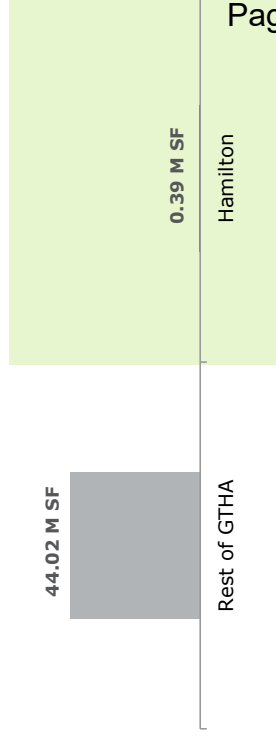


## As of Q3 2019, Hamilton has 6% share of the current GTHA industrial inventory



Source: Cushman Wakefield Inc. Q3 2019 & CoStar

## Since 2015, Hamilton accounts for 1.1% of new industrial supply in the GTHA



Source: Cushman Wakefield Inc. Q3 2019 & CoStar

# Hamilton in the Context of the GTHA Industrial Marketplace

## Industrial property for sale – economic development opportunities for Hamilton

### Available industrial property

Deloitte reviewed the total land inventory across the GTHA to better understand opportunities available for both industrial space users and developers. To this end, through our review of various databases including the industry's dominant CoStar database at 2019 yearend, some 202 industrial properties were identified for sale and development across the GTHA. Of this available inventory:

- By far the majority or some 201 properties represent small parcels of land ranging from 0 to 10 acres in size;
- Hamilton reported 25 properties between 0-10 acres in size available for sale, as shown in detail in the chart opposite;
- Of these, 8 properties were situated within the Hamilton Bayfront study area; and
- Hamilton did not have properties larger than 10 acres for sale as listed in the CoStar or RealNet databases.

From this information, it appears that Hamilton had property available for sale, at favorable prices compared to other GTHA locations. That said, there were no substantive properties with land available for developers to launch substantive projects in Hamilton. Also, those properties that were available for sale were not of institutional quality to be of interest to pension funds and sophisticated investors.

### Industrial Property (Buildings & Land) Listed for Sale - Oct 2019

MARKET	INDUSTRIAL PROPERTY 201 PARCELS 0-10 ACRES	INDUSTRIAL PROPERTY 1 PARCELS 10-25 ACRES
BAYFRONT	4 properties for sale	0 properties for sale
HAMILTON	25 properties for sale	0 properties for sale
GTHA	202 properties for sale	1 property for sale

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Source: CoStar November 2019

### Industrial Property (Buildings & Land) Listed for Sale Oct 2019

	Hamilton Address	Year Built	Rentable Building area (RSF)	Land (Acres)	Asking Price	Price/Acre
1	21 Brockley Dr	1989	110,835	n/a	\$9.5 M	n/a
2	100 Burland Cres	1964	46,500	1.8	\$5 M	2.78 M
3	706 Arvin Ave	1990	8,830	n/a	\$1.43 M	n/a
4	984 Barton St E	1910	69,864	1.43	\$2.4 M	1.68 M
5	68 Burlington St E	1970	3,407	n/a	\$499,990	n/a
6	1757 Burlington St E	1956	46,505	9	\$1.99 M	n/a
7	266 Catharine Sr N	1960	20,000	0.53	\$2.7 M	5.09 M
8	144 Chatham St	n/a	29,365	n/a	\$4.95 M	n/a
9	150 Chatham St	1941	49,815	n/a	\$4.95 M	n/a
10	1637 Claybar Rd	n/a	4,100	2.1	\$3.78 M	1.8 M
11	455 Cumberland Ave	1955	10,250	n/a	\$1.7 M	n/a
12	461 Cumberland Ave	1920	8,071	n/a	\$1.4 M	n/a
13	36 Ditton Dr	2019	4,734	1.22	\$1.09 M	0.89 M
14	186 Hunter St E	1949	7,400	0.43	\$1.7M	n/a
15	66 Innocton Dr	2000	19,766	n/a	\$4.75M	n/a
16	734 Nebo Rd	1970	2,000	0.3	\$499,900	1.67 M
17	667 Parkdale Ave N	1957	17,483	3.22	\$3.25 M	1.01 M
18	354 S Service Rd	1968	17,141	0.94	\$3.6 M	n/a
19	33 Sanford Ave S	1910	6,450	n/a	\$999,000	n/a
20	1447 Upper Ottawa St	1992	72,820	2.07	n/a	n/a
21	40 Warrington St	1977	6,200	n/a	1.42 M	n/a
22	340 Warrington St	n/a	109,540	2	8.25 M	4.13 M
23	400 Wellington St N	n/a	4,000	n/a	8.25 M	n/a
24	400 Wellington St N	n/a	6,000	n/a	8.25 M	n/a
25	360 Wellington St N	1952	29,008	0.78	2.1 M	2.7 M

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# Hamilton in Context of GTHA Industrial Marketplace

## Marketplace net rents determine industrial development feasibility

### Hamilton Net Rents

Deloitte reviewed industrial rents across the GTHA on both a net and gross rent basis, as shown in the table below:

Market	Net Rent -- \$PSF	Taxes, Maintenance & Insurance (TMI) - \$PSF	Gross Rent - \$PSF
<b>GTHA TOTAL</b>	\$8.41	\$3.61	\$12.02
<b>GTHA Suburbs</b>	\$8.30	\$3.60	\$11.90
<b>GTHA West</b>	\$8.04	\$3.58	\$11.62
<b>Hamilton</b>	\$5.93	\$2.75	\$8.68

Source: Cushman Wakefield Inc. Q3 2019

- As indicated, the average GTHA net rent is \$8.41 psf whereas Hamilton is 20% + lower than the GTHA average at \$5.93 psf;
- By comparison, the average GTHA gross rent is \$12.02 psf whereas Hamilton is 20% + lower than the GTHA average at \$8.68 psf; and
- Hamilton's competitive position within the GTHA suburban markets is relatively low rents from a developer or investor perspective.

This means that the net rent available to developers to build new buildings, or investors to earn a reasonable profit is limited relative to the overall marketplace.

### Development feasibility shows economic rent ranges from \$7.78 psf to \$15.41 psf

In order to understand the feasibility of industrial development, it is crucial to assess the gap between market rent and economic rent (definitions provided on the right).

Across the GTHA, the current market rent is shown to be \$8.41 psf on a net rent basis, and \$12.02 on a gross rent basis. It should be noted that the net rent is the actual rent received by a property owner/developer after taxes, maintenance costs and insurance costs have been paid. Therefore net rent is the measure used by developers to assess project feasibility.

Economic rent takes into consideration land acquisition costs, hard and soft costs, financing costs, as well as required minimal profit. The GTHA economic rent for industrial development ranges from \$6.79 psf to \$15.14 psf, whereas Hamilton economic rent ranges from \$7.78 psf to \$15.41 psf.

That said, much of Hamilton's industrial inventory is traditional and older in nature, inevitably lowering the overall average rent. Nonetheless, the gap between market rent and economic rent is often reflected in land value given that construction costs typically remain relatively consistent across the GTHA marketplace. Therefore, lower net rent will require a lower land value in order to justify new industrial development.

#### "Market Rent"

The average market rental rate charged by a property owner to tenants, defined on either a "net" or "gross" basis.

#### "Economic Rent"

The rent required for a development to break even, after all costs and requirements for profit are satisfied

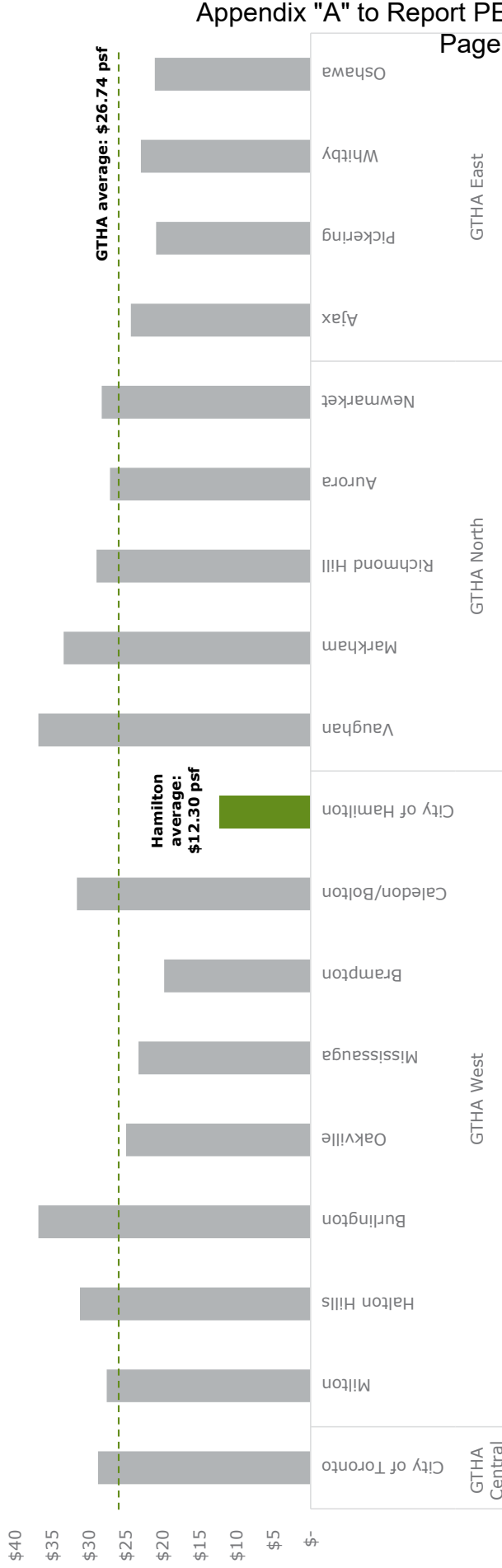
	Average Market Rent (Net PSF)	Economic Rent Range (Net PSF)
GTHA Total	\$8.41	\$6.79 - \$15.14
Hamilton	\$5.93	\$7.78 - \$15.41

# Hamilton in Context of GTHA Marketplace - Industrial Development Charges

Hamilton has the lowest development charges in the marketplace



In addition to the lower land price and market rent in the GTHA, Hamilton also has the lowest development charges compared to other markets in the region. As a result, lower development charges translate to lower costs for developers, which will result in a lower economic rent. Despite the low market rents in Hamilton, the economic rent is also relatively low compared to other market in the GTHA. To further encourage industrial and employment lands development, the City should review this statistic in the context of the entire market and ensure Hamilton remains competitive for developers and corporate space occupiers alike.



## 500 acre Stelco Lands Development Opportunity

This prime property suddenly presents a development opportunity to accelerate the Bayfront Renewal along the prime waterfront



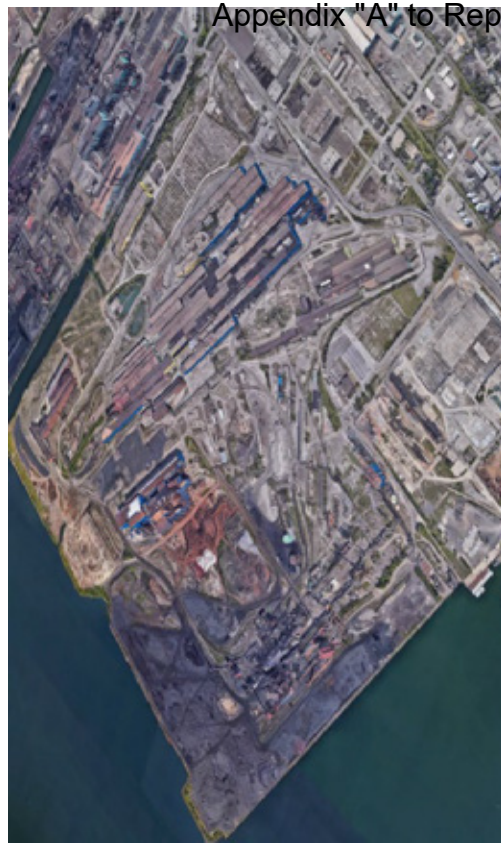
### Stelco lands well positioned for development and growth

During the course of the Bayfront Renewal project, the 800 acre Stelco lands changed owners several times, and on June 5, 2018, Stelco Inc. completed the acquisition. The new Stelco Development entity recently announced that a substantive portion estimated at some 500 acres will be available for employment lands development. As a result, the Stelco lands hold promise toward a catalyst for renewal of the Bayfront area. Stelco's prime position adjacent to the waterfront, combined with access to the port, rail and road networks makes it very well positioned to attract business and industrial users. To this end, the Bayfront program has the opportunity to accelerate its vision through working collaboratively with these property owners and developers to achieve positive outcomes. We encourage the City to work with both Stelco and Bayfront property owners to achieve the vision for the future as described herein.



**500 acre site led by developers with solid expertise and capital**

**Stelco will retain some lands for ongoing operations**



**Site offers significant waterfront frontage**

**Prime Stelco lands can be a catalyst toward Bayfront Renewal if properly planned**

# A range of industrial “built forms” can expand Hamilton Bayfront’s future

Bayfront’s current heavy industrial space can be diversified through warehouse and flex industrial space

## WHY SHOULD BAYFRONT CONSIDER FLEX INDUSTRIAL BUILT FORM?



### Limited market appetite for pure office investment / development at this time.

Previous studies have identified that pure investment office space is limited in the Hamilton Bayfront market at this time. This limited feasibility is largely due to limitations with the existing infrastructure, traditional industrial uses and associated market dynamics, transit and Bayfront branding given competitive market alternatives for businesses and space occupiers elsewhere across the GTHA at competitive cost structures. That said, local businesses will inevitably place office uses within their premises.



### Future-proof development

After assessing market dynamics, a range of “warehouse” and “flex space”, representing a range of employment uses could provide options toward long term development. Flex space can accommodate a wide variety of potential employment uses such as showrooms, laboratories, offices, warehouses, studios, research and development centres, etc. at typically lower cost structures than office buildings. Therefore, flex spaces attract a wide range of space users and can ultimately help to intensify employment and provide the catalyst toward Bayfront renewal.



### Improve employment space affordability

The versatility of flex space widens the target market by offering a flexible range of employment space at affordable prices. In addition, flex space represents a lower density, inexpensive development alternative for developers, which enables a lower economic rent and in turn improves development feasibility. Depending on the specific use, some of the flex options could be “interim uses” that can be adapted over time as the community grows and evolves.

## WHAT IS FLEX INDUSTRIAL BUILT FORM?

**A flex industrial space facility is a low rise commercial building that is designed for a variety of potential uses, providing a low density inexpensive space alternative for businesses and corporate occupiers.**

- Flexibility of space usage and configuration is a core differentiating feature of flex facilities, and the upscale appearance of the building is a second core differentiating feature.
- In most cases, the office component ranges from 25% to 80% in flex properties. Flex facilities with a 100% office buildout also exist, most often in metropolitan markets with low office vacancies and high office rent; however, this is very rare.
- As flex space facilities come in various forms, it is very difficult to track market data on this asset type and the results may vary significantly from company to company.
- None of the market sources including large brokerage firms have standardized track records of flex industrial properties in the GTHA.
- Flex industrial space assets are one of the most desirable and popular asset types as they can accommodate a wide range of users within low density and more affordable rent solutions. Typically there are more employees in flex spaces than industrial space, thereby requiring more nearby amenities to help attract and retain employees in the “war for talent”.

As a result of the growing appetite for this asset class, we encourage the City to further investigate the opportunity for flex space within Bayfront and the development potential.

TRADITIONAL INDUSTRIAL



FLEX INDUSTRIAL



## Flex Space Case Studies in the GTHA

A range of flex industrial uses may be considered by Bayfront, which will allow existing manufacturing capabilities to be leveraged and enhanced to accommodate future industrial needs.

### EXAMPLES OF GTHA FLEX INDUSTRIAL BUSINESS PARKS

Example #1: Mississauga



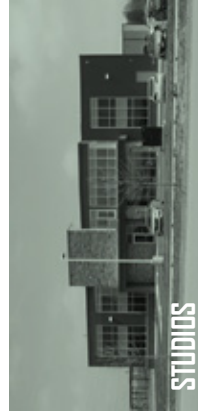
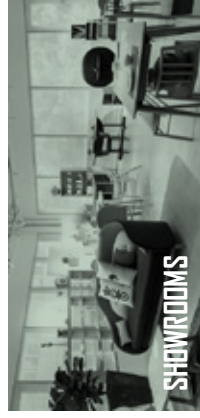
**American Business Park** is a 33 acre, ~550,000 SF flex space located near Pearson International Airport, supporting the warehousing and logistics capabilities of tenants. The demand for flex space is highlighted in the strong deal activity, with Cominar REIT and KingSett Capital having acquired the property in 2014 and 2018, respectively. Over the 4 year interval, the rent per square foot reported annual growth of 7.9%.

Example #2: Oakville



**The Oakwoods Business Park**, a sprawling business park with a focus on flex space, is owned by Carterra Private Equities. Located near the QEW and Highways 403 and 407, its tenants range from value-add light industrial manufacturers to research focused firms to high tech specialty service providers. With most of its buildings over 80% leased, the Oakwoods Business Park highlights how attractive flex space can be to a wide variety of tenants.

### WHAT TYPES OF FLEX INDUSTRIAL BUILT FORM ARE POPULAR IN THE GTHA?



# Taking advantage of marketplace trends to capture new development

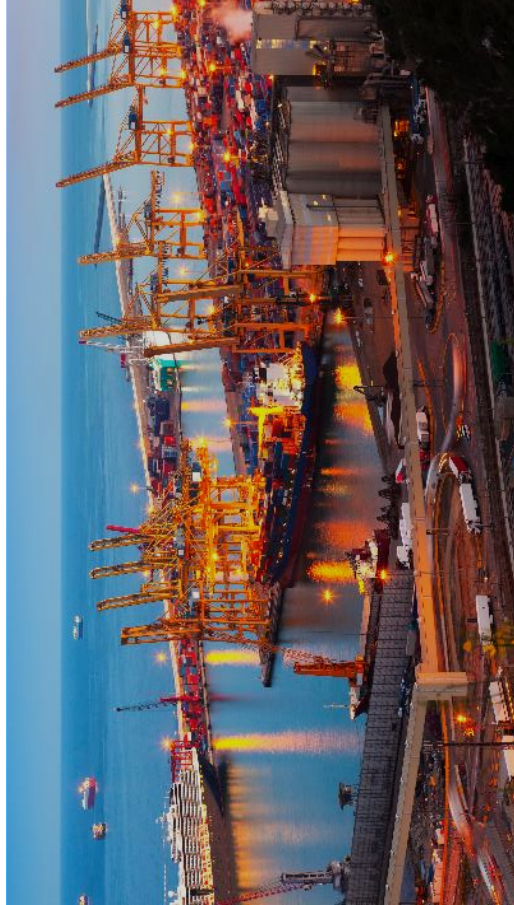
Aligning market and business insights toward the economic development strategy



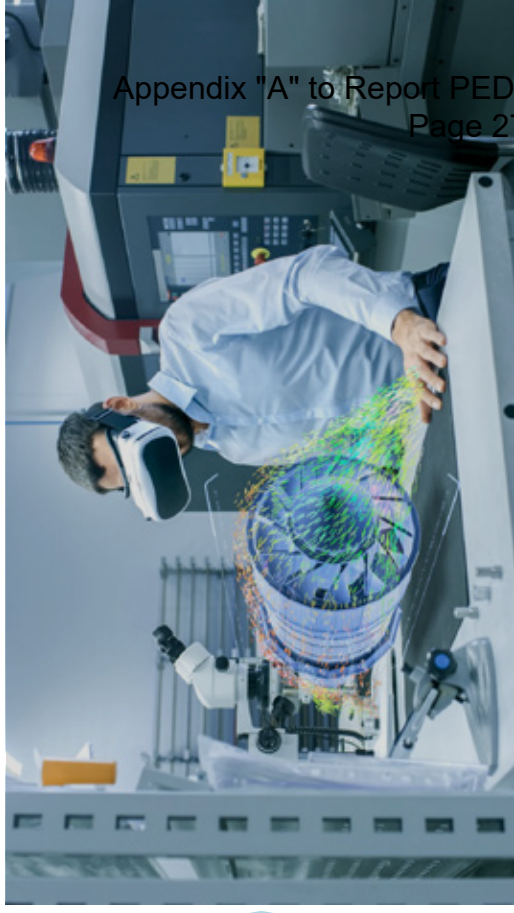
## Bayfront's future holds promise

The future for the Hamilton Bayfront holds a number of promising opportunities, including a very strong industrial real estate market in the Greater Toronto and Hamilton Area (GTHA). Continued population and employment growth, combined with Hamilton's unique location on the western edge of the GTHA provides a solid foundation for considering growth in the Bayfront. That said, the historic heavy industrial nature of Bayfront properties combined with associated environmental concerns create challenges including air and water quality, and adjacent uses compatibility. Also, Hamilton has not captured its fair share of development – largely due to its less favorable development feasibility, limited greenfield sites, and relative distance from the desirable labour pool.

Despite these challenges, the renewal of Hamilton's Bayfront's holds promise as current businesses continue to transform from traditional steel manufacturing toward technology and advanced manufacturing opportunities with further diversification toward warehousing and other employment uses. During the course of the Steering Committee workshops and engagement discussed later in this report, we learned that both Arcelor Mittal Dofasco and Stelco are moving toward advanced manufacturing, using substantive technology in their production operations. The Port of Hamilton has wisely used its strategic location and harbourfront position to attract a wide range of new businesses to the area. As a result, the future holds promise. That said, key decisions will be required along this journey to ensure alignment as environmental, economic, cultural, historic and financial issues are evaluated toward growth and opportunity.



Renewing the Bayfront toward "an industrial campus for clean industry, innovation, resilience and progress"





# Advanced technology business & innovation ecosystem campus trends

# Creating the opportunity for an innovative business district

A jurisdictional review of emerging best practice provided directional opportunities for Bayfront Renewal



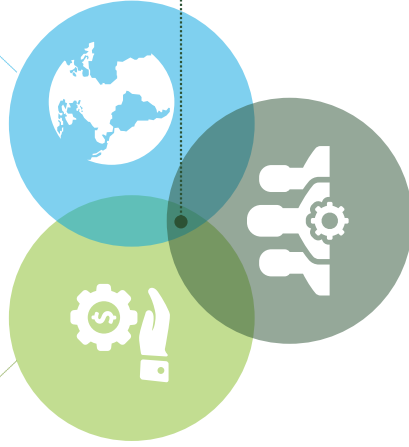
## Steering Committee Workshops introduced collaborative research and generated ideas toward opportunity

The Bayfront Renewal process included the engagement of key leaders from across Hamilton to review and discuss opportunities toward the Bayfront, as described in the section that follows. Through the Steering Committee workshop process, presentations were made by McMaster Innovation Park and research was conducted into other jurisdictions that provide innovation and business campuses. The Steering Committee believed that this framework could offer renewal potential for the Hamilton Bayfront Renewal overall.

As shown below, key components include the physical/real estate assets, along with economic/capital assets and social/networking assets leading toward an integrated, living, breathing community. On the pages that follow, some of the physical asset opportunities are further addressed.

**Economic Assets**

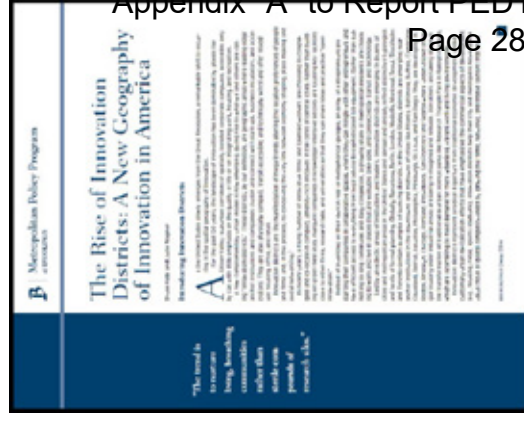
**Networking Assets**



“ The trend is to nurture living, breathing communities rather than sterile remote, compounds of research silos. ”

Pete Engardio, “Research Parks for the Knowledge Economy,” Bloomberg Businessweek

**Physical Assets**





# Successful Innovation Districts

Successful innovation districts that were established over the past decade(s)

<b>Berlin Moritzplatz</b>	
<b>Status</b>	Built
<b>Scale</b>	-
<b>Incubator</b>	2009 Community
<b>Universities</b>	-
<b>Companies</b>	-
<b>Owner</b>	State, leased to operator
<b>Operator</b>	NFPO

<b>NDSM Wharf, Amsterdam</b>	
<b>Status</b>	Built
<b>Scale</b>	2 ha
<b>Incubator</b>	2002 Community
<b>Universities</b>	-
<b>Companies</b>	-
<b>Owner</b>	City, lease to operator
<b>Operator</b>	NFPO

<b>22@Barcelona</b>	
<b>Status</b>	Built
<b>Scale</b>	200 ha
<b>Incubator</b>	2000 City
<b>Universities</b>	10
<b>Companies</b>	7,000
<b>Owner</b>	N/A
<b>Operator</b>	N/A

<b>Berlin TXL</b>	
<b>Status</b>	Planned
<b>Scale</b>	495 ha
<b>Incubator</b>	2008 Community
<b>Universities</b>	1
<b>Companies</b>	1,000
<b>Owner</b>	City, state, federal
<b>Operator</b>	State company, advisor

<b>NeuMarx, Vienna</b>	
<b>Status</b>	Built
<b>Scale</b>	37 ha
<b>Incubator</b>	1992 City Business
<b>Universities</b>	1
<b>Companies</b>	-
<b>Owner</b>	City, leased out
<b>Operator</b>	Private partner

<b>Bad Aibling, City of Wood</b>	
<b>Status</b>	Under Construction
<b>Scale</b>	70 ha
<b>Incubator</b>	2007 B&O Group
<b>Universities</b>	-
<b>Companies</b>	1
<b>Owner</b>	N/A
<b>Operator</b>	N/A

<b>Boston's ID</b>	
<b>Status</b>	Built
<b>Scale</b>	405 ha
<b>Incubator</b>	2010 City
<b>Universities</b>	1
<b>Companies</b>	200
<b>Owner</b>	Mostly private
<b>Operator</b>	Private, public support

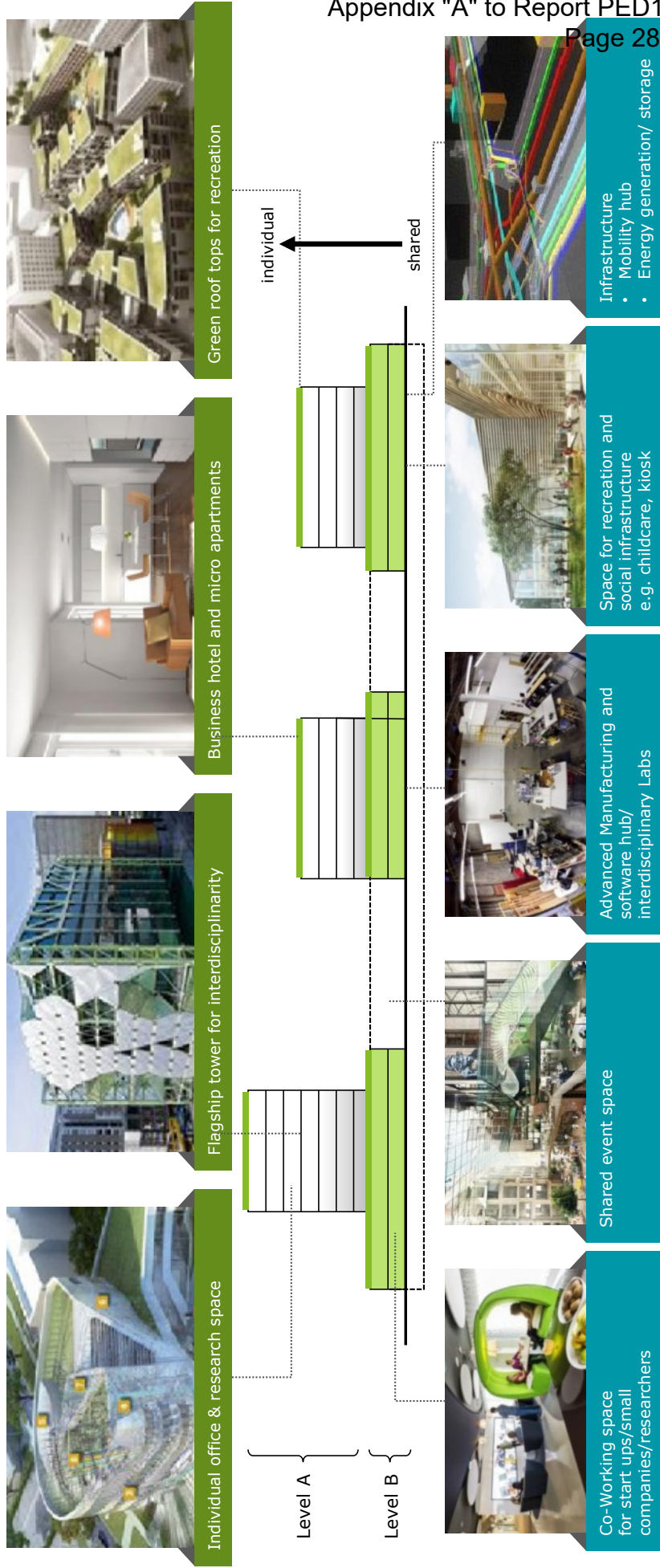
<b>Berlin Adlershof</b>	
<b>Status</b>	Built
<b>Scale</b>	120 ha
<b>Incubator</b>	1991 City
<b>Universities</b>	1
<b>Companies</b>	> 800
<b>Owner</b>	State
<b>Operator</b>	State company

<b>Waterloo Research &amp; Technology Park</b>	
<b>Status</b>	Built
<b>Scale</b>	109 ha
<b>Incubator</b>	2001 City
<b>Universities</b>	1
<b>Companies</b>	450
<b>Owner</b>	University of Waterloo
<b>Operator</b>	Owner

<b>HOLM House of Logistics &amp; Mobility</b>	
<b>Status</b>	Built
<b>Scale</b>	1,7 ha
<b>Incubator</b>	2009 City, Hesse (State)
<b>Universities</b>	4
<b>Companies</b>	2
<b>Owner</b>	State, city
<b>Operator</b>	State/city company






## Key Components of an Innovation Business District [Illustrative Only]

Research indicates that it is important to consider various key components within an innovation business district as highlighted below, which include a mixture of different types of assets, public spaces, infrastructure, usage, as well as permitted zoning in the Bayfront catchment area and adjacent lands.



# Types of Innovation Districts [Illustrative Only]

Innovation districts vary in size and nature

Innovation Space	Flagship District	Resilience	Smart Infrastructure	Smart Community
<ul style="list-style-type: none"> <li>• Urban Lab</li> <li>• Co-Working Space</li> <li>• Innovation Labs</li> <li>• Architecture for Innovation</li> <li>• Shared Space for Community Building/Networking</li> </ul>	<ul style="list-style-type: none"> <li>• Mixed Use</li> <li>• Architectural Visibility</li> <li>• Integrated Building Management</li> <li>• Lifecycle Architecture</li> </ul>	<ul style="list-style-type: none"> <li>• Biomass Production</li> <li>• Micro Smart Grid</li> <li>• Decentralized Water Management</li> </ul>	<ul style="list-style-type: none"> <li>• Autonomous Systems</li> <li>• Pneumatic Waste Collection System</li> <li>• Smart Sensor Infrastructure</li> <li>• Advanced Mobility Hub</li> <li>• Micro Mobility</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated Social Infrastructure</li> <li>• Networking and Support</li> <li>• Co-Innovation/Participation of Local Stakeholders and Community</li> </ul>
				

# Success Factors for an Innovation District

Considerations to build a successful innovation district



**08 Environmental Sustainability**

- Competitiveness and attraction of workers and companies through cutting-edge environmental technologies

**07 Flexibility/Resilience**

- Flexible and resilient urban structures responsive to societal/technical changes, i.e.. stand-alone power systems

**06 Smart Infrastructure**

- Smart infrastructures for optimized urban neighborhoods
- Management (i.e.. smart lighting, smart metering, driverless transport systems)

**05 Knowledge transfer**

- Knowledge transfer through clustering and interdisciplinary work spaces

**01 Interdisciplinary Collaboration**

- Productivity and Innovation as a result of proximity and interdisciplinary collaboration between research business, business-business

**02 Livability**

- Creation of a livable environment in terms of a mixed-use neighborhood; however, residential use should be carefully considered

**03 Visibility**

- Visibility-international branding and marketing through demonstration facilities, medial coverage and public relations (i.e.. events)

**04 Creativity**

- Creativity- support of start ups through coaching and incentive programs



05

# Steering Committee Insights

# Hamilton Bayfront Renewal Steering Committee – Engagement framework

The City of Hamilton engaged Bayfront businesses and Hamilton leaders to advance the vision and development strategy toward the long term success of the program

## Responsibilities

The Bayfront Renewal Steering Committee was structured to engage Bayfront and Hamilton leaders toward the overall renewal program, with key entities represented as identified by the logos below. Key Responsibilities defined for the

Committee are summarized below:

- Provide input, oversight and guidance to the City of Hamilton as it advances the Bayfront strategy and action plan.
- Bring a wide range of private sector expertise from multiple industries and professions including advanced manufacturing, transportation and real estate.
- Assist in “connecting the pieces” across any element of the implementation program including funding, occupier relationships, investors, political environment, etc.
- Look after local interests through the decision making processes for any planning and development strategies.



## Engagement schedule

The Bayfront Steering Committee met as per the schedule below:

- Three meetings from March through August 2018 to accelerate opportunities within the Hamilton Bayfront.
- Ad-hoc conference calls during 2018 as the program moved forward and opportunities emerged.
- Two half-day workshops, and site tour downtown Toronto to advance Steering Committee understanding and collaboration toward the Bayfront Renewal.
- Ongoing meetings and dialogue continue to be a key success factor for the Bayfront Renewal program.



## ORGANIZATIONAL ENGAGEMENT



# Bayfront Renewal Vision through Steering Committee Workshop #1

Participants from Hamilton's Bayfront businesses and industry experts came together to identify key opportunities

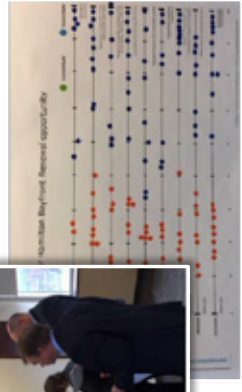


## Workshop activity Bayfront Industrial Area Vision

The Bayfront Industrial Area Strategy Steering Committee participated in two workshops with focused activities that had the goal of aligning stakeholders toward a common vision for the Bayfront Industrial Area. Key components include:

- Physical environment
- People considerations
- Infrastructure

From this, the lists below reflect the summary of the "ideation process" that identified specific suggestions and opportunities identified through these workshops.



## Amenities Discussion

- Transportation systems creating easy access are key to the success of Hamilton's Bayfront Industrial Area companies.
- Greenspace – accessible public open green spaces that capitalize on the proximity to the waterfront. Streetscape improvements and introduction of storm water infrastructure (swells and rain gardens).
- Retail development to provide restaurants and coffee shops for the use of shift workers. These uses can also be used by the residential pockets within the Bayfront area.
- Commercial retail spaces for workers and the surrounding community to access and create a destination in the Bayfront (other than going to and from work only) are desired.
- Removal of the overpass at Burlington Street is a major opportunity to change the perception of the Bayfront and Hamilton overall.

## Business Location/Adjacencies Discussion

- Digital technology allowing flexible workspaces and working remotely gives way for opportunities regarding office space, however, how you make steel is not changing fast.
- With efficiencies there are opportunities to shrink the footprints and existing assets can start to be repurposed.
- Focus on creating synergies locally instead of shipping all of the steel out. Steel as the first step in a local manufacturing line.
- Railway use by the Bayfront is currently segregated and arranged as separate orders which is not efficient. Create a campus-like approach to recognize existing potential synergies and coordinate shipping needs to reduce individual costs and time.

## Municipal Services Discussion

- Green energy, like deep water cooling etc.
- Enhanced public transportation initiatives – better HSR service to area.
- Carpooling, ridesharing or shuttle services.
- There have been issues with getting young talent to their offices.
- Some firms have left Hamilton to Burlington as valued staff are having significant difficulty getting into work at Bayfront and many used the GO Transit.
- Enhanced brand and waterfront image from Burlington skyway bridge to promote Hamilton & Bayfront opportunity.

# Steering Committee Workshop #2: accelerating the Bayfront Urban Industrial Campus

## Steering Committee engagement toward targeted outcomes

In the second workshop, Steering Committee leaders focused toward specific elements of the Bayfront Renewal, as shown and described below.

### War for talent in a digital age campus – program strategy

- Developing a research and development centre jointly with McMaster, Mohawk, and Brock, focused on investing in people, programming, research, continued learning opportunities as a way of attracting and retaining talent.
- The need for improved transportation connections and internal mobility (Sobi Bikes, bike lanes, bus shuttles to GO Stations), as employees are interested in other methods of commuting than via car.
- Improve the social network, provide restaurants and bars which complement the working waterfront and drive social interactions and networking.
- Creating that “flagship” building that would consist of:
  - An incubation component focused on attracting start-ups and research based companies
  - Space and design focused on social experiences by including restaurants, cafes, and bars
  - Communal expansive lounge areas cultivating an area for networking or recreation
  - Flexible spaces for events, meetings, larger presentation forums, and intellectual programs.
- Improving the esthetics of the area and private properties through, gardening, increasing the tree canopy, art work, attractive street lighting etc.
  - Create goals like doubling the tree canopy coverage – Companies could use this as an employee social activity that is also a public outreach event (volunteer tree planting events).
- Improving social capital, branding and programming to improve employee loyalty and retention:
  - Inspirational leaders of companies providing presentations/talks to inspire employees and industry people
  - Educational connections and programming with McMaster, Mohawk and Brock
  - Industry conventions, lunch and learns, networking events to showcase new research, new products, leading technology changes, think tanks to help problem solve an issue /programming / borrow a page from tech companies, inspiration leadership, education.
- Employee Incentive Programming contributing to employee wellbeing and retention
  - Discounts at the health club on site
  - Discounts for childcare on site
  - Discounted Transit Passes or SOBI memberships
  - Mortgage matching program (similar to RRSP matching but to assist employees in buying a home)

### Place-making and campus amenities

- Street-scaping / branding / tree planting / bike lanes
- LED Lighting / wayfinding Signage
- Awareness and attraction of the area; improve the experience
- Public art, story to tell (marine/industrial)
- Autonomous pilot project (connected road network)
- Commercial schools targeting education and apprenticeship
- Last mile distribution uses
- Sustainability/shared services:
  - Brownfield redevelopment
  - Shared energy projects
- Creative awareness / experience within the area
- Health and fitness clubs, retail and boutique restaurants, childcare
- Public transportation integration with GO Transit and SOBI bikes

### Physical infrastructure

- Deep water cooling
- Shared / District Energy / Co-Gen (there could be some energy deserts) help to reduce cost of energy.
- Demolition of Wilcox Street Bridge or keep part for public space / public art.
- Water taxis between Burlington, Hamilton, Oakville etc.
- Centre Mall GO Station or some express shuttle feeder / autonomous vehicles / transit improvements
- Digital network (5G network) smart city infrastructure
- Irrigation/ greywater recycling program
- Green roof network
- Lift bridge replacement / improvements



## Key messages from the Bayfront Steering Committee

Five principles below were developed to set the stage for the overall renewal opportunity.

 **1. HEAL THE LANDSCAPE**...rejuvenate soils, naturalize shorelines, introduce green spaces, etc. and allow public access

1

 **2. LEVERAGE CATALYST INVESTMENTS**...they may not be heavy traditional industrial uses

2

 **3. PROMOTE EMPLOYMENT OPPORTUNITIES** by protecting the broader employment function of the area... diversification of employment types is encouraged. Help business to **WIN** in the War for Talent.

3

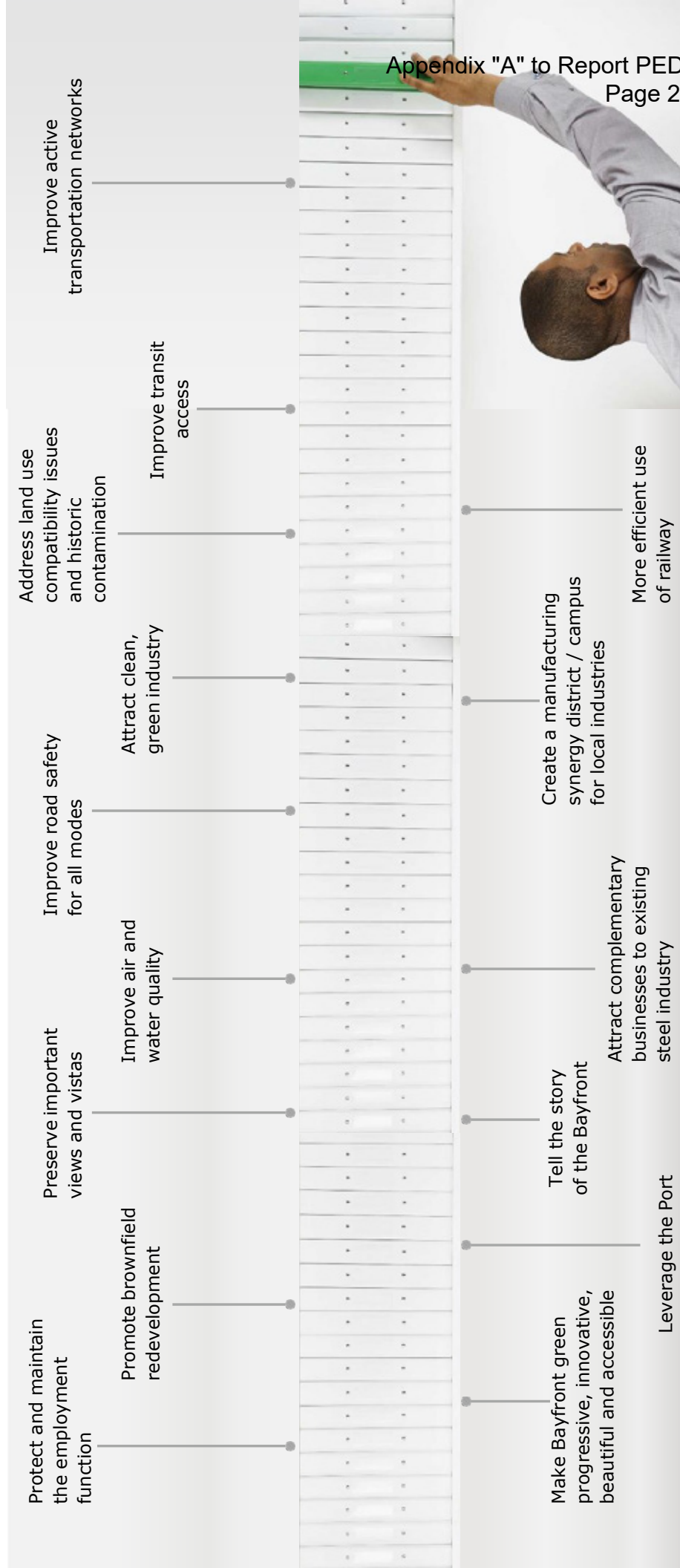
 **4. BUILD GREAT PUBLIC PLACES** through place-making which serve residents and employees

4

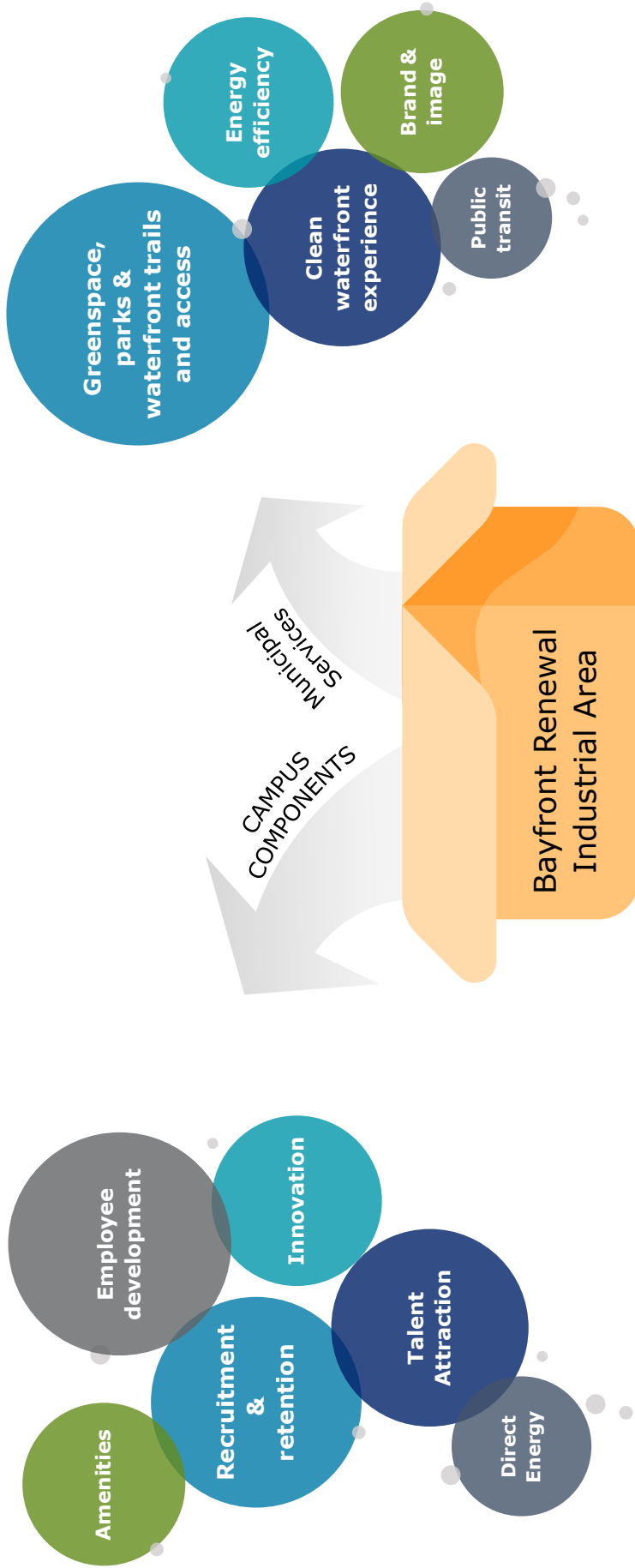
 **5. LEVERAGE INFRASTRUCTURE PROJECTS** to improve competitiveness and connectivity

5

# Summary of key issues and opportunities



# Advancing the Bayfront Campus Vision – Summary of Engagement Components



Amenities, Art and color



Transportation systems



Industrial focus



Friendly street front



Affordable housing



Childcare



Greenspace



# Economic Development Strategy

## Economic development strategy

Hamilton Bayfront's Renewal Strategy must be integrated into the overall economic development strategy for the City of Hamilton and GTHA



**Confirm the vision and alignment around target businesses to help create the future**

Focus toward the technology and innovation renewal opportunity and target appropriate businesses toward the Bayfront

**Advance Marketing & Branding Strategy**

Change the game. Rebrand the traditional brownfield Bayfront to an innovative technology industrial campus through a range of tools

**Advance the Overall User Experience**

Define the end user experience including the "war for talent" opportunities including retail, education, public spaces, etc.

**Advance program to leverage key assets attractive to business**

Engage the Port, Rail, Transportation, land and other assets toward an integrated framework

**Launch Bayfront Renewal Program**

Develop the Bayfront Renewal Program with sufficient resources, vision, strategy, engagement and governance toward success

# Economic development strategy

Hamilton Bayfront's Renewal Strategy must be integrated into the overall economic development strategy for the City of Hamilton and GTHA



## Confirm the vision and alignment around potential businesses to help create the future

Focus toward the technology and innovation renewal opportunity and target appropriate businesses toward the Bayfront

## VISION

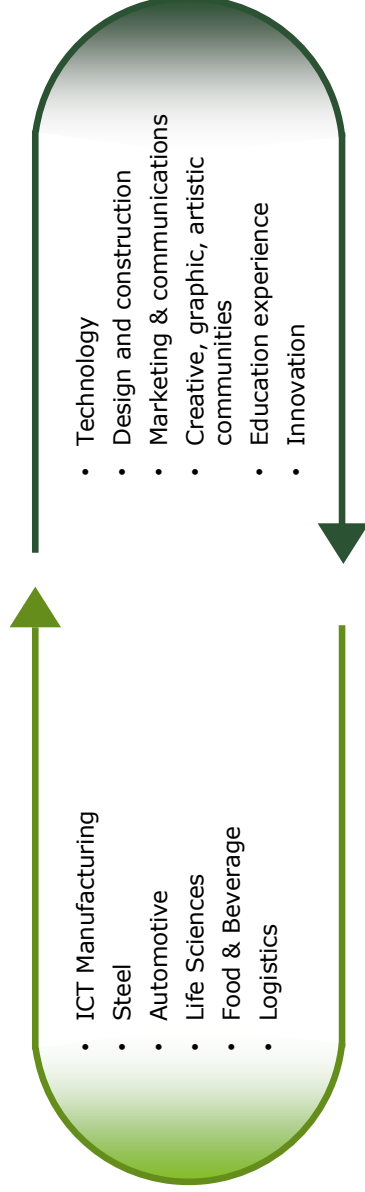
The vision for the Hamilton Bayfront has been advanced considerably through focus by both the City and Steering Committee, as shared previously in this document. The Bayfront is intended to become:

“...an industrial campus for clean industry, innovation, resilience and progress”

The Bayfront will continue to be one of the City's major employment areas, home to a diverse range of economic activities that enhance the global competitiveness of the City and the Greater Golden Horseshoe. From this, the Bayfront team will need to carefully consider implementation activities that accelerate this vision, particularly innovation and technology progress, to advance toward renewal.

## SAMPLE TARGET MARKETS

Aligned with this vision, the Bayfront team will need to identify specific target markets and companies, possibly engaging lead generation services. Across the GTHA, the sample targets below can be used as a starting point to evolve further:



# Economic development strategy

Hamilton Bayfront's Renewal Strategy must be integrated into the overall economic development strategy for the City of Hamilton and GTHA



It will be crucial to Change the Game for Hamilton's Bayfront Renewal. A distinct and focused approach toward the brand renewal will be a core requirement for overall opportunity benefitting the City of Hamilton.

Key components include:

**1. Advance the brand identity** through a range of ideas. Some ideas might include:

- Hamilton Bayfront's Future
- A Place for industrial creativity, technology & innovation.
- Diverse. Unique. Accessible.
- The idea of 'Transformation'
- Imagine what it will become
- The "art of the possible"
- Hamilton Bayfront Renewal
- Etc.

**2. Deliver visual change to align with brand.** Engage investments in municipal infrastructure and partner investments to deliver visual identification around the brand change that include the wide range identified in the Dillon report including for example:

- Plant trees and deliver greenspace wherever possible throughout Bayfront
- Accelerate access to the waterfront through walking and cycling trails
- Upgrade the key road infrastructure
- Encourage property owners to add graphic art/paint/innovation to their buildings
- Do whatever possible to visually transform the "brown" rustbelt image toward a modernized, green/white brand image, especially for business and overall traffic across the Burlington Skyway bridge.
- Etc.

## Advance Marketing & Branding Strategy

Change the game. Rebrand the traditional brownfield Bayfront to an innovative technology industrial campus through a range of tools

# Economic development strategy

Hamilton Bayfront's Renewal Strategy must be integrated into the overall economic development strategy for the City of Hamilton and GTHA



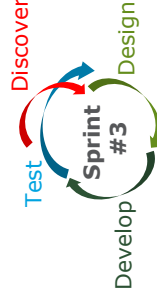
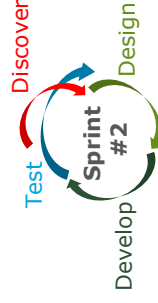
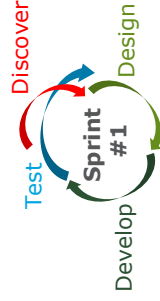
## Advance the Overall User Experience

Define the end user experience including the "war for talent" opportunities including addition of amenities - retail, education, public spaces, greenspace, etc.

## User experience (UX) and agile design

An increasing body of design work focuses on the "User Experience (UX)" so that any outcomes are considered from the perspective of the customer or user. To this end, consideration of the User Experience should be a core requirement of the Hamilton Bayfront Renewal program office to ensure alignment toward key goals and outcomes. The "user" or customer should be at the center of all considerations. To this end, User Experiential Design is often based on design principles:

- 1. Focus on Users through the design process.** As indicated in the term, the work needs to consider the end user experience in the product or service design. And its crucial to remember that a design may be brilliant to the Bayfront team, but must be tested with the user for direct application.
- 2. Know where you are in the design (or renewal) process,** and ensure the user is asked series of relevant questions applicable to the end design. Different tools can be used for each part of the design process.
- 3. Understand the hierarchy of key decisions for User Experience.** Architecture tends to follow the waterfall approach to project management and decisions so that each piece needs to be completed before moving to the next. This includes moving from concept design through to construction drawings. While this is often crucial in the municipal planning, infrastructure and construction process to align the various pieces, increasingly "soft items" like overall program, marketing, communications etc are iterative and require additional focus.
- 4. Consider the Agile Design Process to focus on user experience.** It is increasingly being used to provide more creativity and interaction among the various design decisions. This is particularly suitable in the program design that includes the soft items like marketing, education, communications etc.





## Economic development strategy

Hamilton Bayfront's Renewal Strategy must be integrated into the overall economic development strategy for the City of Hamilton and GTHA



### Advance program to leverage key assets attractive to business

Engage the Port, Rail, Transportation, land and other strategic assets toward an integrated framework

### Leverage key assets

The Hamilton Bayfront benefits from a wealth of key assets that provide a distinctive competitive advantage within the GTHA industrial and employment marketplace. To this end, we encourage the Bayfront Renewal Program team to work alongside the City's Economic Development Office, Steering Committee and other stakeholders to advance the value proposition, and include within the marketing materials and pitch proposals to attract new business. Enhance communication and marketing toward the overall integrated framework.

#### Example: Hamilton prime assets

- ✓ Port of Hamilton
- ✓ Rail
- ✓ 400/QEW series highways
- ✓ Proximity to US markets
- ✓ West Harbour GO access
- ✓ Substantive industrial market
- ✓ Availability of talented, educated employees
- ✓ McMaster University
- ✓ Mohawk College
- ✓ Hamilton Health Sciences
- ✓ Affordable Housing (relatively within GTHA)
- ✓ Niagara Escarpment
- ✓ Parks and green spaces
- ✓ Abundant amenities across the city

# Economic development strategy

Hamilton Bayfront's Renewal Strategy must be integrated into the overall economic development strategy for the City of Hamilton and GTHA

Launching the Bayfront Renewal Program is a key requirement to launch the overall success of Bayfront's renewal. To this end, the following section identifies the key elements of the overall program toward growth and transformation.



01 Identify gaps

02 Determine Bayfront Program & Governance model

03 Advance marketing, branding and target markets

04 Identify business case for municipal infrastructure

05 Define metrics to measure progress and set milestones

## Launch Bayfront Renewal Program

Develop the Bayfront Renewal Program with sufficient resources, vision, strategy, engagement and governance toward success



# Bayfront Renewal Program Implementation



07

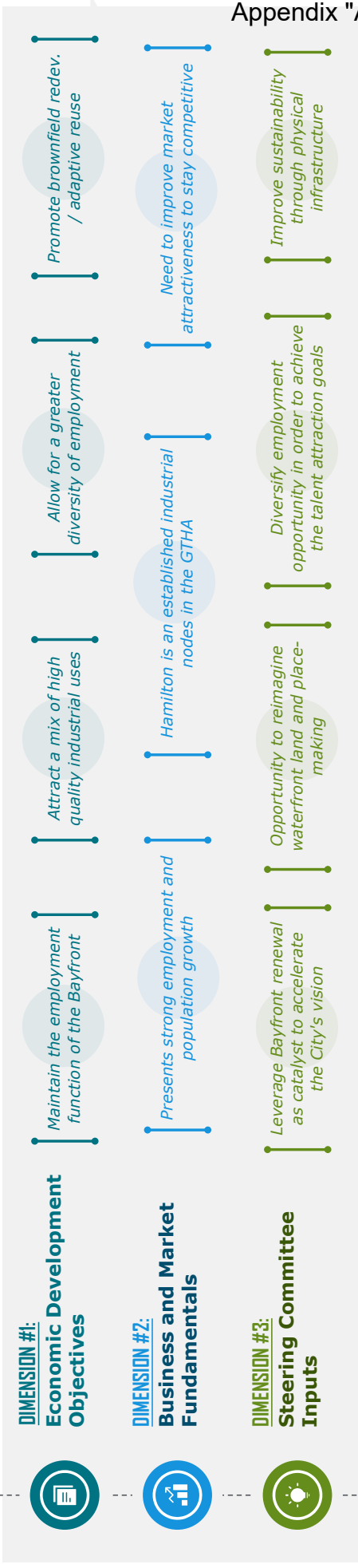
# Hamilton Bayfront Renewal Program Implementation

Hamilton Bayfront's Renewal Program should consider the overall economic development objectives, business / market fundamentals, and critical insights from the Steering Committee

The strategic implementation plan is a document that defines the implementation strategy, which turns a strategic plan into actionable items to achieve goals and objectives. Five key components have been identified to establish a strategic implementation plan for the Hamilton Bayfront Renewal:

## Strategic Dimension

### An analysis of key insights across three phases uncovers the Bayfront Renewal Strategic Plan



### Potential Next Steps for the City

#### STRATEGIC PLAN FOR: Bayfront Renewal Program

- 01 Identify Gaps
- 02 Determine Bayfront Program & Governance model
- 03 Advance marketing, branding, and target markets
- 04 Identify business case for municipal infrastructure
- 05 Define metrics to measure progress and set milestones

# Hamilton Bayfront Renewal Program Implementation

Hamilton Bayfront's Renewal Program requires engagement from local businesses and the public sector in order to cohesively identify opportunity and accelerate potential.

The five key components through the strategic implementation plan for the Hamilton Bayfront Renewal outlined on the previous page have been described herein with further substantive details on the following pages:

<p><b>01 Identify gaps</b></p>	<p>The Hamilton Bayfront Renewal Implementation Programs aims to address the gaps between the current and future state. As such, the first step is to identify gaps through the renewal process.</p>	
<p><b>02 Determine Bayfront Program &amp; Governance model</b></p>	<p>An optimal Bayfront Program model needs to be determined based on the City, Bayfront and local business requirements. Governance helps to guide an operating model and ensure the process is effective and efficient toward overall success.</p>	
<p><b>03 Advance marketing, branding and target markets</b></p>	<p>Given the location and the potential of the Hamilton Bayfront, branding and marketing also plays a critical success factor toward overall success. Work with economic development to advance target market lists, and pursue with sales discipline.</p>	
<p><b>04 Identify business case for municipal infrastructure</b></p>	<p>Developing a clear business case toward municipal infrastructure investments, ideally in partnership with the private sector will be an important consideration toward success, and Bayfront sustainability. Alignment around financial objectives a key consideration.</p>	
<p><b>05 Define metrics to measure progress and set milestones</b></p>	<p>Knowing the long term nature of the renewal opportunity, progress monitoring, engagement and milestones are important to ensure continued enthusiasm for the project.</p>	

# Step 1: Identify Gaps

Hamilton's Bayfront Renewal Program targets an industrial campus for clean industry, innovation, resilience and progress

**Bayfront Renewal Program has set a clear vision toward the future that helps to define the gap**

The Hamilton Bayfront Renewal Implementation Programs aims to address the gaps between the current and future state. As such, the first step was to identify gaps through the renewal process, and has been the major focus of the Hamilton Bayfront Renewal Project. Previous reports, workshops, stakeholder engagement sessions, technical reviews etc. have all focused toward identification of the gap between current and future state.



Renewing the Bayfront toward "an industrial campus for clean industry, innovation, resilience and progress"

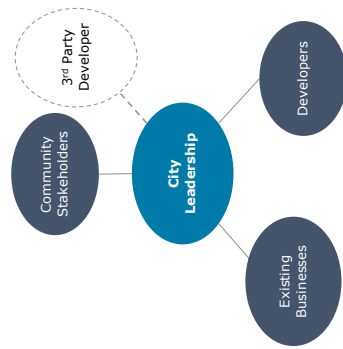
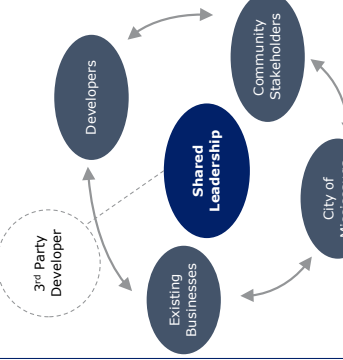
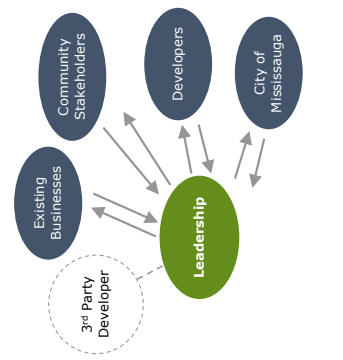
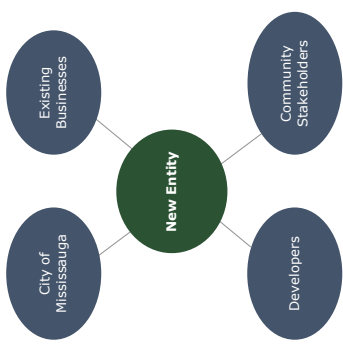
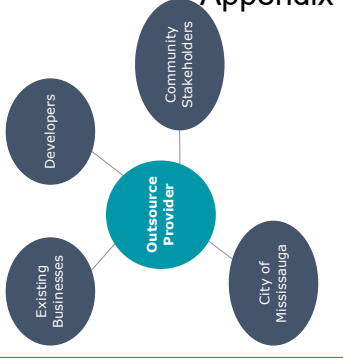


## Step 2: Bayfront Renewal Program Operating Model & Governance

Advance the Program with appropriate governance based on specific requirements and preferences

To move the Bayfront Renewal opportunity forward, we recommend that the City advance an overall Program with appropriate leadership and engagement to deliver the key actions toward results. To this end, five potential operating and governance models have been identified; each model presents its own benefits and challenges, and the most suitable model can be determined based on the City's specific requirements and preferences. The models that apply best include the Shared Leadership and Single Point Leadership, and are more fully described on the next page.

### Continuum of Governance Model Options

CITY LEADERSHIP	SHARED LEADERSHIP	SINGLE POINT LEADERSHIP	NEW ENTITY	FULLY OUTSOURCED
 <p>The City assumes full responsibility of the overall development and operations of the entire employment renewal opportunity. This model is used when the City owns the property and can have full control over development opportunity.</p>	 <p>Each property owner designs, develops and operates their corresponding site while the City provides oversight, guidance and direction throughout the process. In other words, the City will act in a coordinator role and will not have a direct impact over the Bayfront Renewal.</p>	 <p>A representative will be appointed as a single point of leadership to coordinate the program activities and to facilitate decisions on behalf of all stakeholders, and to balance all stakeholders' interests. This will ensure consistency and address any conflicts that may arise.</p>	 <p>A new, jointly owned entity will be established to manage development progress and deliver operational services; this would include a period of integration of management and staff from various land owners. Typically this approach is used for property controlled by the entity.</p>	 <p>A third party private organization delivers the development and operations of the entire employment land; it assumes full risk and responsibility. Again, this would be used when the property is owned by the entity.</p>
	<b>Yes</b>	<b>Yes</b>		

## Step 2 (con'd): Bayfront Renewal Program Operating Model and Governance

Potential benefits and considerations are outlined for each operating model option, with the Single Point recommended

Benefits and considerations are outlined for each appropriate operating model; we have considered each option in the context of the Hamilton Bayfront Renewal and analyzed accordingly. As such, given the circumstances, we recommend that the City of Hamilton establish a Hamilton Bayfront Renewal Program office with Program Leadership and resources to deliver against the vision set forth through the Dillon report.

	Description	Benefits	Considerations
<b>Option A Shared Leadership</b>	<p>In this scenario toward Bayfront Renewal, the City of Hamilton would set up a program office to provide oversight, guidance and direction throughout the process. The major focus would be in a coordination role.</p> <p>For the private sector properties, the Program would act in a coordinator role and will not have a direct impact over each development. Each property owner designs, develops and operates their corresponding site.</p> <p>The City would be an overall coordinator, working alongside the private sector toward shared outcomes.</p> <p><b>Given the city's vested interest in infrastructure and capital projects, this option may not be the most optimal.</b></p>	<ul style="list-style-type: none"> <li>Increased collaboration with stakeholders while incorporating external expertise for the development</li> <li>The City retains some control over the direction of the development, while stakeholders develop the site at their own convenience</li> <li>Shared costs and responsibilities with property owners</li> </ul>	<ul style="list-style-type: none"> <li>Challenging to establish a consistent strategic direction that meets the City's objectives</li> <li>May lead to delays and inefficiencies related to addressing conflicts of interest between the City and property owners</li> <li>Requires buy-in from all stakeholders</li> <li>City has major infrastructure and capital project requirements, therefore must play a more active engaged role.</li> </ul>
<b>Option B Single Point Leadership Recommended</b>	<p>In this scenario toward Bayfront Renewal, the City of Hamilton would set up a program office to provide oversight, guidance and direction throughout the process. In other words, the City will oversee the entire strategy and coordinate the municipal aspects of implementation.</p> <p>A representative will be appointed as a single point of leadership to coordinate the program activities and to facilitate decisions on behalf of all stakeholders, and to balance all stakeholders' interests. This will ensure consistency and address any conflicts that may arise.</p> <p>The Program lead will also be responsible for advancing the business case for any/all infrastructure investments from the City of Hamilton, and ensuring alignment with city departments and property owners.</p> <p><b>Given the city's vested interest in infrastructure and capital projects, this is likely the most optimal option.</b></p>	<ul style="list-style-type: none"> <li>Consistent strategic direction while considering the requirements and perspectives of all stakeholders</li> <li>Faster and more efficient decision making process</li> </ul>	<ul style="list-style-type: none"> <li>Challenging to select a representative who is able to balance the interests of all parties</li> <li>The selected representative may not always make decisions that reflect the City's objectives</li> </ul>



## Step 2 (con'd): Hamilton Bayfront Renewal Program Activation Requirements



**The City has a tremendous opportunity** to accelerate Hamilton Bayfront into its envisioned employment uses. For this opportunity to become successful, the appropriate blend of governance is required. As stated below, Deloitte recommends that the **"Hamilton Bayfront Renewal Program"** of innovation activities, community engagement and coordination for the occupiers of the development be coordinated through the City of Hamilton as the Single Point of Contact, consistent with Economic Development objectives.



### Bayfront renewal program activation

**Single point leadership Hamilton Bayfront Renewal Program model is recommended to coordinate and deliver programming**

#### City's Top Requirements:

1. Identify the Bayfront Renewal Program office as the main driver of the Bayfront vision with identification of Program Leader, resources and operating budget commensurate with the scale of program investment.
2. Program Lead/team advances key responsibilities of program mandate, governance, business case, budget and overall Program deliverables through short and medium term.
3. Identify Program budget, along with infrastructure capital and operating budgets through the short to medium term, along with defined benefits to City and economy.

#### Responsibilities may include:

- Program Leadership
- Steering Committee coordination
- Marketing, sales, branding
- Economic development, business outreach
- Infrastructure program, capital and operating budgets, etc.



### Real Estate coordination & municipal infrastructure

**All property owners will advance their own property development and management, and the City will align infrastructure projects as required.**

#### City's Top Requirements:

1. Work with private sector to advance Bayfront real estate strategy and development program. Ensure appropriate development constructed to meet the City's technology and innovation vision.
2. Invest alongside the private sector in specific infrastructure projects to enhance the overall Bayfront vision, as identified through the Dillon report. Seek opportunities for private sector participation in these important investments.
3. Focus on physical and community infrastructure as per the strategy to ensure the "total user experience".

#### Responsibilities may include:

- Coordination with municipal resources in municipal planning and economic development
- Leadership toward municipal infrastructure delivery
- Razor focus toward overall economic development strategy and renewal



## Step 3 (con'd) Marketing: Establish the Hamilton Bayfront Value Proposition

The Hamilton Bayfront needs to clearly advance a value proposition to attract business and space occupiers

**A value proposition is a carefully crafted, simple statement** that captures the essence of the value of the Bayfront Renewal opportunity to be provided to the target market. A value proposition can be broken down into four elements: understand the targeted audience, identify goals that need to be achieved, state the competitive advantage and voice the future vision.

Based on the described approach, **we have advanced a preliminary draft "value proposition"** to target tenants / end users to the Hamilton Bayfront. Through the Steering Committee, we recommend further advances toward overall value proposition and engagement by local businesses.



### Targeted Audience



### Goals to Achieve



### Competitive Advantage



### Vision

#### PRELIMINARY DRAFT

#### Value Proposition Targeting Tenants / End Users

Forward-thinking, savvy industrial businesses, services including the Hamilton targets identified by Economic Development

Locating in a dynamic, technologically advanced industrial marketplace positioned toward the future.

An opportunity to be part of the future and be a bold leader located in one of the last GTHA industrial waterfront locations supported by the Port of Hamilton

Hamilton Bayfront is an industrial campus for clean industry, innovation, resilience and progress

### What is a value proposition?

A value proposition is a statement that answers the 'why' for picking you over the others.

In the case of Hamilton Bayfront, a well-crafted value proposition allows Bayfront area to stand out compared to other comparable developable sites within the GTHA.

## Step 3 (con'd): Marketing - Build Hamilton Bayfront Renewal Brand

Steps to build a successful brand

The **"Hamilton Bayfront Renewal" brand** will evolve over time and therefore should be flexible while the name and key messages will likely remain constant. The brand needs to be coherent and not just consistent. **Although the full "Hamilton Bayfront" brand story may not be fully defined** from the outset, it is essential to establish the necessary foundation for brand recognition.

### Step 1: Create a Descriptor

A very short slogan will help communicate what Hamilton Bayfront Renewal represents.

Work in collaboration with the Hamilton Bayfront Renewal Steering Committee, and local industrial developers.

### Step 2: Develop Key Messages

Key messages should incorporate various ideas and be presented in a way that is easily understood

Work in collaboration with the Hamilton Bayfront Renewal Steering Committee, and local industrial developers.

### Step 3: Communications

Determine appropriate communication tools to channels

Work in collaboration with the Hamilton Bayfront Renewal Steering Committee, and local industrial developers.

Some ideas might be:

- Hamilton Bayfront's Future
- A Place for industrial creativity, technology & innovation.
- Diverse. Unique. Accessible.
- The idea of 'Transformation'
- Imagine what it will become
- The "art of the possible"
- Hamilton Bayfront Renewal

Identify and prioritize important concepts, examples may include:

- One of the last industrial waterfront opportunities in the GTHA
- Transportation accessibility across GTHA. Core infrastructure includes Port of Hamilton, 400 series highways, rail, etc.
- Proximity to US markets, Hamilton and Pearson Airports
- Hamilton's overall renewal story
- Hamilton's economic strength, talent pool, diversity, prosperity, safety, etc.
- Affordability within GTHA
- Unlimited possibilities

Distribute the messages to reach the right people; examples of communication tools may include:

- Local developers
- Social media
- Website
- Video
- Brochures
- Infographics
- Newsletters
- Presentations
- Exhibitions
- Signage



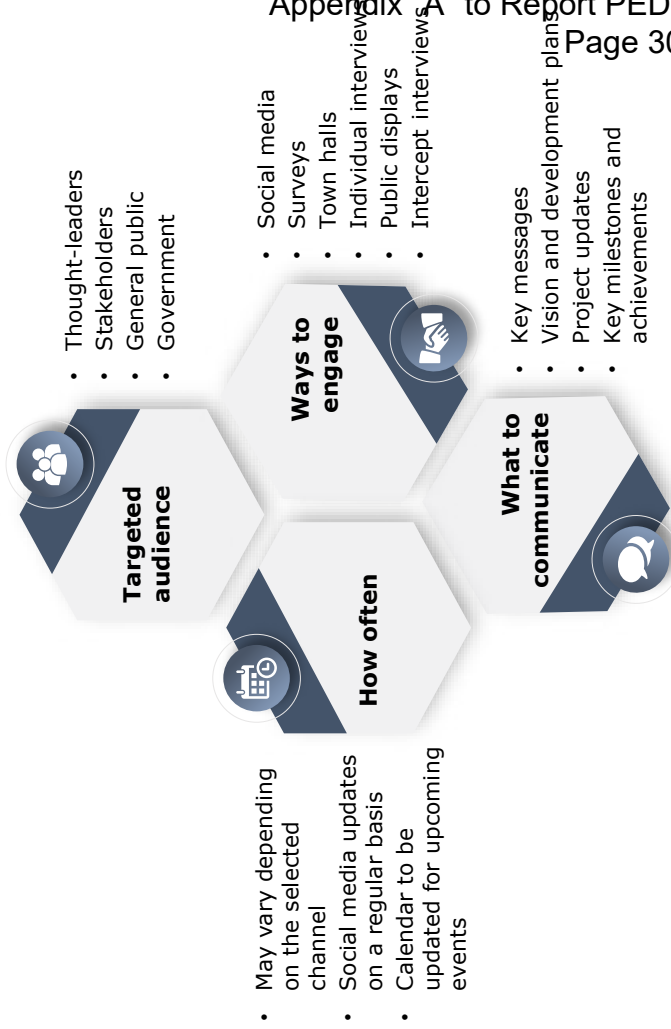
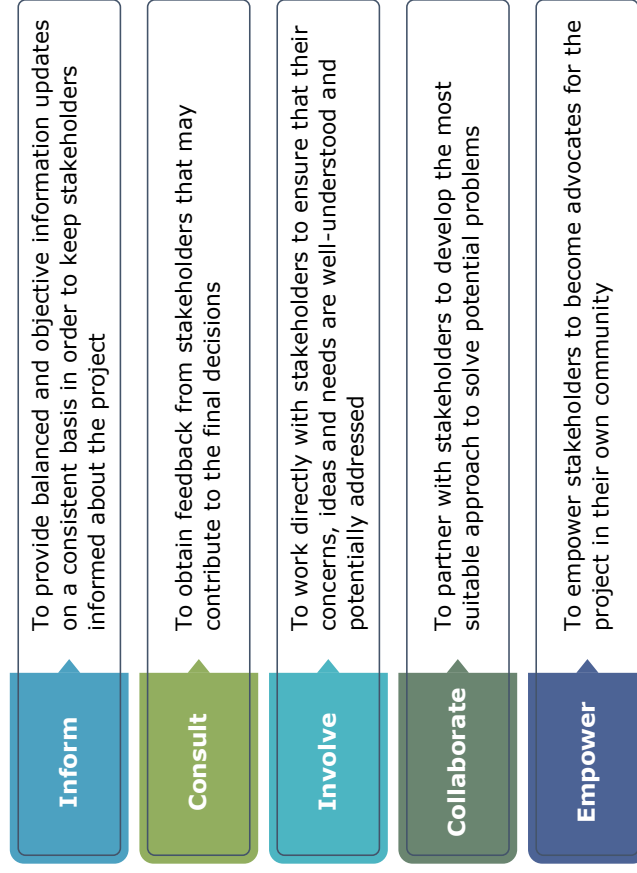
## Step 3 (con'd): Marketing – Continue to Engage Bayfront Stakeholders

Stakeholder engagement: Steering Committee, Hamilton residents and stakeholders

### Stakeholder engagement is an important part of the process


























The stakeholder engagement process can start conversations regarding the Hamilton Bayfront and therefore should be continued throughout the development process. This may be in the form of both one-way engagements or two-way discussions. It is important to note that the engagement process should be transparent, respectful, and inclusive of all interested parties. As a result of these discussions, participants will become more informed about the Bayfront employment land while their inputs can contribute to the overall success of the development.

### Understand the intent of each stakeholder engagement session



## Step 3 (con'd): Marketing - Utilize Marketing Tools [Illustrative Only]

Various short-term and long-term marketing tools may be considered

Channel / Consideration	Description	Cost	Implementation Difficulty	Duration	Impact on local property owners & developers	Impact on Tenants/ End Users	Customization Required *
<b>Social Media</b>	Blog, Instagram, Twitter, Facebook		Regular updates with part-time maintenance (intermediate)	Ongoing Long-term 	<b>High Impact</b> Active Essential	<b>High Impact</b> Active Essential	No
<b>Website</b>	Main platform for communication	 	Professional designs with regular maintenance required (intermediate)	Ongoing Long-term 	<b>Medium Impact</b> Passive but essential	<b>Medium Impact</b> Passive but essential	No
<b>Video</b>	Dynamic, brief videos to strengthen credibility and understanding	  	One-time professional costs (difficult)	One-time Short to Mid-term 	<b>High Impact</b>	<b>High Impact</b>	No
<b>PowerPoint Presentation</b>	Public Presentation		Update as necessary (intermediate)	Ongoing with changes 	<b>High Impact</b> For direct contact	<b>High Impact</b> For direct contact	Yes
<b>Brochure</b>	12 to 24 page brochure that communicates key messages		Monthly or quarterly updates (intermediate)	Ongoing occasional updates 	<b>Medium Impact</b> Builds credibility "Leave behind" for prospects	<b>Medium Impact</b> Builds credibility "Leave behind" for prospects	Yes
<b>One-Pagers</b>	Simple, engaging maps/ infographics to display important information "at-a-glance"		Professional graphic designs of "marketing-friendly" posters (intermediate)	Updates based on key milestones 	<b>High Impact</b> Fast & easy to understand	<b>High Impact</b> Fast & easy to understand	Yes
<b>Survey</b>	Simple surveys to assess public recognition of the project		Wide distribution with a database that tracks responses (intermediate)	Ongoing regular updates 	<b>Medium Impact</b> To accumulate knowledge	<b>Medium Impact</b> To accumulate knowledge	Yes
<b>Newsletter</b>	Simple template used for digital distribution		Semi-annual updates (easy)	Ongoing occasional updates 	<b>Low Impact</b>	<b>Low Impact</b>	No
<b>Logo Animation</b>	3 to 5-second logo animation with a tagline		One-time graphic design (intermediate)	One-time Short-term can be updated 	<b>Medium Impact</b> For credibility	<b>Medium Impact</b> For credibility	Yes
<b>Public Information Displays</b>	Billboards, banners, signage, etc.	  	Periodic information displays (intermediate)	One-time Mid-term to Long-term 	<b>Medium Impact</b>	<b>Medium Impact</b>	No




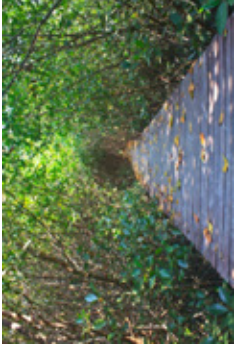

\*Same material to be used for local property owners, developers and tenants/end users  
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## Step #4 (con'd) Infrastructure investment

The list below is an example of infrastructure improvements and opportunities for Hamilton Bayfront

Various public infrastructure enhancements are required to support the envisioned development in the Hamilton Bayfront. These enhancements can be separated into two categories: existing infrastructure improvements and new infrastructure requirements to support the overall redevelopment, and further infrastructure enhancements that aim to transform and differentiate Hamilton Bayfront from other suburban neighborhoods. The City has taken various initiatives to improve the site access such as the Transportation Master Plan and West Harbour development.

Example - Infrastructure Improvements			
<p><b>Site Servicing</b></p> <ul style="list-style-type: none"> <li>• Power</li> <li>• Water and sewer</li> <li>• Gas</li> <li>• Deep water cooling</li> <li>• Individual property improvements</li> </ul> 	<p><b>Transport Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Port of Hamilton</li> <li>• Major roads for transportation &amp; supply chain</li> <li>• Street improvement program</li> <li>• Road enhancements toward walkability and pedestrian safety</li> <li>• Bicycle paths, walking trails</li> <li>• Sidewalks and safety</li> </ul> 	<p><b>Public Transit</b></p> <ul style="list-style-type: none"> <li>• GO Transit West Harbour</li> <li>• Hamilton LRT</li> <li>• Local Bus</li> <li>• Other higher order transit modes</li> </ul> 	<p><b>Public Space</b></p> <ul style="list-style-type: none"> <li>• Waterfront trails and access</li> <li>• Parks</li> <li>• Gardens</li> <li>• Public squares</li> <li>• Historical sites</li> <li>• Nature reserves</li> <li>• Ecological restoration</li> <li>• Tree canopy</li> <li>• Other public spaces</li> </ul> 
<p><b>Example - Infrastructure Enhancements</b></p>			
<p><b>Smart Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Autonomous systems</li> <li>• Pneumatic / vacuum waste collection system</li> <li>• Smart sensor infrastructure</li> <li>• Advanced mobility hub</li> <li>• Micro mobility</li> <li>• District energy</li> <li>• Other smart infrastructure may be implemented through the Smart City Master Plan</li> </ul> 			



## Step 4 (con'd): Local Government Strategies to Incentivize Development

Investigate a range of financial incentives to accelerate Bayfront investment and development

The charts below show the range of tools to attract developers and landowners that can be leveraged toward the long term investment by the municipality to enhance the Bayfront Future. Each represents a potential “work stream” in the overall Bayfront Renewal Program office, and should be accelerated to ensure successful renewal.

### Development Charge concessions

- Development charges allow for the growth related capital expenses related to new development. The DCA Development Charges Agreement is the statutory basis to recover these charges.
- Navigating development charge agreements with property owners and developers is crucial toward a feasible development and ensures an effective partnership. We recommend the city verify long term economic benefits against these DC charges to ensure “win/win” for both parties.



### Property Tax concessions

- Hamilton has among the highest property tax rates within the GTHA for employment lands. This high rate needs to be resolved to remain competitive within the marketplace, as described previously.
- To this end, we recommend the City gradually align property taxes to remain competitive. This will be especially important so that developers can afford to build new projects with overall gross rents competitive. Without this alignment, Hamilton could lose a competitive advantage.



### Erase Program (or alternate) brownfield development

- The City of Hamilton's Environmental Remediation and Site Enhancement or ERASE Community Improvement Plan is a set of programs designed to encourage and promote brownfield redevelopment.
- The plan provides financial incentives to help clean up and replace ERASE brownfields with productive economic land use to improve both economic opportunities and environmental conditions.
- We encourage the City to continue with this program, and enhance improvements and opportunity.



### Infrastructure investment considerations

- In addition to the private sector finance options identified previously, each individual property owner can be encouraged to invest in their own property that could contribute to the overall Bayfront Renewal.
- Individual property owner investments could include:
  - Landscape improvements
  - Tree planting
  - Building painting /graphic design enhancements
  - Cycling trail enhancements
- Bayfront Business Improvement Area (BIA) / the program office shall be engaged toward overall public private improvements.



## Step 4 (con'd): Local Government Strategies to Incentivize Development

There are four categories of commonly used tools by local governments to incentivize economic development

The table below outlines some common economic incentive tools that local governments use to encourage developments. Another potential opportunity that may be considered is a Community Improvement or Business Improvement Area to accelerate development opportunities.

Strategy	Mechanism	Details
<b>Direct Financial Incentives</b>	Grants and Loans	Grants and loans may be provided in many forms for a wide range of purposes. The advantage of a grant or loan is that conditions can be placed upon the use of funds. In addition, loans have an added advantage of generating interest payments, which can be used by a municipality to establish a revolving fund for future loans. Loans are typically negotiated at below-market rates, and can be provided interest-free in special cases.
	Tax Increment Financing	Tax increment financing (TIF) allows municipalities to dedicate future property tax gains to fund specific projects. Municipalities across North America use this method by creating a TIF district that encompasses a number of developments.
<b>Indirect Incentives</b>	Density Bonusing	Density bonusing is a common proactive tool that is used by municipalities to fund community amenities or other requirements. This tool is activated by allowing additional density in exchange for specific requirements. The value is based on the lift between existing and approved densities.
<b>Fee or Tax Based Incentives</b>	Planning and Development Fee Exemptions	Planning and development fees charged by municipalities often add considerably to the construction costs of a development. As such, waiving these fees can improve profitability and increase the attractiveness of a development project. Examples of fees that can be waived include, among others: <ul style="list-style-type: none"> <li>• Variance application fees</li> <li>• Permit application and approval fees</li> <li>• Other levy fees</li> </ul>
	Property Tax Exemptions	Property tax exemptions are often used by municipalities to promote various local development initiatives by exempting properties from taxation, reducing operating costs and improving property cash flows.
<b>Below Market Rate Incentives</b>	Land Deals	Land deals usually involve giving, selling, or leasing lands at less-than-market value to developers. In some cases, the municipality may enter into a long-term lease or restrictive covenants in order to address future resale prices with the new landowners.

## Step 4 (con'd): Local Government Strategies to Incentivize Development

Evaluation framework to establish which tool to use and where

The following framework aims to help the City of Hamilton determine the appropriate economic incentive tools to be offered to private sector employment development. This may vary depending on the stage of the development as well as market conditions.

### Framework

#### Step 01

Suggested considerations for assessing each economic incentive strategy for the Bayfront Renewal are as follows:

- Benefits
- Drawbacks
- Implication to the public authority

#### Step 02

Based on the results from the suggested considerations above, each incentive should be carefully evaluated and prioritized based on following:

- Revenue impact
- Potential risk factors
- Levels of difficulty to implement or activate

#### Step 03

Based on the previous analysis, solutions may be considered are as follow:

- Conditional land lease
- Conditional land sales
- Development tender process

Note: It is important to note that any real estate development opportunity may be subject to site specific constraints, which may reduce the private sector's appetite or ability to take on a development. In this instance, current site access and public infrastructure may be major limitations.



### Sample Assessment Framework

Opportunity may be analyzed on a case-by-case basis using the following framework






Example tool:	Revenue Impact	Investment Risk	Funding Timeline	Activation Difficult	Achieve City Vision
Grants and Loans					
Tax Increment Financing					
Reduction of Administrative Hurdles					
Density Bonusing					
Planning and Development Fee Exemptions					
Property Tax Exemptions					
Land Deals					

## Step 4 (con'd): Establish business case for municipal infrastructure investments targeting private sector

Consider engaging the private sector in a wide range of options for infrastructure delivery.

### Private Sector Infrastructure Delivery Options

Municipal infrastructure can be delivered through a range of financial vehicles. The Program office together with the City of Hamilton will need to consider the range of tools available toward the wide range of infrastructure required at the Bayfront. Suffice it to say, improvements are essential toward the long term renewal. To help finance the required infrastructure, the City could explore private sector options through any of the following models:

<b>Operation &amp; Maintenance Contract (O&amp;M)</b>	<p>A private operator, under contract, operates a publicly-owned asset for a specified term. Ownership of the asset remains with the public entity.</p>	
<b>Build-Finance</b>	<p>The private sector constructs an asset and finances the capital cost only during the construction period.</p>	
<b>Design-Build-Finance-Maintain (DBFM)</b>	<p>The private sector designs, builds and finances an asset and provides facility management through a long-term agreement.</p>	
<b>Design-Build-Finance-Maintain-Operate (DBFMO)</b>	<p>The private sector designs, builds, finances and provides hard FM or maintenance services under a long-term agreement. Operation of the asset is also included in projects such as bridges, roads and water treatment plants</p>	
<b>Private Concessions</b>	<p>A private sector concessionaire undertakes investments and operates the facility for a fixed period of time after which the ownership reverts back to the public sector.</p>	

## Step 5: Monitor benchmarks and celebrate milestones

Monitoring and assessing progress is essential to measuring the effectiveness and efficiency of a renewal program plan at any given time, and to determine if adjustments are required

**Benchmarking and monitoring** are essential steps to ensuring the success of a marketing strategy. A number of quantitative and qualitative indicators can be utilized to assess performance and impact; examples of key performance indicators are shown in the graphics below. These indicators can be compared against other similar economic development and transformation opportunities across the GTHA.

**Given the long-term nature** of the Hamilton Bayfront, it is important to set key milestones and celebrate achievements to maintain enthusiasm for a project.

### Sample Performance Requirements



**Market impact : Hamilton & Bayfront brand and market appeal improvement**



**Economic development : accelerated opportunity and impact**



**Developer and investor appeal**



**Business growth & prosperity**



**Financial and economic success – measured by returns to private and public sector**

### Sample Measurable Key Performance Indicators (KPIs)

Marketing: website traffic, stakeholder engagement, traditional media impressions, survey inputs etc.

Target markets and companies identified (lead generation), contact made, opportunities created and tracked, relocation to Hamilton etc.

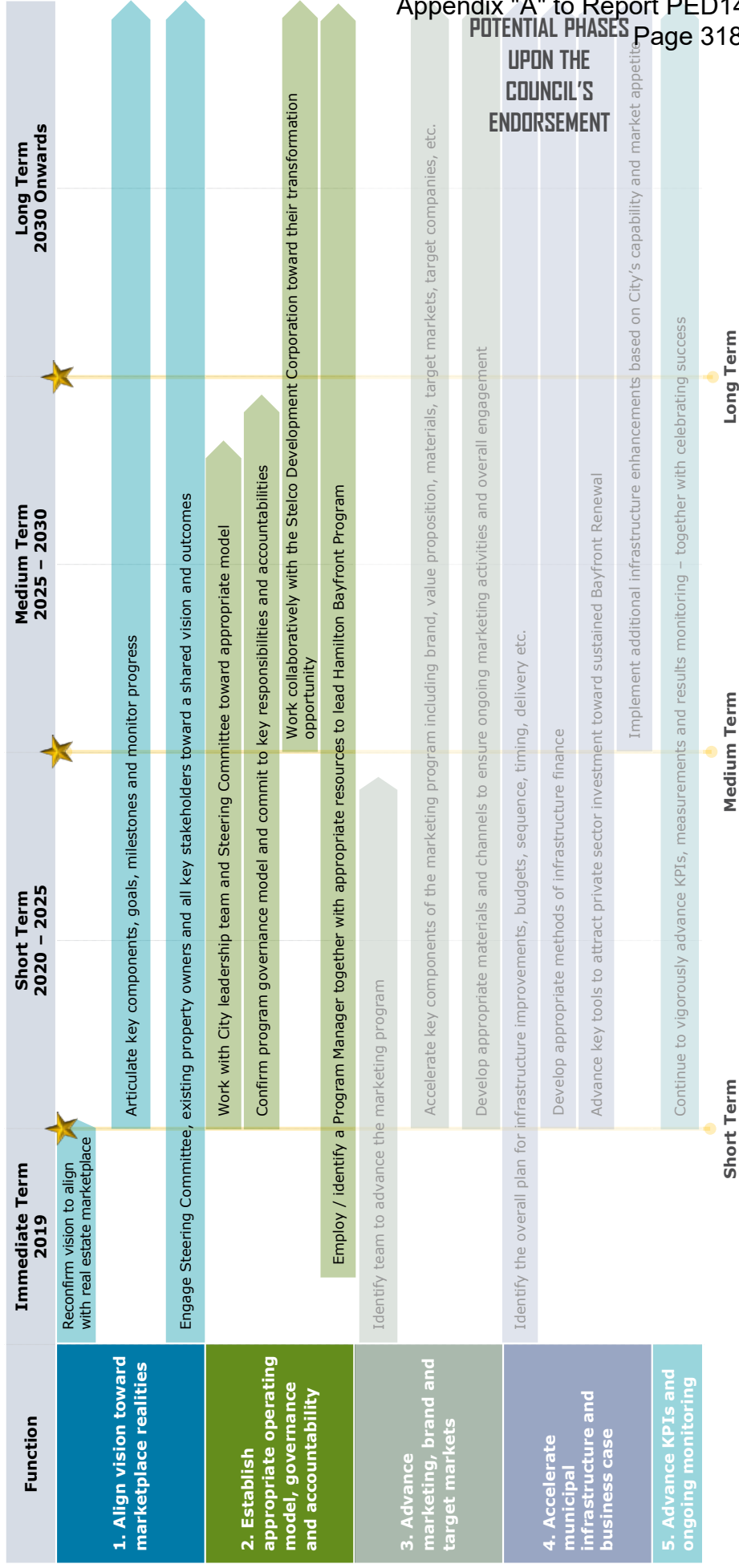
Developers and investors targeted, strategies advanced to develop and renew properties, municipal planning and building permit applications, new projects, tenants/space users signed up, etc.

Bayfront businesses collaborate and engage in mutually beneficial opportunities including innovation, education, learning and the War for Talent. Investments are made, and local businesses report revenue and profitability growth.

Businesses report overall growth, translating to accelerated opportunities and economic impact for the Hamilton Bayfront and larger region. Municipal Property Taxes/revenue increases, growth accelerates and overall opportunity and recognition for Hamilton grows.

# Recommendations Roadmap

Key actions for the immediate, short, medium and long term



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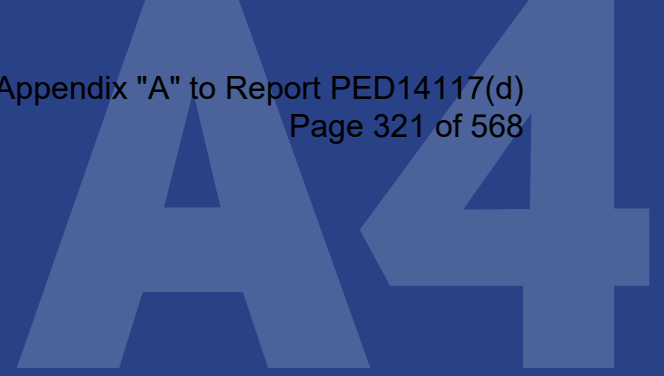
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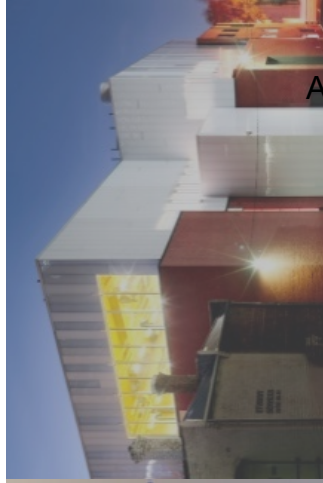
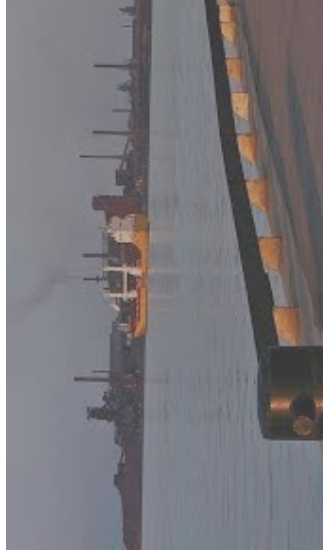
**APPENDIX A4**

**MINUTES  
FROM STEERING  
COMMITTEE  
MEETINGS**

**Deloitte.**



Hamilton



## **Hamilton's Bayfront Industrial Area Strategy**

*Steering Committee Meeting #1 Notes*  
The City of Hamilton

March 27th, 2018 Meeting



# Agenda

## Hamilton's Bayfront Industrial Area Strategy - Steering Committee Meeting #1

Item	Subject	Led by	Time
1.	<p><b>Introduction</b></p> <p>Background &amp; Steering Committee Framework</p>	Christine Newbold, City of Hamilton	20 minutes
2.	<p><b>Hamilton Bayfront in context</b></p> <p>Current situation</p> <p>Project scope, deliverables</p>	Sheila Botting, Deloitte	15 minutes
3.	<p><b>Activities toward common vision</b></p> <p>Bayfront In Context</p> <p>Dimensions of Change activity</p>	<p>Paddy Kennedy, Dillon</p> <p>Sheila Botting, Deloitte</p> <p style="padding-left: 40px;">All</p>	55 minutes
4.	<p><b>Wrap up &amp; next steps</b></p>	City of Hamilton, Dillon, Deloitte	20 minutes



# Hamilton's Bayfront Industrial Area Steering Committee - Background

## Background – Hamilton Bayfront Renewal Hamilton Bayfront – Integrated Waterfront Area with prime assets

Hamilton benefits from an **integrated north-Hamilton waterfront area** containing major industrial users, the Port of Hamilton, older residential communities and outdoor recreational uses. It is proximate to the **new GO Station along James Street North** and the **West Harbour (Setting Sail) area**: The future location of the City-planned mix of significant residential and commercial redevelopment. Through 2011-2017, the City has completed numerous studies to advance the Hamilton Bayfront. At this point, the city wishes to establish a Steering Committee to provide input and guidance regarding the long term plans and strategies.

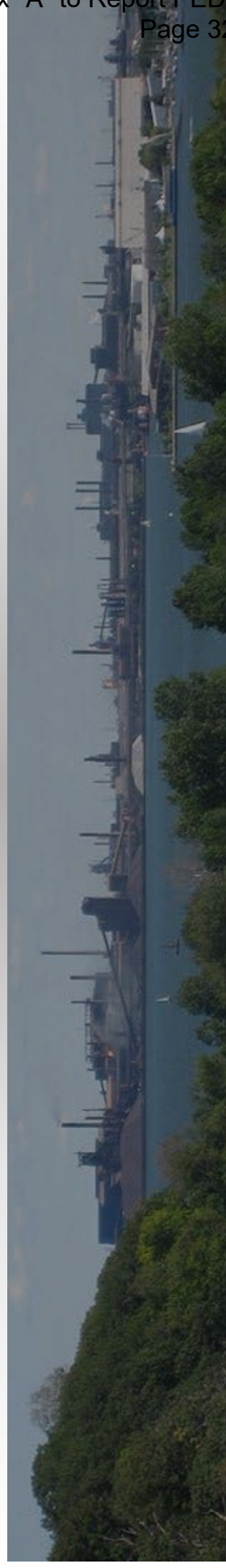


# Hamilton's Bayfront Industrial Area Comprehensive strategy required

## A comprehensive strategy for revitalizing the Bayfront Industrial Area requires:

1	2	3	4	5
Recognition of the significant short, medium and long term economic development opportunities in the Bayfront Industrial Area.	A bold new vision which is supported by Council, residents (both local and city wide), stakeholders and industry.	A detailed multi-disciplinary action plan which leverages on-going work and is affordable to implement.	A framework which considers the impacts and opportunities for addressing climate change.	A thorough investigation into the wide range of issues, opportunities and constraints in the Bayfront Industrial Area – including land use, urban design, transportation, infrastructure, cultural heritage and economic development.

The Steering Committee is envisaged to provide input and guidance to the City of Hamilton as it navigates the clear choices to transform and modernize the Bayfront Industrial Area toward economic development opportunities and prosperity for the region.



# Background - Bayfront Industrial Area Strategy Steering Committee Workshop

Christine Newbold, City of Hamilton, Paddy Kennedy, Dillon Consulting Ltd., & Sheila Botting, Deloitte LLP

- Bayfront Industrial Area is a unique area in many ways due to its close proximity to key prime assets...new West Harbour GO station, west harbour area – future mix of significant residential and commercial redevelopment
- This phase of the study picks up on the economic evaluation that was completed in phase 1 and moves forward into creating an action plan and strategy to meet a vision for the area
- This vision is being created through meetings with the Steering Committee, and community engagement meetings we've had with our Focus Group and general public consultation meetings
- So far one Focus Group meeting has been held and we anticipate at least 2 more once we've established more on the vision and scenario options

## 1 Hamilton's Bayfront Industrial Area in context

- More attractive green spaces & parks
- Cultural heritage importance – telling the story of the Bayfront history
- More tree coverage – area has less than 3% tree coverage
- Stormwater improvements

## 2 What we've heard from the Focus Group (key themes)

Most public feedback has clearly indicated that residents are proud of the steel industry and history of this area. They do not want to see these companies go. There is more interest in how spaces in between and around industries can be improved.

There is interest in changes to how the area feels and implications to physical changes more in the peripheral areas.

- Leverage the Port
- Protect employment
- Attract more clean industry
- Beautify streetscapes – improve urban design

## 3 What we've heard from the public (key themes)

- Next steps consist of finalizing a draft vision and draft scenarios depicting short, medium, and long term changes for some areas within the Bayfront Industrial Area where we see factors that lead to the possibility for change.

## 4 Next steps



# Hamilton's Bayfront Industrial Area

Setting the vision in context



# Advancing Hamilton's Bayfront Industrial Area Vision

This portion of the workshop focused on advancing the Steering Committee's vision for the Hamilton Bayfront Industrial Area, and building consensus among the participants. Key components are identified below, and elaborated in the pages that follow:

## 1 Bayfront in Context presentation by Deloitte

- Deloitte identified trends causing disruption across all industries. A Disruptor is an innovation that creates a new market and value network and eventually disrupts an existing market and value network, displacing established market leading firms, products, and alliances. More studies, literature, and summaries can be found on Deloitte's website under the "Future of Canada". [www.deloitte.ca](http://www.deloitte.ca)
- In 2015 the biggest trend showed only 13% of Canadian organizations were prepared for disruption, and by 2017 it was found that Canadian businesses can become more courageous to drive success within the global competitive marketplace. .
- What are major companies starting to address in the age of digital disruption? They focus on the user experience, especially with the focus on the War for Talent and employee recruitment and retention.
- Real estate however doesn't lend itself to flexibility within this age of disruption and change, as its structure of buildings and physical environment requires long term investment.
- Digital disruption can have impacts to commercial real estate and property– more now than ever since the industrial revolution – how can we take advantage of these potential disruption changes in the Bayfront?

## 2 Dimensions of Change Activity – facilitated by Deloitte

- Our goal is to try and categorize similarities and differences between participants and their businesses in order to identify themes in opportunities for change
- The Dimensions of Change activity required participants to tag items along the dimensions with "current state" orange sticker, and "future state" with blue sticker.
- This highly engaging activity allowed participants to understand similarities in terms of the long term vision for the Hamilton Bayfront Industrial Area, and start to articulate common themes and ideas.
- Most participants agreed on the key themes and opportunities. Details are described in the pages that follow.

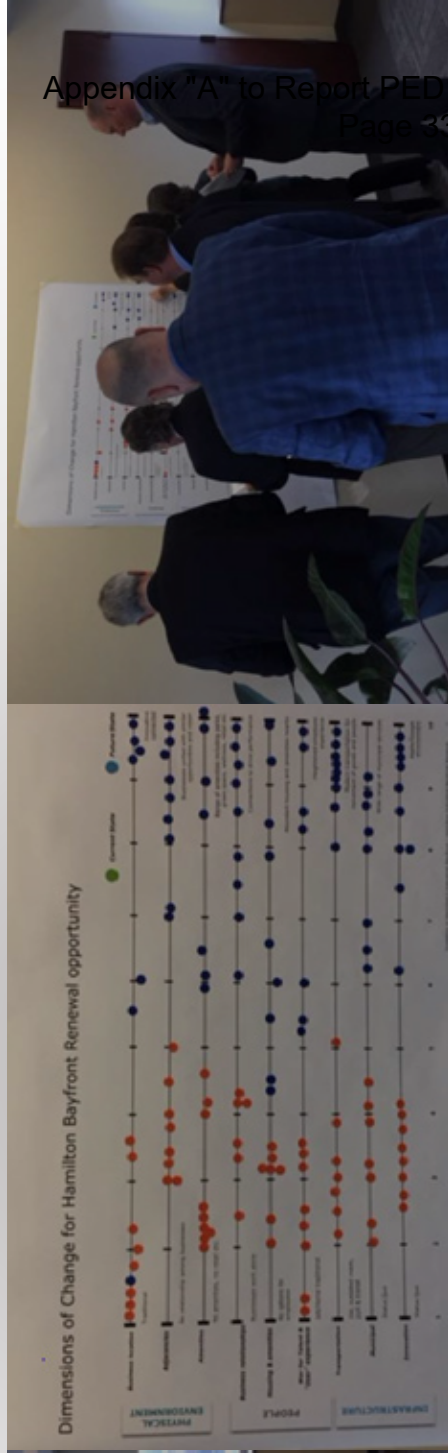
# Dimensions of Change – Toward a Future Vision for Hamilton’s Bayfront Industrial Area

## Workshop participants engaged in a dynamic activity intended to align toward the future Bayfront Industrial Area Vision

The Bayfront Industrial Area Strategy Steering Committee participated in a unique “Dimensions of Change” activity that had the goal of aligning stakeholders toward a common vision for the Bayfront Industrial Area. The major components of considered included:

- Physical environment
- People considerations
- Infrastructure

Participants were asked to place an “orange” dot on the current state, and “blue” dot on desired future state. As shown in the chart below and following, workshop participants agreed that the Bayfront needs to transform and modernize toward the new economic, business, community and environmental realities of the region and city. In the pages that follow, we describe the key themes identified by workshop participants.



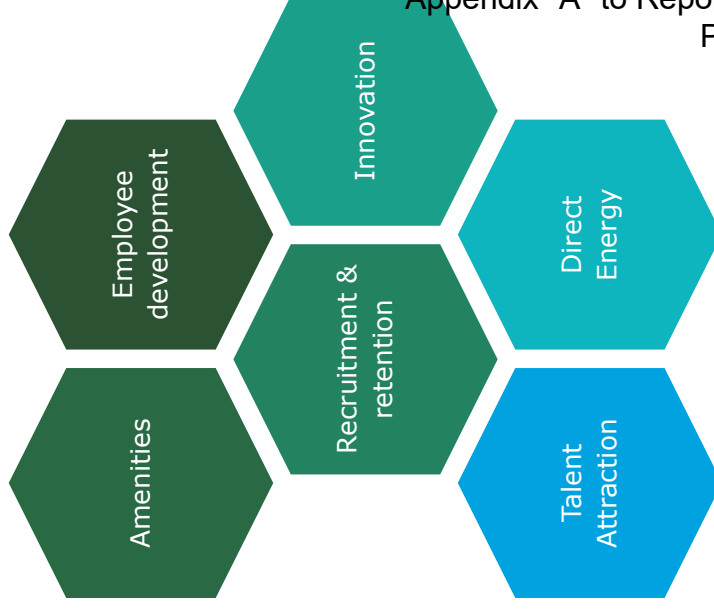
# Advancing Hamilton's Bayfront Industrial Area Vision

## Business Location/Adjacencies Discussion

- We are in a 1940-1950s land use paradigm
- Steel manufacturing in particular isn't going to change drastically in terms of locational needs given the magnitude and size of investment in the Hamilton Port area.
- Some advances and changes are being made in other areas of the business due to innovation and automation, but the physical footprint remains the same and is likely to be that way for the foreseeable future.
- There is some potential change in terms of office space needs as we move more towards digital technology allowing flexible work spaces and working remotely, but how you make steel is again not changing fast
- Changes in the industry are mainly in how we gather and utilize big data, automation, better customer delivery/order interfaces – so they can track their coils and know exactly when they will have it.
- With efficiencies there are opportunities to shrink the footprints and existing assets can start to be repurposed.
- However, only modest footprint changes to operations may be made in the next 40 years.
- Digital advancements have increased the need/want to attract digitally savvy employees to advance other components of the business
- Employee retention is difficult. A large proportion of employees have less than 5 years of experience. Retention is not what it used to be. This is probably one of the hardest things these industries are currently facing.
- Newer employees have different experience and have ideas to share on efficiencies.
- Want to focus on more synergies. Can we imagine a future where the steel created in the Bayfront isn't the final stage in the Bayfront? When we go back to manufacturing actual goods like we used to right in the Bayfront? Focusing on creating synergies locally instead of shipping all of the steel out. Steel as the first step in a local manufacturing line.
- Railway use by the Bayfront is currently segregated and arranged as separate orders which is not efficient. There is an opportunity to create a campus-like approach to recognize existing potential synergies and coordinate shipping needs to reduce individual costs and time.

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## Potential Bayfront Industrial Area Campus Components



# Advancing Hamilton's Bayfront Industrial Area Vision

## Amenities Discussion

- Transportation systems creating easy access are key to the success of Hamilton's Bayfront Industrial Area companies.
- Greenspace – public open green spaces that capitalize on the proximity to the waterfront for workers to take a break and that is easily accessible to the general public are needed.
- Amenities – infill retail development to provide restaurants and coffee shops for the use of shift workers are important. These uses can also be used by the residential pockets within the Bayfront.
- Need some desirable commercial retail spaces for workers and the surrounding community to access and create a destination in the Bayfront (other than going to and from work only).
- Removal of the overpass at Burlington Street is a major opportunity to change the perception of the Bayfront and Hamilton overall.
- Greenscaping / street front - streetscape improvements and introduction of stormwater infrastructure (swales, rain gardens) to help soften and add a more attractive and aesthetic view from the road of industries once overpass is down.
- The area could see some buffered residential/multiunit development including retail at grade. New residential infill would be more on the fringes of the area and would be necessary to help support future retail businesses when the industrial businesses are not in operation. Opportunities for this exist along Ottawa and Barton Street.
- When LRT is built, the north south connectors will revitalize and densify Ottawa Street as well as Barton Street.
- Other amenities such as gyms and daycare services to service both residential and working population area needed. Amenities help with retention.
- Enhanced signage opportunities.
- Use of greenwalls for noise control buffering and privacy fencing.
- Potential for murals/art/different colour of paint to add a bit more life to the monochrome Bayfront buildings.
- All day GO service will impact how people travel to the area potentially.
- Currently there are no connections to/from the GO station and the Bayfront Industrial Area, so enhanced HSR service is needed.
- Connections to transit could be solved by a campus mentality again. Uberbus, shuttle services for these businesses to and from the GO station.
- Opportunities for industries to provide amenities or campus style housing.
- Opportunities for industries to set-up a fund for mortgages to assist employees in buying a home.
- Global case studies have shown these types of socio-economic initiatives for a "campus" being taken on by public, public/private partnerships, or non-profits.



## Advancing Hamilton's Bayfront Industrial Area Vision

### Municipal Services Discussion

- Green energy, like deep water cooling etc.
  - Enhanced public transportation initiatives – better HSR service to area
  - Carpooling, ridesharing or shuttle services
  - There have been issues with getting young talent to their offices
  - Some firms have left Hamilton to Burlington as valued staff are having significant difficulty getting into work at Bayfront and many used the GO Transit
  - Enhanced brand and waterfront image from Burlington skyway bridge to promote Hamilton & Bayfront opportunity
  - After this meeting or at the next meeting, will we be summarizing what the qualitative items are that the industry needs in terms of municipal improvements?
- McMaster has completed some recent work with Burlington in collaboration with a group from Germany on creating innovation districts following this campus approach and best practices from Europe.



# Hamilton Industrial Bayfront Area Vision – Next Steps

## Advancing the Campus Theme

### Key next steps for the Steering Committee:

#### 1. Expand and diversify the Bayfront Industrial Area Strategy Steering Committee

The business community overall is embracing key themes of diversity and inclusion. It has long been identified that further diversification can contribute new ideas and thought leadership, and strengthen a business plan and overall performance. To this end, the Steering Committee agreed to include additional diversity including:

- Next generation of aspiring leaders from 2-3 organization;
- Gender and cultural diversity; and,
- Technical innovation or business diversity – to target businesses for the Bayfront.

#### 2. Co-Create and advance a Hamilton Bayfront Industrial Area Campus theme and vision.

Workshop #1 launched the discussion toward a Bayfront Industrial Area Campus which all participants provided a solid anchor/framework from which the overall Bayfront Industrial Area Strategy could be developed. To this end, Steering Committee participants agreed to research their own organization, find other examples, and develop case studies or ideas to advance the Bayfront Industrial Area theme and vision.

#### 3. Develop ideas and brainstorm for Campus theme as it relates to your organization's requirements

For the next meeting, all Steering Committee participants will confirm specific requirements for their own organization including, but not limited to, the three key components:

- Physical environment
- People/Talent
- Infrastructure

#### 4. Steering Committee's next meeting will focus on exploring a Bayfront Industrial Area Campus theme, and developing the vision further. The Steering Committee will also be reviewing scenarios for change in the Bayfront Industrial Area.



# Hamilton's Bayfront Industrial Area Strategy - Steering Committee Workshop Participants – March 27<sup>th</sup> 2018

	Organization	Participants
1	Hamilton Port Authority	Ian Hamilton, President & CEO
3	Stelco Canada	Trevor Harris, VP of Corporate Affairs
4	ArcelorMittal Dofasco	Tony Valeri, VP of Corporate Affairs
5	LandCo	Terry Charters
6	McMaster Regional Innovation Systems	Nick Marketos, Assistant VP McMaster University, CEO (interim), McMaster Innovation Park
7	City of Hamilton Council	Councilor Matthew Green
8	Avison Young Commercial Real Estate Brokerage	Jeff Flemington, Principal, Broker, Avison Young
9	City of Hamilton Planning & Economic Dev't	Christina Newbold, Manger of Community Planning & GIS Norm SchleeHahn, Manager of Business Development, Economic Dev't Tiffany Singh, Planner, City of Hamilton Christine Strupat, Planning Technician City of Hamilton
10	Dillon Consulting	Patrick Kennedy, Partner' Melissa Kosterman, Planning
11	Deloitte LLP	Sheila Botting, Senior Partner & Canadian Real Estate Leader



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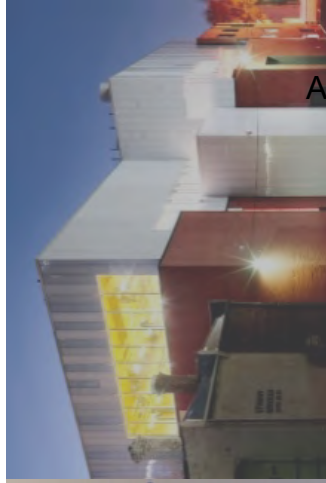
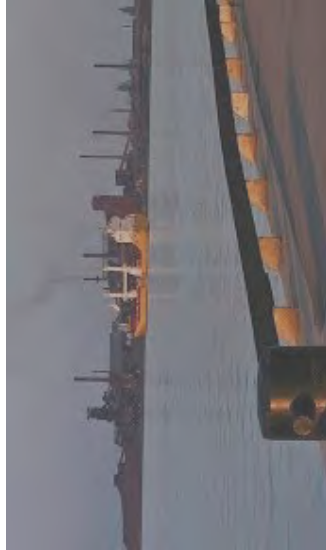
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**Hamilton's Bayfront Industrial Area Strategy**  
Steering Committee Meeting #2 Meeting Minutes  
The City of Hamilton

July 18th, 2018 Meeting



# Agenda

## Hamilton Bayfront Industrial Area Strategy - Steering Committee Meeting #2

Item	Subject	Led by	Time
 1.	<b>Introduction</b> Background & Steering Committee Framework Last meeting Refresh	Christine Newbold, City of Hamilton Sheila Botting, Deloitte	10 minutes
 2.	<b>Global Case Studies</b> Overview & Lessons Learned	Nick Markettos, McMaster Innovation Park	15 minutes
 3.	<b>Study Process to date</b> Process, Public Participation, Key Areas	Paddy Kennedy, Dillon	20 minutes
 3.	<b>Accelerating Campus Vision Activity</b> Campus vision – Activity	Sheila Botting, Deloitte	60 minutes
 4.	<b>Wrap up &amp; next steps</b>	City of Hamilton, Dillon, Deloitte	15 minutes



# Hamilton's Bayfront Industrial Area Strategy

Steering Committee – Refresh  
Sheila Botting, Deloitte

# The Bayfront study area - context

**1,607 ha.**  
Study Area

Once housed over **50%** of the City's employment

Today home to over **18,000** jobs with increasing mix of employers



# Hamilton Bayfront Renewal

## Comprehensive strategy required with Steering Committee Engagement

### A comprehensive strategy for revitalizing the Bayfront requires:

- 01** Recognition of the significant short, medium and long term economic development opportunities in the Bayfront.
- 02** A bold new vision which is supported by Council, residents (both local and city wide), stakeholders and industry.
- 03** A detailed multi-disciplinary action plan which leverages on-going work and is affordable to implement.
- 04** A framework which considers the impacts and opportunities for addressing climate change.
- 05** A thorough investigation into the wide range of issues, opportunities and constraints in the Bayfront – including land use, urban design, transportation, infrastructure, cultural heritage and economic development.

The Hamilton Bayfront Steering Committee is envisaged to provide input and guidance to the City of Hamilton as it navigates the clear choices to transform and modernize the Bayfront area toward economic development opportunities and prosperity for the region.





# Innovation District Concepts

## New Urban Systems and Land Development

Nick Markettos, McMaster Innovation Park

# Nick Markettos

## McMaster Innovation Park, Summary Presentation Innovation Parks

- Presented on global examples of innovation districts and examples from the McMaster Innovation Park.
- Innovation Districts are generally created when 3 main aspects exist:
  - Economic Assets
  - Networking Assets
  - Physical Assets
- There are several components/elements that all innovation districts seem to have in common:
  - Individual office and research spaces
  - Flagship building that is interdisciplinary and iconic in terms of architecture and design (usually includes sustainable infrastructure)
  - Business hotels and micro apartments
  - Co-Working space for small start-ups and researchers
  - Shared event space
  - Advanced manufacturing and software hub/ interdisciplinary labs
  - Recreational communal public space
  - Social infrastructure (ie. daycare, food services/restaurants, dining space, lounge, theatre area for conferences or events)
  - Shared Infrastructure (ie. mobility hubs, energy generation storage)
  - Themed district (ie. healthcare innovations, green technology, transportation/mobility innovations etc.)

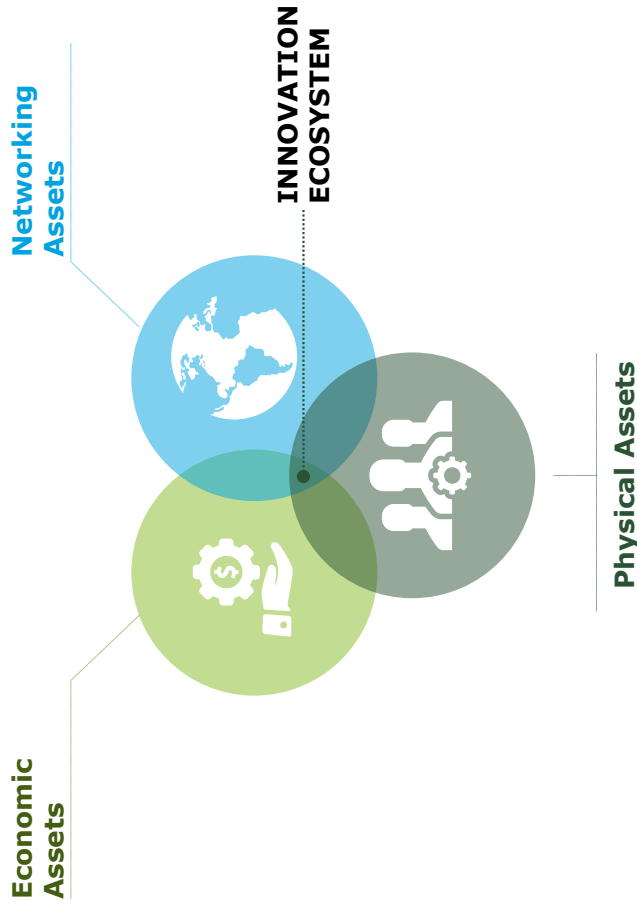
- For creating an innovation district in the Bayfront Industrial area we would need to start with determining existing strengths, establishing a vision for the district, and pinpoint a theme to essentially brand the district with. It doesn't mean that other types of research, start-ups or business couldn't exist in the district, just that the focus marketing/branding would be in line with the theme chosen.
- Key Factors of Successful Innovation Districts Include:
  - Interdisciplinary collaboration – productivity and innovation as a result of proximity and collaboration between research businesses
  - Livability – Creation of a livable environment in terms of being near or within a mixed-use neighbourhood (this seems to be a catalyst to quickly establishing a district)
  - Visibility – International branding through events, media coverage, and strong public relations
  - Creativity – support of start-ups through coaching and incentive programs
  - Knowledge Transfer – Creative clustering and interdisciplinary work spaces
  - Flexibility/Resilience – Responsive to societal and technological changes (ie. stand-alone power systems)
  - Smart Infrastructure – Optimized urban management (smart lighting, smart metering, driverless transportation systems)
  - Environmental Sustainability – Competitiveness and attraction of workers and companies through cutting-edge environmental technologies
- Q: How are the projects funded, what model is used?
  - A: It varies, many of the European nations reserve public funds for these innovation districts. Taiwan government set aside millions of dollars for innovation parks. Rarely do these initiatives succeed without public funding.

# Impulse – The Rise of Innovation Districts 2014

Being an early mover for economic strategies...

“The trend is to nurture living, breathing communities rather than sterile remote compounds of research silos.”

Pete Engardio, “Research Parks for the Knowledge Economy,” Bloomberg Businessweek



## The Rise of Innovation Districts: A New Geography of Innovation in America

BY ROBERT JOSE AND JOHN ROBERT

**Introducing Innovation Districts**

**A**s the United States slowly emerges from the Great Recession, a remarkable shift is occurring in the spatial geography of innovation. For the past 50 years, two landscapes of innovation have been dominated by places like Silicon Valley—suburban corridors of sprawling, isolated corporate campuses, accessible only by car, with little to no public transit. A new complementary urban model is now emerging where innovation is taking place in “innovation districts.” These districts, by their definition, are geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators, and accelerators. They are also physically compact, transit accessible, and intentionally wired and often designed to housing, office, and retail.

Innovation districts are the manifestation of major trends altering the location preferences of people and institutions. They are the product, in essence, of the very link between economy, design, transit, housing and social networks.

In recent years, a rising number of innovative firms and talented workers are choosing to cooperate and co-locate in compact, amenity-rich enclaves in the cores of central cities. Rather than building on greenfield sites, mature companies in knowledge-intensive sectors are locating key facilities close to major transit, research labs, and universities so that they can secure ideas and practice “open innovation” on their own or with institutional partners. An array of entrepreneurs are starting their companies in collaborative spaces, where they can mingle with other entrepreneurs and have physical access to everything from legal advice to sophisticated lab equipment. Today, that’s leading to living communities and daily commutes, a growing share of metropolitan residents are choosing to live in cities and live in cities that are walkable, bike-able, and connected by transit and technology.

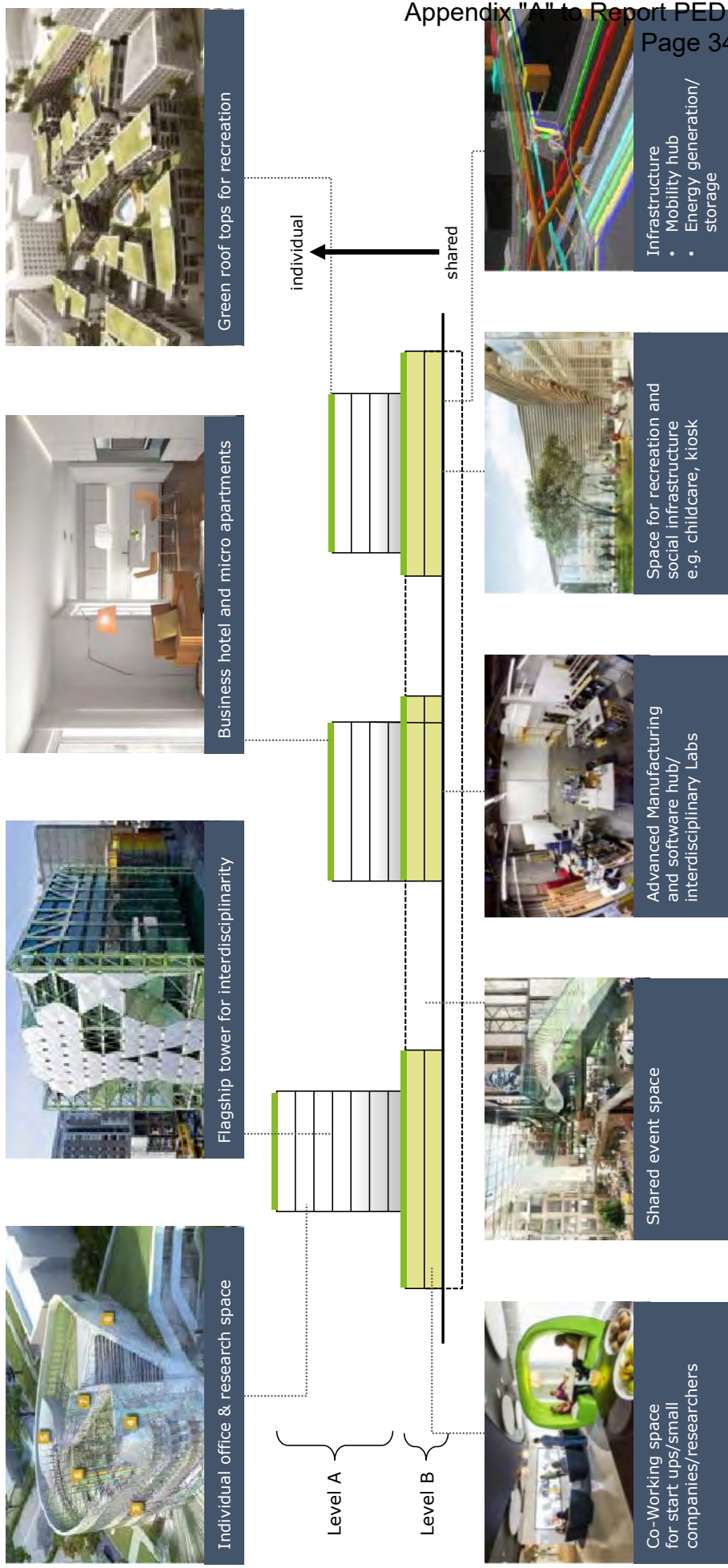
It’s by an eclectic group of institutions and leaders, innovation districts are emerging in dozens of cities and towns across the United States. They are taking form in places like New York City, San Francisco, and Los Angeles, and in places like London, Madrid, Mexico, Montreal, Seoul, Stockholm, and Toronto contain examples of early innovation districts. In the United States, districts are emerging near anchor institutions in the downtown and midtown of cities like Atlanta, Baltimore, Buffalo, Cedar Rapids, Cleveland, Detroit, Houston, Philadelphia, Pittsburgh, St. Louis, and San Diego. They are developing in historic, downtown, Chicago, Irvine, Providence, San Francisco and Seattle where urban renewal areas are being reimagined and reinvented. Still others are taking shape in new, formerly rural, industrial areas are being reimagined and reinvented. Still others are taking shape in places where they are being designed by major universities, research labs, and living communities.

Innovation districts represent a radical departure from traditional economic development. Unlike customary urban revitalization efforts that have emphasized the commercial aspects of development like retail, housing, retail, sports stadiums, innovation districts keep their city and metropolis above the value chain of global competitiveness by growing the firms, networks, and skilled sectors that drive

BROOKINGS | MAY 2014





# Key Components and highlights



# Best Practice Analysis

## Identification of success factors for Innovation Districts

<p><b>Berlin Moritzplatz</b></p> <p>Creative Hub</p>  <p>Status: Built Scale: - Start Incubator: 2009 Community Universities: - Companies: -</p>	<p><b>NDSM Wharf, Amsterdam</b></p> <p>&gt;&gt;Art City&lt;&lt;</p>  <p>Status: Built Scale: 2 ha Start Incubator: 2002 Community Universities: 0 Companies: 0</p>	<p><b>22@Barcelona</b></p> <p>Mixed-use livable environment</p>  <p>Status: Built Scale: 200 ha Start Incubator: 2000 City Universities: 10 Companies: 7,000</p>	<p><b>Berlin TXL</b></p> <p>Research and industrial park</p>  <p>Status: Planned Scale: 495 ha Start Incubator: 2008 Community Universities: 1 Companies: several</p>	<p><b>NeuMarx, Vienna</b></p> <p>Knowledge Center</p>  <p>Status: Built Scale: 37 ha Start Incubator: 1992 City Business Universities: 1 Companies: -</p>
<p><b>Bad Aibling, City of Wood</b></p> <p>Zero-emission city</p>  <p>Status: Under Construction Scale: 70 ha Start Incubator: 2007 B&amp;O Group Universities: - Companies: 1</p>	<p><b>Boston's ID</b></p> <p>Mixed-use livable environment</p>  <p>Status: Built Scale: 405 ha Start Incubator: 2010 City Universities: 1 Companies: 200</p>	<p><b>Berlin Adlershof</b></p> <p>&gt;&gt;Silicon Valley of Europe&lt;&lt;</p>  <p>Status: Built Scale: 120 ha Start Incubator: 1991 City Universities: 1 Companies: &gt;800</p>	<p><b>Waterloo Research &amp; Technology Park</b></p> <p>Community-based research park</p>  <p>Status: Built Scale: 109 ha Start Incubator: 2001 City Universities: 1 Companies: 450</p>	<p><b>HOLM House of Logistics &amp; Mobility</b></p> <p>Center of Logistics &amp; Mobility</p>  <p>Status: Built Scale: 1,7 ha Start Incubator: 2009 City, Bundesland Hessen Universities: 4 Companies: 2</p>

# Innovation District – Best Practices Analysis

## Dimensions of Success factors

- 08 ✓ Competitiveness and attraction of workers and companies through cutting-edge environmental technologies
- 07 ✓ Flexible and resilient urban structures responsive to societal/technical changes, ie. stand-alone power systems
- 06 ✓ Smart infrastructures for optimized urban Management (ie. smart lighting, smart metering, driverless transport systems)
- 05 ✓ Knowledge transfer through clustering and interdisciplinary work spaces



- 01 ✓ Productivity and Innovation as a result of proximity and interdisciplinary collaboration between research business, business-business
- 02 ✓ Creation of a livable environment in terms of a mixed-use neighborhood
- 03 ✓ Visibility-international branding and marketing through demonstration facilities, media coverage and public relations (ie. events)
- 04 ✓ Creativity- support of start ups through coaching and incentive programs

# Innovation Modules - Overview

**Innovation Space**

- Urban Lab
- Co-Working Space
- Innovation Labs
- Architecture for Innovation
- Shared Space for Community Building/Networking



**Flagship District**

- Mixed Use
- Architectural Visibility
- Integrated Building Management
- LifeCycle Architecture
- Micro Housing



**Resilience**

- Biomass Production
- Micro Smart Grid
- Decentralized Water Management



**Smart Infrastructure**

- Autonomous Systems
- Pneumatic Waste Collection System
- Smart Sensor Infrastructure
- Advanced Mobility Hub
- Micro Mobility



**Smart Community**

- Integrated Social Infrastructure
- Networking and Support
- Co-Innovation/Participation of Local Stakeholders and Community





# Hamilton's Bayfront Industrial Area Strategy

Study process, participation and planning updates  
Paddy Kennedy, Dillon Consulting

## Patrick Kennedy, Dillon Consulting Study process, participation and planning updates

- Paddy presented the study process regarding Phase 1 and Phase 2 and where we are within Phase 2, including the drafted vision and objectives for the Bayfront Industrial Area
- Elaborated on two key pieces to think about that tie in the campus theme that has emerged to the scope of Phase 2 of the Bayfront Industrial Area Strategy project:
  - Strategies for creating flexibility and creating a flagship project to rebrand the area and be a catalyst for change creating both an innovation district, but overall improving the area's economic viability and livability.
  - Promoting design excellence at all levels:
    - Existing private building restoration
    - Public realm improvements
    - High quality design for new buildings
    - Better quality public infrastructure
- Q: It's unfortunate that Stelco members were unable to attend today's meeting, but do we know what the latest update is regarding the recent land transfers?
  - Glen Norton provided an update:
    - Stelco has purchased most of the land back from the Province, except for 3 parcels:
      - 20 acre parcel just south of Industrial Drive between Gage Ave. and Depew St.
      - 15.3 acre parcel known as the "Ponderosa site" – located southwest of the Stipes Inlet
      - Less than 2 acre site near Pier 7 & 8 (located outside of the Bayfront Industrial Study Area)
    - The City has strongly recommended that Stelco develop a Master Plan for their area to prevent piecemeal development and to assist them in their desire to redevelop their lands themselves rather than sell.
- Presentation resumed by Paddy who walked the group through the initial analysis of existing conditions, overall areas with the most potential for change, where potential opportunities for public realm and urban design improvements could occur, and what types of private land changes could occur.

# Study process

PHASE 1  
**Market Opportunities Study**

PHASE 2  
**Strategy & Action Plan**

WE ARE HERE



Stage 1  
**OCT – DEC 2016**

Project Launch

Background review + Site tour

Stage 2  
**DEC 2016 – JULY 2017**

Baseline assessment of existing conditions

Existing conditions Analysis, Baseline assessment, Issues opportunities and constraints

Stage 3  
**JULY 2017 – JUNE 2018**

Test scenarios for the Bayfront and develop vision

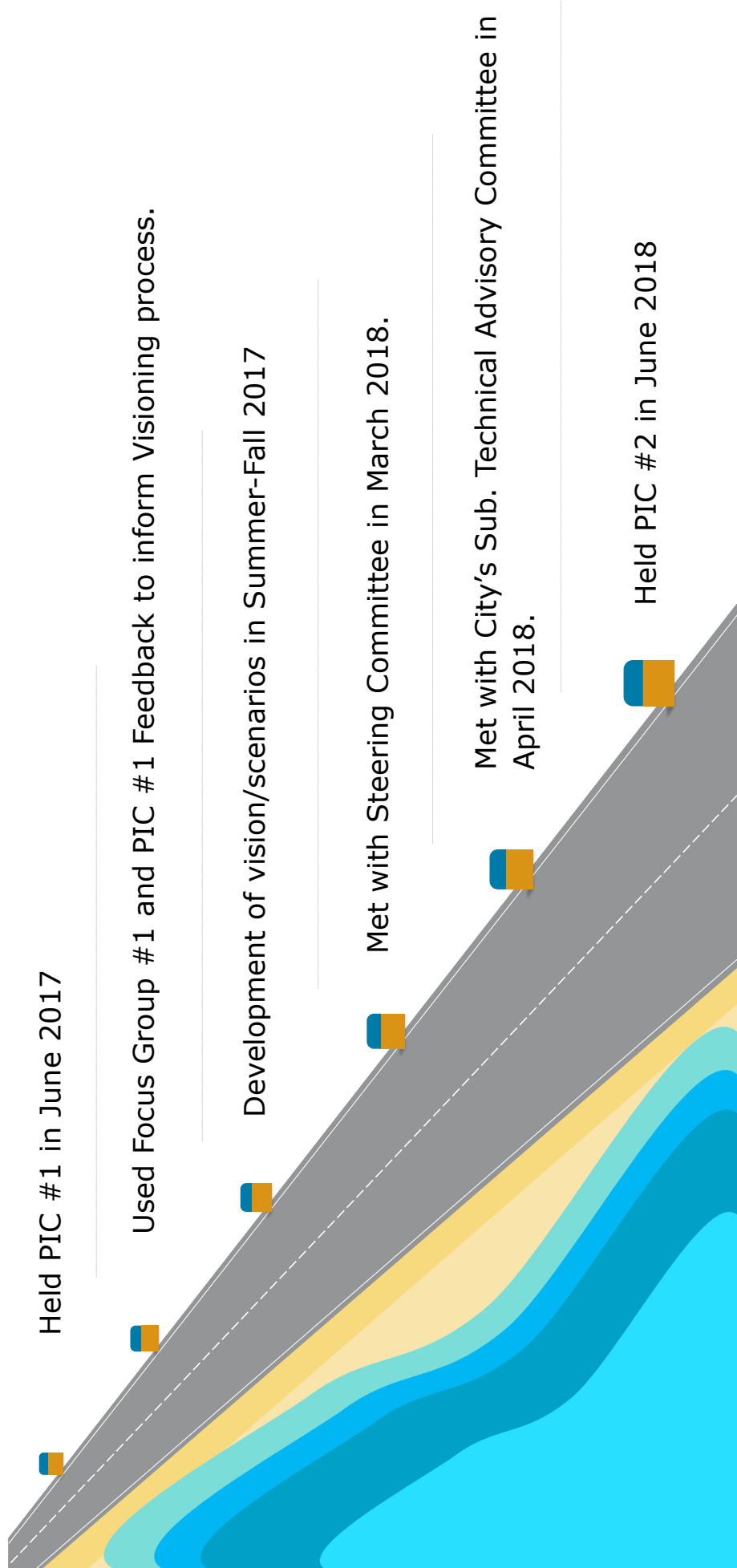
Visioning and evaluation of development scenarios

Stage 4  
**JUNE 2018 – OCT 2018**

Prepare Bayfront strategy and action plan

Draft final strategy and urban design guidelines

# Status Update - What we've done since May 2017





## Summary of key issues and opportunities





# VISION & OBJECTIVES

“A place for innovative industry, resilience and progress.”

## Future vision for the bayfront

The Bayfront will continue to be one of the City's **major employment areas**, home to a diverse range of economic activities that enhance the global competitiveness of the City and the Greater Golden Horseshoe.

Redevelopment in the Bayfront will **celebrate** the rich social, cultural and environmental history through a wide variety of **public art, wayfinding, murals, public institutions and public spaces**.

The Bayfront will continue to hold a **high number of jobs** and be planned to attract a wide range of **innovative, clean and synergistic creative industries**.

The Port will continue to be a **vital piece of infrastructure**, helping to support a number of economic activities within the Bayfront (and beyond).

The Bayfront will feature **attractive clean green streets** and a number of green infrastructure elements which support **improved air, soil and water quality**.

The area's **well-connected transportation system** will enable industries to efficiently move goods via port, rail and highway networks, offering residents and employees a full range of transportation choices to safely move through the Bayfront making use of its extensive network of **roads, transit, bike lanes, multi-use paths and sidewalks**.

EACH DAY IS A NEW LIFE. SEIZE IT. LIVE IT.

PAID GUY POWERS

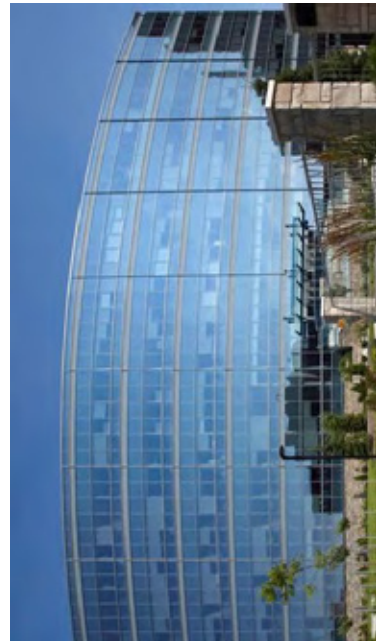
# Objectives

01 | Maintain the employment function of the Bayfront.



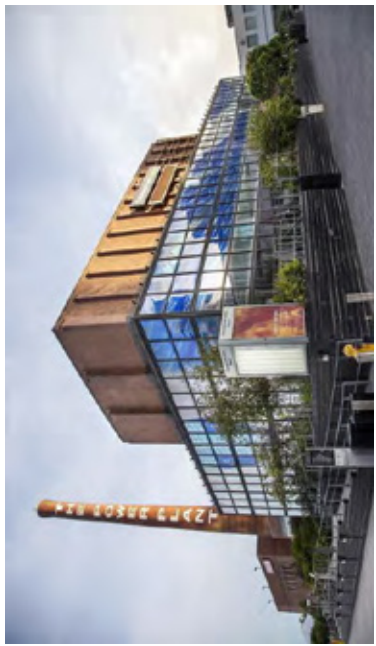
# Objectives

02 | Attract a mix of high quality industrial uses to complement existing industrial strengths.



# Objectives

03 Allow for a greater diversity of employment uses, including cleaner, greener, innovative industries.



# Objectives

04 Promote brownfield redevelopment, adaptive reuse, and employment land intensification.



# Objectives

05 Improve air, soil and water quality within the Bayfront through a variety of sustainable measures.





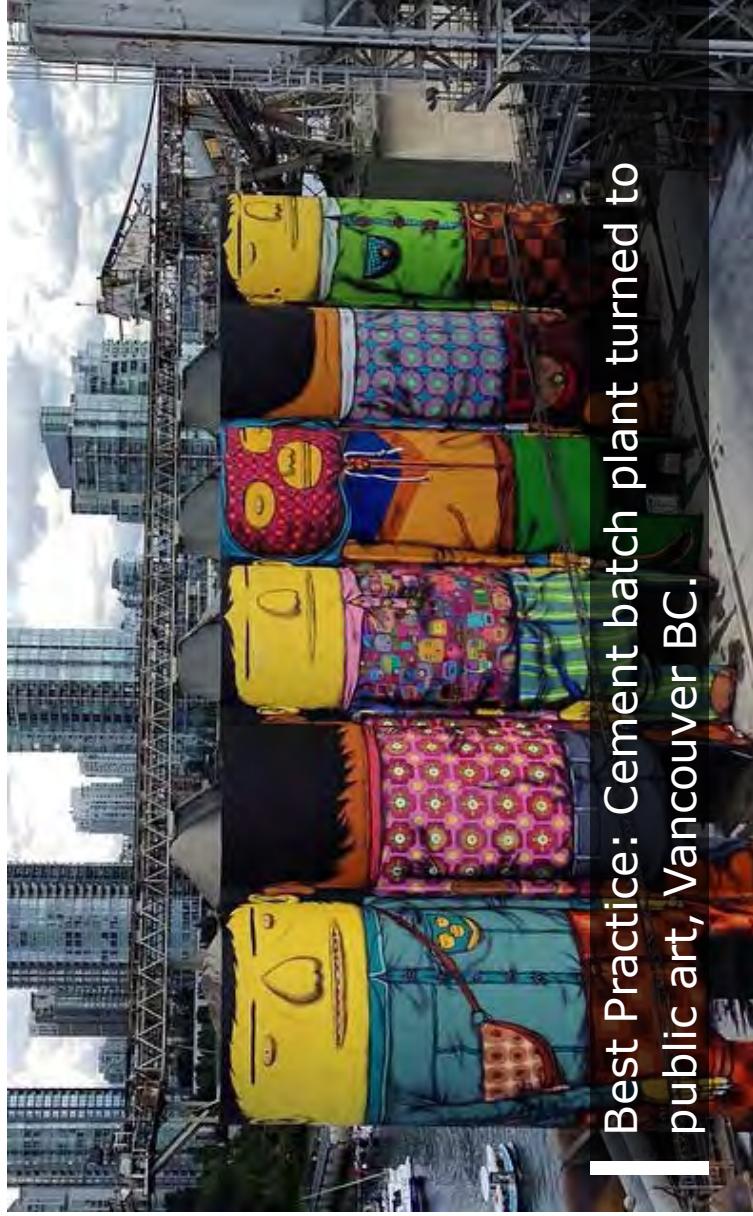
# Objectives

06 Improve the attractiveness of the both the public and private realm through urban design excellence



## Objectives

- 07 Provide opportunities to resolve existing land use compatibility issues.



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# Objectives

08 Celebrate and strengthen cultural heritage resources of the area, through public art, wayfinding, murals, public institutions and public spaces.



# Objectives

09 Improve the transportation network, and goods movement, including road safety, function and connectivity to transit, pedestrian and cycling infrastructure.



## Objectives

- 10 Provide opportunities for public access to the waterfront and create, protect and enhance important views and vistas.

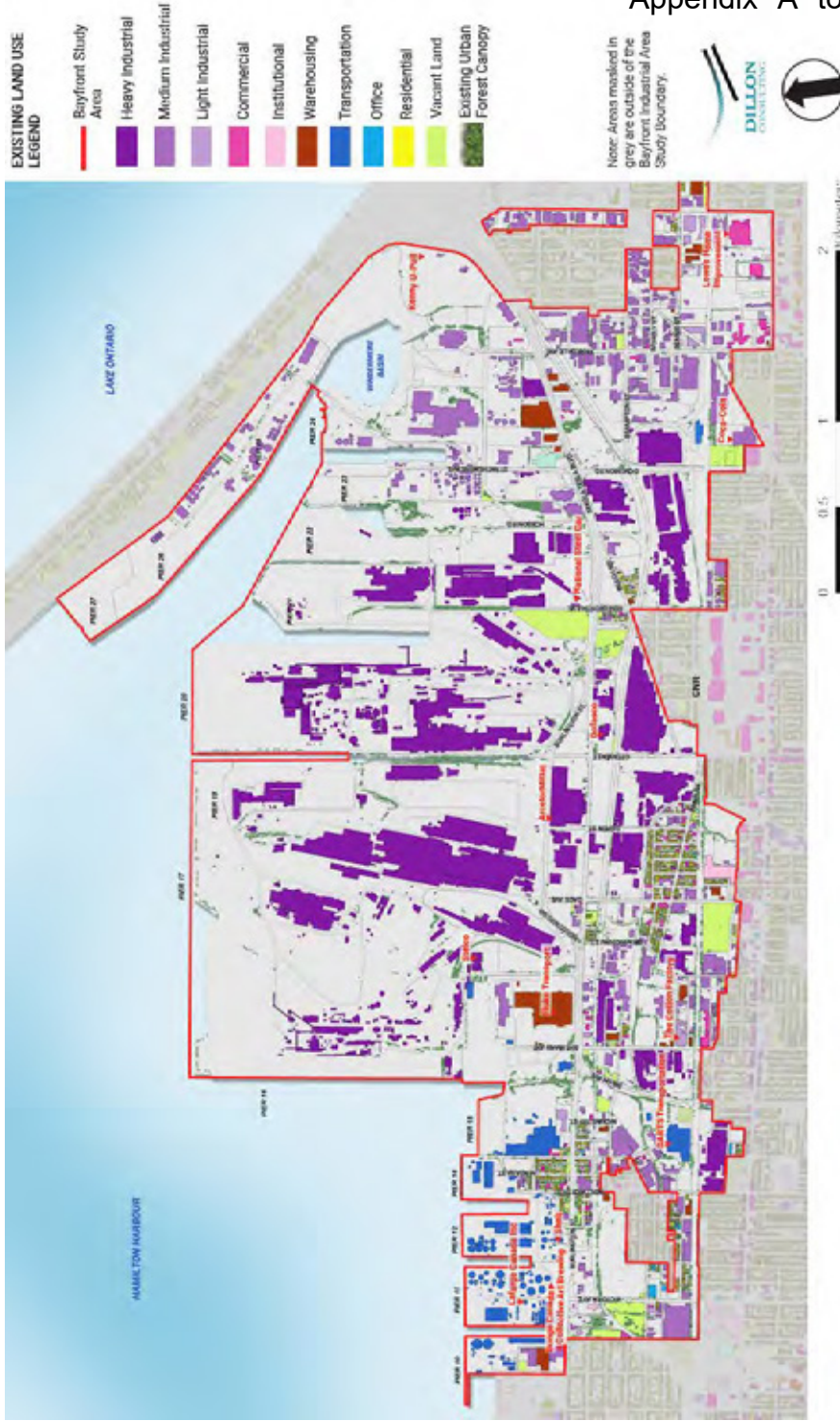




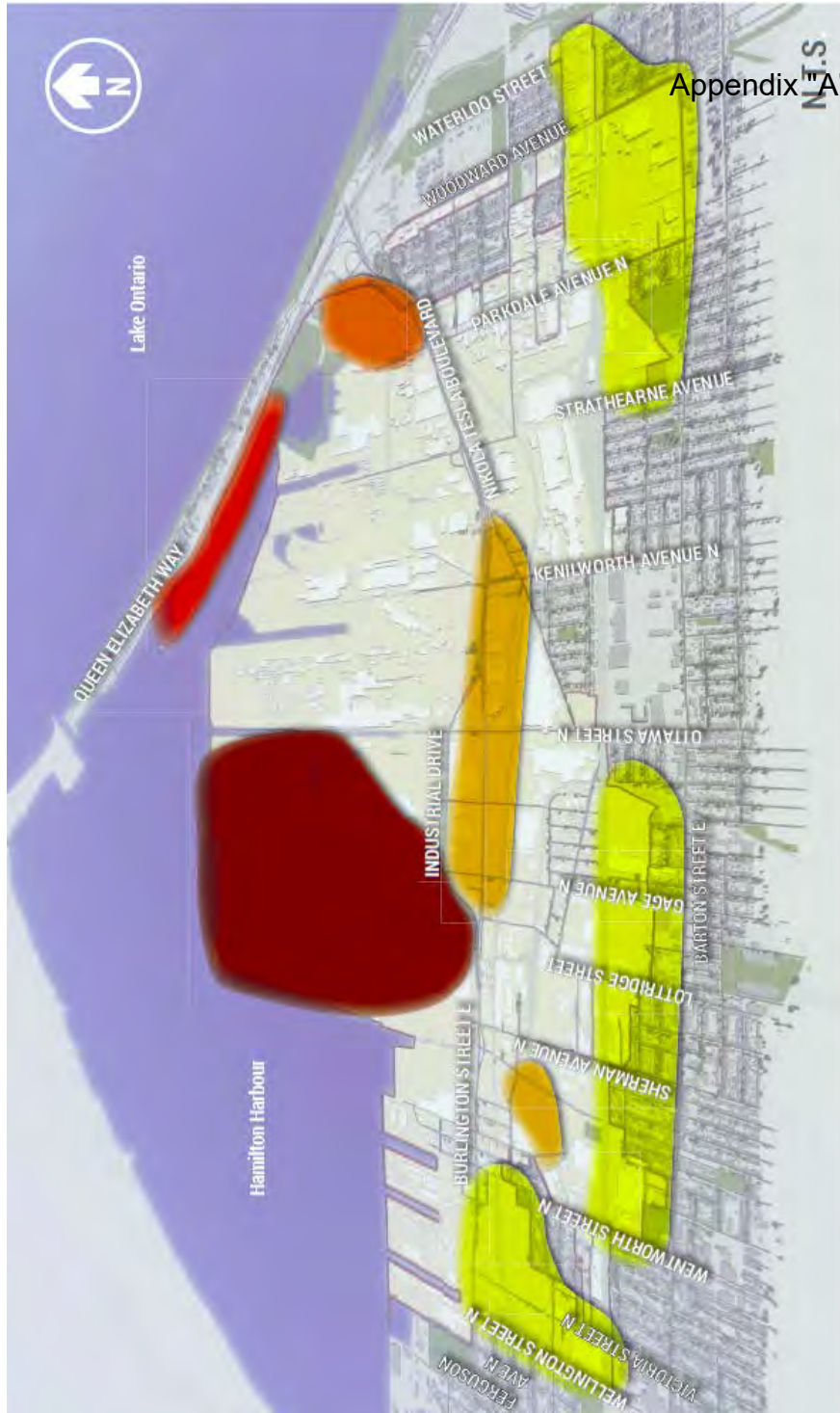
# POTENTIAL OPPORTUNITIES FOR CHANGE

“An industrial campus targeting the brightest and best talent and developing an innovative industry toward resilience and transformation.”

# Hamilton Bayfront Industrial Uses – Existing Conditions



# Targeting Potential Physical Opportunities for Change



**Figure 1: Potential Opportunities for Change**

- Potential Opportunity to consolidate current uses elsewhere on site and redevelop western half for prestige waterfront employment uses
- Potential Opportunity to intensify port-related uses
- Potential Opportunity for higher-profile gateway redevelopment, leveraging access and visibility to OEW
- Potential Multiple opportunities for mixed industrial infilling along Burlington Avenue
- Potential Multiple opportunities to transition edge conditions from vacant/under-utilized uses to a range of more compatible employment-based uses

**\*\*NOTE:** This figure depicts the draft areas of major change. The expectation is that there will be some minor refinements to this figure prior to the development of scenarios. Alternative scenarios will be developed for the areas of major change as part of the next step in the Baryfront Strategy.



# Targeting Potential Physical Opportunities for Change



**Figure 2: Potential Opportunities for Public Realm and Urban Design Improvements**

- Potential opportunities to improve existing public spaces.
- Potential locations for public spaces following redevelopment in intensification areas.
- Potential Special Treatment of Edge Zones between Residential and Industrial Uses. Landscaping, Murals, Screening Trees.
- Potential Major Streetscaping Improvements (Greening, Street Trees, Active Transportation, Pedestrian Amenities, Wayfinding / Cultural Interpretation Signage).
- Potential Minor Streetscaping Improvements (Greening, Active Transportation, Pedestrian Amenities).
- Potential Major Gateway Feature (Signage, Lighting, Architectural Feature, Landscaping).
- Potential Minor Gateway Feature (Signage, Landscaping).
- Potential Public Access to Waterfront (Open Space, Boardwalk or Footpath, "Window to the Lake", Boardwalk or Footpath).
- Potential Greening Throughout the Project (Planting and Future Developments, Street and Industrial Trees, Low Impact Development Techniques).
- Potential Underpass Aesthetic Treatments, Murals, Lighting, Furnishings etc.

# Hamilton's Bayfront Industrial Area Strategy

## Steering Committee Activity


Sheila Botting, Deloitte with input from participants



# Accelerating the Hamilton Bayfront Urban Industrial Campus Steering Committee brainstorming activity led by Sheila Botting, Deloitte

Sheila Botting, Deloitte Senior Partner, introduced the group brainstorming activity, dividing everyone into three groups where participants discussed the assigned topics for discussion:



 **Group 1**

PLACEMAKING AND AMENITIES FOR CAMPUS

This slide features a background image of a woman in a white t-shirt and blue jeans walking on a paved path outdoors. A teal semi-transparent box at the bottom contains the group name and topic.



 **Group 2**

PHYSICAL INFRASTRUCTURE

This slide features a background image of a modern building with a lush green rooftop garden. A green semi-transparent box at the bottom contains the group name and topic.



 **Group 3**

WAR FOR TALENT IN A DIGITAL AGE CAMPUS - PROGRAM STRATEGY

This slide features a background image of a woman in a white t-shirt and blue jeans walking on a paved path outdoors. A teal semi-transparent box at the bottom contains the group name and topic.

# Accelerating the Hamilton Bayfront Urban Industrial Campus

## Steering Committee brainstorming activity



### Brain storming examples from the team:

- Streetscaping / branding / tree planting / bike lanes
- LED Lighting / wayfinding Signage
- Awareness and attraction of the area; improve the experience
- Public art, story to tell (marine/industrial)
- Autonomous pilot project (connected road network)
- Commercial schools targeting education and apprenticeship
- Last mile distribution uses
- Sustainability/shared services:
  - brownfield redevelopment
  - shared energy projects
- Creative awareness / experience within the area
- Health and fitness clubs, retail and boutique restaurants, childcare
- Public transportation integration with GO Transit and SOBI bikes

# Accelerating the Hamilton Bayfront Urban Industrial Campus

## Steering Committee brainstorming activity



### Brain storming examples from the team:

- Deep water cooling
- Shared / District Energy / Co-Gen (there could be some energy deserts) help to reduce cost of energy.
- Demolition of Wilcox Street Bridge or keep part for public space / public art.
- Water taxis between Burlington, Hamilton, Oakville etc.
- Centre Mall GO Station or some express shuttle feeder / autonomous vehicles / transit improvements
- Digital network (5G network) smart city infrastructure
- Irrigation/ greywater recycling program
- Green roof network
- Lift bridge replacement / improvements

# Accelerating the Hamilton Bayfront Urban Industrial Campus

## Steering Committee brainstorming activity



### Group 3

#### WAR FOR TALENT IN A DIGITAL AGE CAMPUS - PROGRAM STRATEGY

##### Brain storming examples from the team:

- Developing a research and development centre jointly with McMaster, Mohawk, and Brock, focused on investing in people, programming, research, continued learning opportunities as a way of attracting and retaining talent.
- The need for improved transportation connections and internal mobility (Sobi Bikes, bike lanes, bus shuttles to GO Stations), as employees are interested in other methods of commuting than via car.
- Improve the social network, provide restaurants and bars which complement the working waterfront and drive social interactions and networking.
- Creating that "flagship" building that would consist of:
  - An incubation component focused on attracting start-ups and research based companies
  - Space and design focused on social experiences by including restaurants, cafes, and bars
  - Communal expansive lounge areas cultivating an area for networking or recreation
  - Flexible spaces for events, meetings, larger presentation forums, and intellectual programs.
- Improving the esthetics of the area and private properties through, gardening, increasing the tree canopy, art work, attractive street lighting etc.
  - Create goals like doubling the tree canopy coverage – Companies could use this as an employee social activity that is also a public outreach event (volunteer tree planting events).
- Improving social capital, branding and programming to improve employee loyalty and retention:
  - Inspirational leaders of companies providing presentations/talks to inspire employees and industry people
  - Educational connections and programming with McMaster, Mohawk and Brock
  - Industry conventions, lunch and learns, networking events to showcase new research, new products, leading technology changes, think tanks to help problem solve an issue /programming / borrow a page from tech companies, inspiration leadership, education.
- Employee Incentive Programming contributing to employee wellbeing and retention
  - Discounts at the health club on site
  - Discounts for childcare on site
  - Discounted Transit Passes or SOBI memberships
  - Mortgage matching program (similar to RRSP matching but to assist employees in buying a home)



# DISCUSSION AND NEXT STEPS

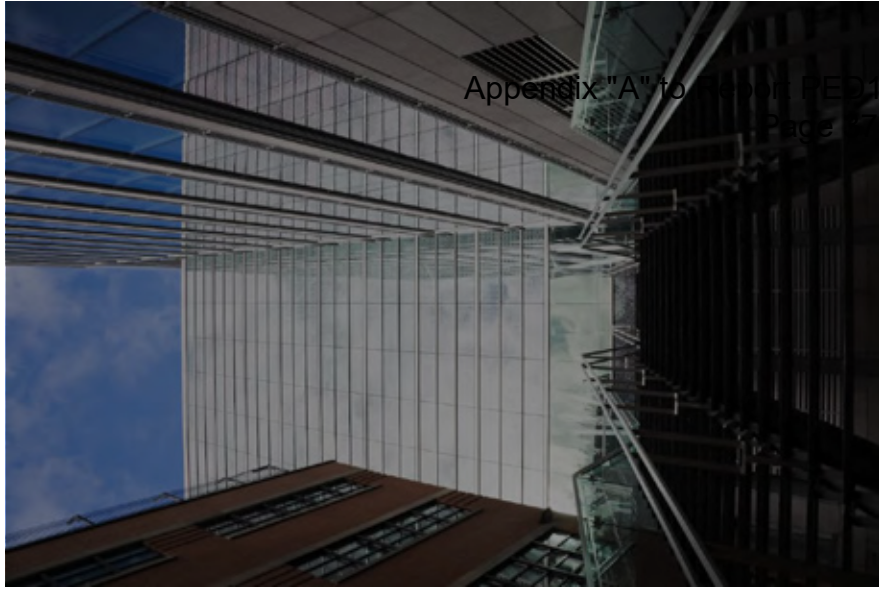
“An industrial campus environment targeting the brightest and best talent and developing an innovative industry toward resilience and transformation.”

## Hamilton Bayfront Industrial Area Strategy - Next steps

Moving toward an industrial campus environment and recruiting/retaining best talent and developing an innovative industry toward resilience and transformation

### Key next steps toward advancing the industrial campus environment

1. Next meeting participants must bring 1 or 2 emerging leaders/professionals from their industry or company that represent the future of the Bayfront Industrial Area (Tiffany to remind members about).
2. As flexible innovative workspaces came up in the discussion, Deloitte invited Steering Committee members to tour of Deloitte's downtown Toronto office (Tiffany to coordinate with Sheila).
3. Meeting minutes as well as the list of innovation district best practices will be shared with the Steering Committee to review prior to the next meeting (ie. Amsterdam, Sidewalk in Toronto, Smart Cities etc.).
4. Next Steering Committee meeting will take place in the early fall.
5. Potential opportunity for a Bayfront Industrial Area Strategy outreach event/forum targeting young professionals through coordinating with Hamilton YEP and Hive as well as involving smaller companies to tap into shared economies and build on the campus discussion (Tiffany to look into)
6. Councillor Green noted that this additional event/forum could also include a voting opportunity to gauge support on some of the larger ideas and concepts regarding the Bayfront Industrial Area Strategy overall and the Industrial Innovation Campus idea.
7. Councillor Green noted that the next Steering Committee meeting could remain local, but be at the McMaster Building across the street or at the McMaster Innovation Centre to assist in inspiring an innovative flagship space.
8. The consultants will incorporate the idea and word "campus/innovation district" into the vision and objectives per the conversations from the Steering Committee.
9. We need to now focus on strategies towards implementation. Ultimately only the strategies will fall under the scope of this Phase 2 – Bayfront Industrial Area Strategy project, but it will assist with the recommendation of a Phase 3 that will focus on implementation, costs, partnerships, and figuring out where creative funding programs come in.
10. This aspect will be featured in the Bayfront Industrial Area Strategy and Action Plan document, which will be the basis of the next meeting. There will be an opportunity for the Steering Committee to fully review the draft of this document to provide detailed feedback.





# Hamilton Bayfront Renewal Steering Committee - Participants, July 18<sup>th</sup>, 2018

Organization	Participants
1 Hamilton Port Authority	Ian Hamilton, President & CEO Larissa Fenn, Director of Public Affairs
3 Stelco Canada	Trevor Harris, VP of Corporate Affairs (regrets) Terry Charters (regrets)
4 ArcelorMittal Dofasco	Tony Valeri, VP of Corporate Affairs
5 McMaster Regional Innovation Systems	Nick Marketos, McMaster University, CEO (interim), McMaster Innovation Park
6 Avison Young Commercial Real Estate Brokerage	Jeff Flemington, Principal, Broker, Avison Young
7 City of Hamilton Council	Councillor Matthew Green
8 City of Hamilton Planning & Economic Dev't	Steve Robichaud, Director of Planning Glen Norton, Director of Economic Development Christine Newbold, Manager of Community Planning & GIS Norm Schleeahn, Manager of Business Development, Economic Dev't Tiffany Singh, Planner, City of Hamilton
9 Government of Ontario, Regional Economic Policy Unit	Karen Littlejohn, Senior Analyst (observer)
10 Dillon Consulting	Patrick Kennedy, Partner Melissa Kosterman, Planning
11 Deloitte LLP	Sheila Botting, Senior Partner & Canadian Real Estate Leader



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# MEETING MINUTES

**Subject:** Bayfront Industrial Area Renewal Strategy – Steering Committee Meeting #3  
**Date and Time:** Wednesday, December 8, 2021 – 8:00 a.m.-10:00 a.m.  
**Location:** Virtual Via Webex  
**Our File:** 16-4534

## Attendees

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Christine Newbold	City of Hamilton, Community Planning
Tiffany Singh	City of Hamilton, Community Planning
Alissa Mahood	City of Hamilton, Community Planning
Norm Schleeahn	City of Hamilton, Business Development
Jennifer Patterson	City of Hamilton, Business Development
Patrick Kennedy	Dillon Consulting Limited
Melissa Kosterman	Dillon Consulting Limited
Trevor Harris	StelcoCanada
Paul Simon	StelcoCanada
Tony Valeri	ArcelorMittal Dofasco
Richard Do Cuto	ArcelorMittal Dofasco
Kerry LeClair	Climate Action Community Coordinator for Ward 3 Office
Larissa Fenn	Hamilton-Oshawa Port Authority Director of Public Affairs

## Notes

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The purpose of the meeting was to provide a status update to the Focus Group, and complete a review of the final Strategy and Action Plan as well as the Urban Design Guidelines.

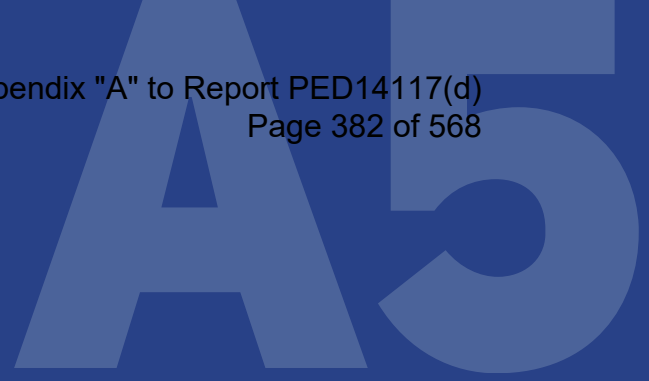
Discussion Item	Action
<p><b>1. INTRODUCTION</b></p> <ul style="list-style-type: none"> <li>• Tiffany Singh opened the meeting and welcomed participants.</li> <li>• Paddy took over the presentation for the content.</li> </ul>	No action
<p><b>2. STRATEGY &amp; ACTION PLAN</b></p> <ul style="list-style-type: none"> <li>• Paddy reiterated the purpose of the Strategy as well as the study process, vision and objectives for the Bayfront.</li> <li>• He then presented high level about the Strategy and Action Plan at a high level to inform participants. <ul style="list-style-type: none"> <li>○ No specific comments received for Strategy and Action Plan.</li> </ul> </li> </ul>	No action
<p><b>3. URBAN DESIGN GUIDELINES</b></p> <ul style="list-style-type: none"> <li>• Melissa presented at a high level about the urban design guidelines for the Bayfront which will accompany the Strategy and Action Plan. <ul style="list-style-type: none"> <li>○ Participant asked how did we decide on how this is will be implemented? Who does what? The following was reported back: <ul style="list-style-type: none"> <li>▪ When redevelopment happens, planners would provide design guidelines as well as site design guidelines as part of the material that developers are to consider in their design plans.</li> <li>▪ Through site plan review, the City’s development planner would make suggestions to help with the implementation of the Guidelines.</li> </ul> </li> <li>○ Participant noted, in respect to the Guidelines, they are called “guidelines” and wanted to understand the expectations from a future development about following the guidelines or not. The following was reported back: <ul style="list-style-type: none"> <li>▪ Site plan approval is required from the City in order for development to proceed. The City’s site plan review process would involve a review of the proposed development and the applicant would be expected to demonstrate how they have applied the Design Guidelines Through site plan process. The label “guideline” is intended to convey that there is site specific flexibility in how they are applied (not whether they are to be applied).</li> </ul> </li> <li>○ Participant noted that there will be plenty of circumstances where there are competing interest between business, community, employees etc. and what takes a priority. It was reported back that the City’s Zoning by-law set out specific standards and regulations and that the rest of the details</li> </ul> </li> </ul>	No action

Discussion Item	Action
around urban design are subject to the site specific needs/constraints.	
<b>4. NEXT STEPS</b> <ul style="list-style-type: none"><li>• Tiffany noted that we will get full documents to review out to the Steering Committee shortly. Large format link - file sharing. Copy of the Strategy / Actions and UDG. Participants should aim to have their comments in by January 7.</li><li>• Public consultation final round in February.</li><li>• Planning on presenting to Province and GIS and Council in early Q2.</li></ul>	No Action
<b>5. ADJOURNMENT</b>	No Action

### Meeting Adjourned

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Please send revisions to Melissa Kosterman at [mkosterman@dillon.ca](mailto:mkosterman@dillon.ca)



**APPENDIX A5**

**MINUTES FROM  
FOCUS GROUP  
MEETINGS**



# MEETING MINUTES

**Subject:** Bayfront Industrial Area Renewal Strategy – Focus Group Meeting #1  
**Date and Time:** Tuesday, May 23, 2017 – 4:00 p.m.-6:30 p.m.  
**Location:** The Eva Rothwell Centre, Boardroom, 460 Wentworth Street North,  
Hamilton, ON, L8L5W8  
**Our File:** 16-4534

## Attendees

Eniber Cabrera	City of Hamilton, Community Planning
Christine Newbold	City of Hamilton, Community Planning
Norm Schleeahn	City of Hamilton, Business Development
Christine Strupat	City of Hamilton, Community Planning
Kate Clark	City of Hamilton, Planning Student
Patrick Kennedy	Dillon Consulting Limited
Melissa Kosterman	Dillon Consulting Limited
Scott Howley	Beach Neighbourhood
Juby Lee	Environment Hamilton
Steve Rowe	Keith Neighbourhood
Rachel Braithwaite	Barton BIA
Karen Logan	Hamilton Industrial Environmental Association
Andre Grondin	Crown Point Neighbourhood
Laura Ryan (on behalf of Scott Stowe)	McQueston Neighbourhood
Liz Tobin	Lucy Day group / Sherman Hub
Lynda Lukasik	Environment Hamilton
Terry Charters	Stelco/ LandCo
James Meers	Chamber of Commerce
Richard Allen	Chamber of Commerce
Jochen Bezner	Observer from Crown Point Neighbourhood
<b>Regrets:</b>	
Bruno Schirripa	BartonAir Fabrications
Rob Zeidler	Cotton Factory

## Notes

The purpose of the meeting was to discuss the Phase 2 Findings for the issues and opportunities exercise and introduce the project to the Focus Group, also to get a sense of the vision for the Bayfront.

Discussion Item	Action
<b>1. WELCOME AND INTRODUCTIONS</b> <ul style="list-style-type: none"> <li>Eniber and Paddy introduced the purpose of the meeting.</li> <li>All in attendance introduce themselves.</li> </ul>	No action

Discussion Item	Action
<ul style="list-style-type: none"> <li>Paddy further introduced the projects to attendees.</li> </ul>	
<p><b>2. ROLE &amp; MANDATE OF FOCUS GROUP</b></p> <ul style="list-style-type: none"> <li>Eniber introduced the Role &amp; Mandate for the Focus Group as well as the purpose of the Project Binder.</li> </ul>	No Action
<p><b>3. ALL ABOUT THE BAYFRONT</b></p> <ul style="list-style-type: none"> <li>Paddy presented the Bayfront Project Process during the first portion of the presentation. There was some discussion after this section including the following: <ul style="list-style-type: none"> <li>Concern was raised about the need to include Hamilton Port Authority at the Focus Group level, not just the Steering Committee so that Focus Group members have a firsthand account of what is being said. <i>It was noted that the City would reach out to HPA to see if they would like to have a representative sit on the Focus Group.</i></li> <li>Concern was raised about hearing the issues and vision raised from the Steering Committee.</li> <li>A member noted he would like to see the tax revenue and employment numbers for other areas of the City and other employment areas of comparable cities. Also have a map showing the Bayfront within the City's context (e.g., entire City). <i>It was noted that the information can be added to future presentation materials.</i></li> <li>Hamilton Industrial Environmental Association noted that the members they represent occupy 720ha of the Bayfront and over 7,000 employees.</li> <li>It was noted that there was one area in the vacant land map is now in the process of being developed. Map should be revised/or a note should be added.</li> </ul> </li> <li>Phase 2 findings to the group, our findings to date and the issues/opportunities/ constraints at a high level. Discussion following the second half of the presentation is summarized in the following key points: <ul style="list-style-type: none"> <li>Question was asked about whether or not we were going to change zoning to allow for live-work scenarios. <i>It was noted that if that was part of the vision then it would be a recommendation for the future planning stages.</i></li> <li>It was noted that we need to protect employment land, want to have more jobs in the area.</li> <li>Automation requires more space for fewer jobs, something to be aware of.</li> <li>Hamilton is becoming more desirable to live and there is a need to intensify, Bayfront seems like a wasted opportunity as it is</li> </ul> </li> </ul>	City to confirm membership for the Focus Group by looking into the possibility of adding the Hamilton Port Authority to the Focus Group, as well as members from Sustainable Hamilton Burlington



Discussion Item	Action
<p>situated in prime waterfront property.</p> <ul style="list-style-type: none"> <li>○ It was noted that the Project Team should be connected with the Joint Stewardship Board of the Red Hill as well as to Sustainable Hamilton Burlington. <i>Contact info was requested for the Project Team to reach out to these groups.</i></li> <li>○ Employment should be fulltime jobs, not part time.</li> <li>○ There needs to be better ways for employees to get to the Bayfront, not just cars. Need to improve HSR connections.</li> <li>○ Barton Street is very busy, Burlington Street moves well but is less than hospitable for pedestrians / cyclists. Burlington Street needs street trees for visual screening, shade and beautification.</li> </ul>	
<p><b>4. SEEDS OF CHANGE – TRANSFORMING THE BAYFRONT – DISCUSSION AND WORKSHOP</b></p> <ul style="list-style-type: none"> <li>● Starter Questions were asked to the focus group members to get the conversation started: <ul style="list-style-type: none"> <li>○ Thinking about the Bayfront today, what is the first word that comes to mind? <ul style="list-style-type: none"> <li>● Pollution</li> <li>● History</li> <li>● Barren</li> <li>● ‘Mordor’</li> <li>● Boring</li> <li>● Off-limits</li> <li>● Mess</li> <li>● Opportunity (x3)</li> <li>● Daunting</li> <li>● Pseudo-productive</li> <li>● Untapped-potential</li> </ul> </li> <li>○ Thinking about the Bayfront in the future, what is the first word that comes to mind? <ul style="list-style-type: none"> <li>● Accessible</li> <li>● Attractive</li> <li>● Thriving</li> <li>● Community</li> <li>● Resilient</li> <li>● Welcoming</li> <li>● Mind-boggling</li> <li>● Revitalized</li> <li>● Greener</li> <li>● Beautiful</li> <li>● Friendly</li> </ul> </li> </ul> </li> </ul>	<p>No Action</p>

Discussion Item	Action
<ul style="list-style-type: none"> <li>• After a short break the Consultant Team facilitated discussion with the Focus Group surrounding the following three (3) questions, discussion was recorded on flipchart maps, snapshots of the maps are provided on the pages following. Short summary of themes below each question bullet point.               <ul style="list-style-type: none"> <li>○ <b>What are some of the major opportunities for improving the Bayfront</b> <ul style="list-style-type: none"> <li>• Attract new / better / green/ innovative employment</li> <li>• Greening/ Resilient Design</li> <li>• Telling the Story / Steel Museum / Digital Museum</li> <li>• Formalizing Architectural Standards / Guidelines</li> <li>• Use of green energy (District Energy, solar, wind)</li> <li>• Open to non-industrial employment</li> </ul> </li> <li>○ <b>What areas could be changed? What types of activities/improvements could occur in these places?</b> <ul style="list-style-type: none"> <li>• Improve Air + Water Quality/ Low Impact Development/ Regenerate the watershed</li> <li>• Greening Incentives for Land Owners</li> <li>• Overall improvement of accessibility / Transit / Pedestrian / Cycling / Access to waterfront</li> <li>• Incentives to attract new greener/advanced companies / uses</li> <li>• Curb industrial sprawl/ more efficient use of industrial land (e.g., multi-storey warehouses)</li> <li>• Create an Industrial Trail / Steel Trail</li> <li>• Trolley to the Bayfront</li> <li>• Murals / Lots of Blank Walls</li> <li>• Revitalize and Publicize Sherman Inlet</li> </ul> </li> <li>○ <b>What kind of industries do we envision in the area?</b> <ul style="list-style-type: none"> <li>• Diverse yet focused palette of uses</li> <li>• New and innovative manufacturing</li> <li>• Film industry/ cultural industries</li> <li>• Possibly educational satellite locations / trades</li> <li>• Agri-food</li> <li>• Automotive (new innovators)</li> <li>• Start-ups/ high-tech manufacturing – create a hub with shared spaces/ incubator</li> <li>• Create an activity cluster (or several)– part of a supply chain</li> </ul> </li> </ul> </li> </ul>	
<p><b>5. WRAP UP AND NEXT STEPS</b></p> <ul style="list-style-type: none"> <li>• Eniber closed the meeting and thanked participants for their engagement.</li> </ul>	

Discussion Item	Action
<ul style="list-style-type: none"><li>• She noted there will be further opportunities to engage during this process.</li></ul>	

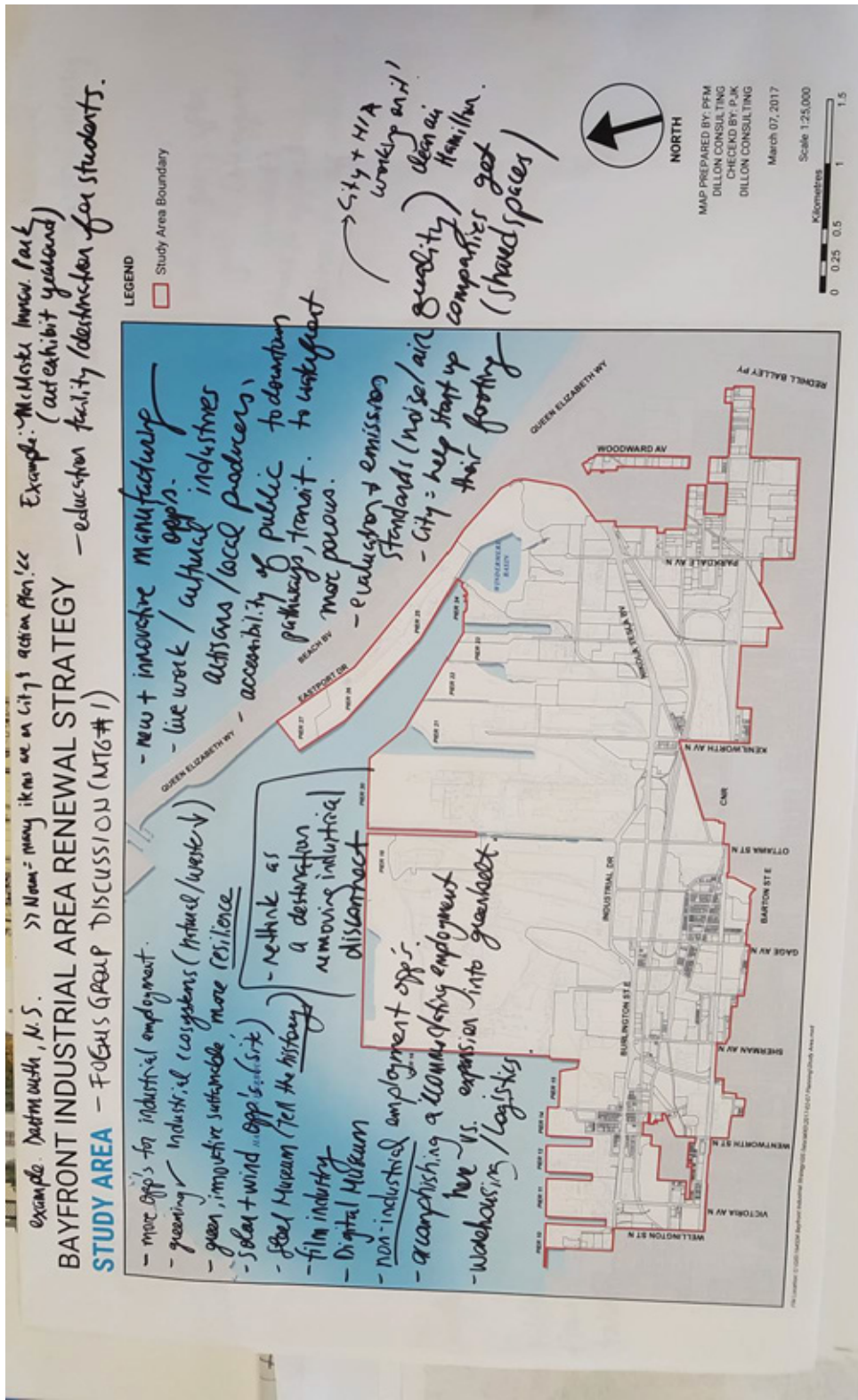
### Meeting Adjourned

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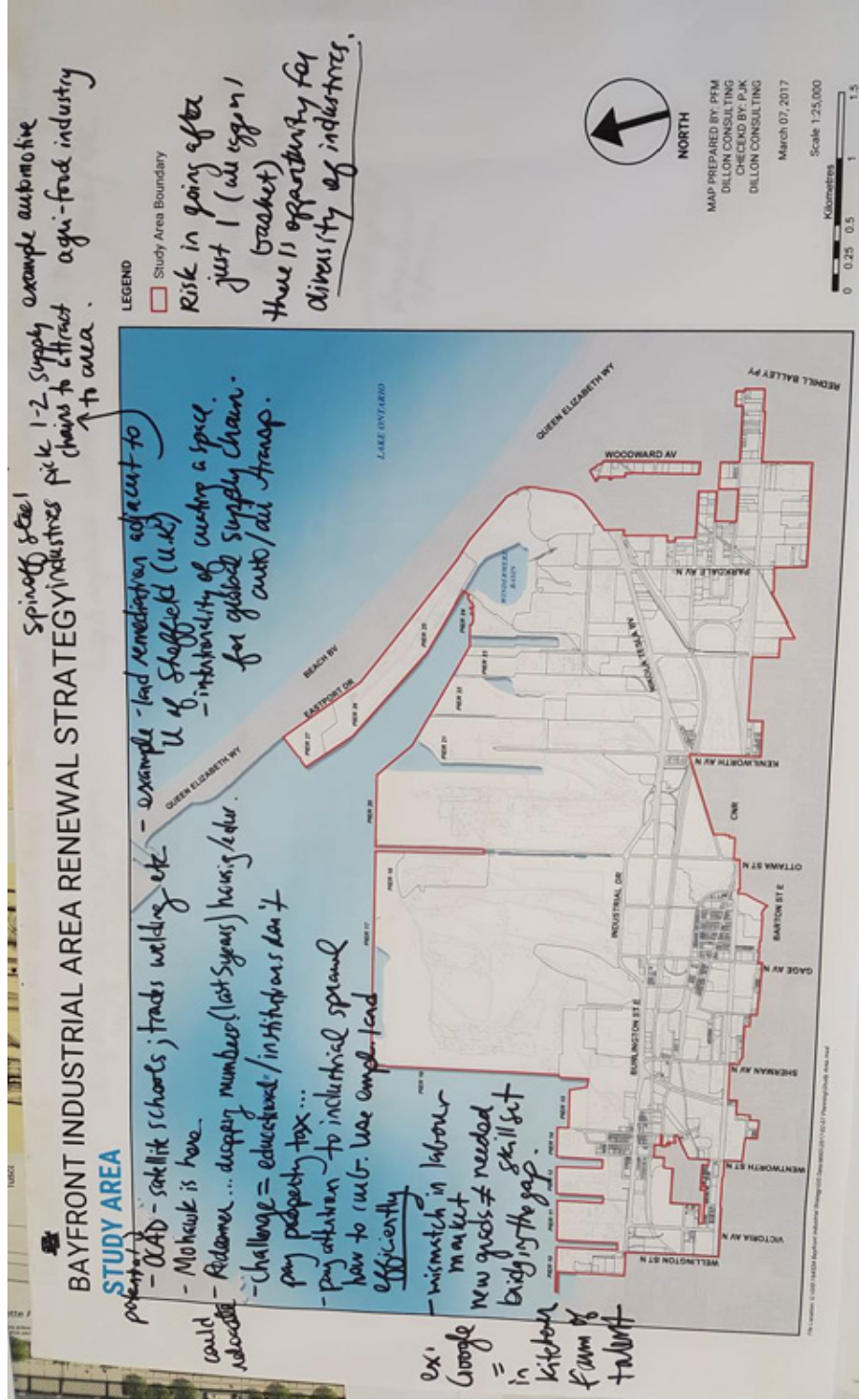
Please send revisions to Melissa Kosterman at [mkosterman@dillon.ca](mailto:mkosterman@dillon.ca)

# MEETING MINUTES

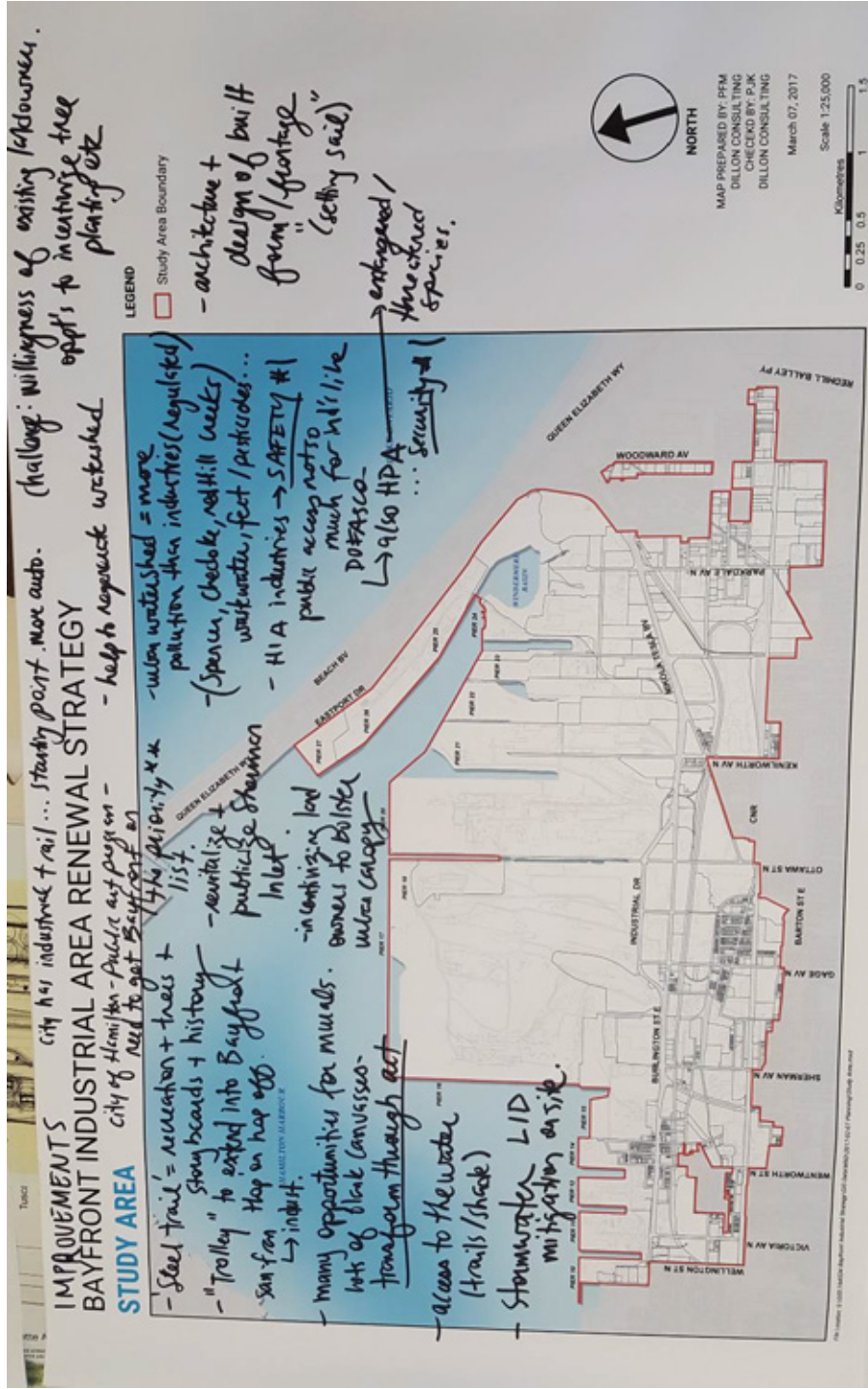
"What are some of the Major Opportunities for Improving the Bayfront?" – Discussion Map



“What are some of the Major Opportunities for Improving the Bayfront?” – Discussion Map – Continued



“What areas could be changed? What types of activities/improvements could occur in these places?  
What kind of industries do we envision in the area?” – Discussion Map





# MEETING MINUTES

**Subject:** Bayfront Industrial Area Renewal Strategy – Focus Group Meeting #2  
**Date and Time:** Thursday, May 24, 2018 – 4:00 p.m.-6:30 p.m.  
**Location:** The Eva Rothwell Centre, Boardroom, 460 Wentworth Street North,  
Hamilton, ON, L8L5W8  
**Our File:** 16-4534

## Attendees

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Christine Newbold	City of Hamilton, Community Planning
Tiffany Singh	City of Hamilton, Community Planning
Norm Schleeahn	City of Hamilton, Business Development
Christine Strupat	City of Hamilton, Community Planning
Mark Hefferton	City of Hamilton, Community Planning
Patrick Kennedy	Dillon Consulting Limited
Melissa Kosterman	Dillon Consulting Limited
Rob Zeidler	The Cotton Factory
Juby Lee	Environment Hamilton
Steve Rowe	Keith Neighbourhood
Karen Logan	Hamilton Industrial Environmental Association
Liz Tobin	Lucy Day Group / Sherman Hub
Huzaifa Saeed	Chamber of Commerce
Larissa Fenn	Hamilton Port Authority

## Regrets:

Lynda Lukasik	Environment Hamilton
Terry Charters	Stelco
Kimberley Gutt	Sustainable Hamilton & Burlington
Sandi Stride	Centre for Climate Change Management
Fawn Sault	Mississaugas of the New Credit First Nation

## Notes

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The purpose of the meeting was to provide a status update to the Focus Group, introduce the Vision and Objectives, discuss draft scenarios and next steps

Discussion Item	Action
<p><b>1. WELCOME AND INTRODUCTIONS</b></p> <ul style="list-style-type: none"> <li>• Tiffany, Christine and Paddy introduced the purpose of the meeting.</li> <li>• All in attendance introduce themselves.</li> <li>• Paddy further introduced the projects to attendees.</li> </ul>	<p>No action</p>
<p><b>2. BACKGROUND</b></p> <ul style="list-style-type: none"> <li>• Paddy initiated the presentation and highlighted a refresher regarding the background and the intent for the project including the study area, reasons for the strategy, phase 1 recommendations, study process, study objectives, and lessons learned. <ul style="list-style-type: none"> <li>○ A question was raised about why certain residential areas are not included in the study area boundaries while some are. <ul style="list-style-type: none"> <li>▪ Some areas that currently have residential dwellings are in fact zoned industrial.</li> <li>▪ The excluded pockets are the ones that are zoned residential.</li> <li>▪ Many of the residential neighbourhoods found in this area existed before there was zoning regulating separation distance between certain uses.</li> <li>▪ Much of the residential was developed to support the industrial uses</li> <li>▪ Question to group – Should we expand the study area to include those outside the employment / industrial use?</li> </ul> </li> <li>○ A comment was made that citizens are becoming more engaged and usually there is harmony between the existing industries and residential. When there are problems is when industry upsets this balance.</li> <li>○ A comment was made that it might be helpful to have the history of Hamilton information available, how it's evolved. The book titled "The People and the Bay: A Social and Environmental History of Hamilton Harbour" should be made available on the City's website.</li> </ul> </li> </ul>	<p>City to locate and link to historic video information.</p>
<p><b>3. STATUS UPDATE</b></p> <ul style="list-style-type: none"> <li>• Paddy continued with the presentation and presented a status update for the project including activities since May 2017; who we have engaged with; and, key issues and opportunities. <ul style="list-style-type: none"> <li>○ A concern was raised that we are proposing the elimination of heavy industry and K zoning. <ul style="list-style-type: none"> <li>▪ It was clarified that industrial uses are not being eliminated. Instead the K zoning under Zoning By-law No. 6593, related to lands around Hamilton Harbour</li> </ul> </li> </ul> </li> </ul>	



Discussion Item	Action
<p>(port lands) is being replaced with zoning that is generally consistent with other industrial areas in the City, and bringing the lands into the City-wide comprehensive Zoning By-law No. 05-200. This transition has been part of a consultative process between the City and the Hamilton Port Authority.</p>	
<p><b>4. VISION &amp; OBJECTIVES</b></p> <ul style="list-style-type: none"> <li>• Paddy presented the Vision for the Bayfront as well as the objectives. Project Process during the first portion of the presentation. <ul style="list-style-type: none"> <li>○ The Navy Yards image from Philadelphia provides a very suburban context. Prefer to see more urban context (there was lots of discussion regarding the elements of a suburban business park vs. an urban context.) Encourage walkability, less focus on cars and parking. It is understood however that there is and will remain a need to maintain the truck and transport traffic which is essential to maintaining a health employment area Trucks and transportation as well as parking will still need to be accommodated. <ul style="list-style-type: none"> <li>▪ It was noted that several hierarchies of streets will need to be observed to support the functions of the Bayfront. Some more transportation focus and others more pedestrian and public realm focused.</li> </ul> </li> <li>○ A question was asked if the Transportation Master Plan is connected to this strategy. <ul style="list-style-type: none"> <li>▪ The TMP is currently being revised. The draft is scheduled to be released in the next few weeks for public comment. It will be reviewed and considered as we move forward with the action and strategy component of this project.</li> </ul> </li> <li>○ It was noted that for air and water quality, industries should meet the provincial standards and should be held accountable if they fail. <ul style="list-style-type: none"> <li>▪ It was noted we could add some stronger language in the objectives. However, it was also noted that industries are ultimately accountable to Provincial standards and regulations, so keeping our objectives for the scope of this project higher level and indicating that there is an overall interest in improving air and water quality may be sufficient given our jurisdiction.</li> </ul> </li> <li>○ A question was asked if we will be providing direction for private properties. <ul style="list-style-type: none"> <li>▪ It was noted that this study will provide urban design guidelines which will be applicable to both public and</li> </ul> </li> </ul> </li> </ul>	<p>Attempt to find more urban industrial examples.</p>

Discussion Item	Action
<p>private realms.</p> <ul style="list-style-type: none"> <li>○ There was discussion around tree planting. ‘Trees Please’ Hamilton was mentioned as a way that citizens are becoming more involved in the urban forest in Hamilton. Citizen scientists are inventorying trees, and collecting particulate matter levels using air monitors. ‘Trees Please’ is a project of the Hamilton Naturalists Club and Environment Hamilton. Also incentives for landowners to plant trees.</li> <li>○ There was a question about if the Steering Committee had seen the scenarios. <ul style="list-style-type: none"> <li>▪ It was clarified that yes the Steering Committee had seen the scenarios and large landowners that aren’t on the committee are being consulted with one-on-one (Empire Steel / 440 Victoria).</li> </ul> </li> </ul>	
<p><b>5. SCENARIOS</b></p> <ul style="list-style-type: none"> <li>● Melissa presented the first scenarios in Area 1 Scenario 1. After which the activity began with breakout groups to discuss each Area and its scenarios. Group discussion during Area 1 is captured below: <ul style="list-style-type: none"> <li>○ Empire Steel Scenario – generally the group felt strongly that the mock up example of changes doesn’t capture the significant attributes of the site. <ul style="list-style-type: none"> <li>▪ The building layout and parking lots in the medium and long term options look too suburban and don’t fit the urban context and close proximity to Barton Street.</li> <li>▪ Should try to preserve some of the larger building formats, as they are hard to come by in urban settings and with close proximity to rail and port.</li> <li>▪ Warehousing is an essential component of supply chains that support employment in other areas of the City. Thus, storage and warehousing will continue to be a necessary component to this employment area (especially for the steel industry).</li> <li>▪ The very close proximity to rail is what makes this an ideal industrial site and different from other pockets within the study area.</li> <li>▪ The original brick building may be of cultural heritage value, and could be a great example of adaptive reuse similar to the cotton factory.</li> <li>▪ One suggestion is that the team looks at Hamilton Specialty Bar instead of Empire Steel since there were there were significant opinions on the latter.</li> <li>▪ It was noted that we make sure to show the connections to outside of the study area and now it will affect the</li> </ul> </li> </ul> </li> </ul>	<p>No Action</p>

Discussion Item	Action
<p>surrounding neighbourhoods. Barton Street is revitalizing and will be a connector / catalyst for development.</p> <ul style="list-style-type: none"> <li>▪ Comment that storage and warehousing will continue to be necessary especially in the steel industry.</li> </ul>	
<p><b>6. ACTIVITY (DISCUSSION – REPORT BACK)</b></p> <ul style="list-style-type: none"> <li>• <b>AREA 2</b> <ul style="list-style-type: none"> <li>○ Make sure we have high regard for industrial uses. There are trucks that are required. As area evolves goods movement may change but be cognizant of the dynamics.</li> <li>○ Mix of uses / diversity is needed to complement current industrial uses. These supportive uses could include small retail / banks / services. At the edges especially there is a good opportunity for a great mix.</li> <li>○ There needs to be a sense of streetscape, building frontages on the street with a good streetscape. There needs to be safety / eyes on the street.</li> <li>○ Centre Mall is a good example of what not to do.</li> <li>○ Focus on transportation, rail access is important. The most valuable industrial land is located along the rail corridor. Preserve this land for the heaviest industrial uses.</li> </ul> </li> <li>• <b>AREA 3</b> <ul style="list-style-type: none"> <li>○ Make sure to call out all things that are going on, Barton Street is becoming more vibrant.</li> <li>○ Opportunities for major recreational space, cultural recreation corridor.</li> <li>○ There are land use compatibility issues.</li> <li>○ Wayfinding is needed in this area. It is something that can be done better.</li> </ul> </li> <li>• <b>AREA 4</b> <ul style="list-style-type: none"> <li>○ Operations and maintenance need to be forecasted with improvements otherwise trees will not have a healthy survival rate.</li> <li>○ Approach Orlick to sever the property now to get the open space.</li> <li>○ Section of Barton Street is not maintained nicely, opportunity for greening.</li> <li>○ Public overpasses over the railway, they could act as a gateway feature.</li> <li>○ Long grasses and shrubs could cause CPTED issues and wildlife conflicts (coyotes), sightlines etc.</li> <li>○ Entrances on Barton should face the street, bring buildings to street edge.</li> <li>○ More planting along Barton, opportunity to provide permeable</li> </ul> </li> </ul>	

Discussion Item	Action
<p>paving solutions.</p> <ul style="list-style-type: none"> <li>○ Wayfinding and water stations where possible along the off-road trail.</li> <li>○ Move the pipeline trail proposal up from the medium term to the short term.</li> <li>○ At the edges, opportunity to provide mix of uses in buildings, above grade. Maybe residential if it's allowed.</li> <li>○ Do not ignore the rail corridor, it is part of the necessary infrastructure landscape.</li> </ul>	
<p><b>7. ADJOURNMENT</b></p> <ul style="list-style-type: none"> <li>● Tiffany and the team thanked participants for attending the focus group and for their participation.</li> <li>● Noted that we will send electronic information to the Focus Group including the Hamilton Chamber of Commerce.</li> <li>● Meeting adjourned at 7:00pm.</li> </ul>	No Action

### Meeting Adjourned

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Please send revisions to Melissa Kosterman at [mkosterman@dillon.ca](mailto:mkosterman@dillon.ca)



# MEETING MINUTES

## ACTIVITY

### AREA 2 – Discussion Maps





AREA 4 – Discussion Maps





# MEETING MINUTES

**Subject:** Bayfront Industrial Area Renewal Strategy – Focus Group Meeting #3  
**Date and Time:** Monday, December 6, 2021 – 4:00 p.m.-6:00 p.m.  
**Location:** Virtual Via Webex  
**Our File:** 16-4534

## Attendees

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Christine Newbold	City of Hamilton, Community Planning
Tiffany Singh	City of Hamilton, Community Planning
Alissa Mahood	City of Hamilton, Community Planning
Norm Schleeahn	City of Hamilton, Business Development
Jennifer Patterson	City of Hamilton, Business Development
Patrick Kennedy	Dillon Consulting Limited
Melissa Kosterman	Dillon Consulting Limited
Juby Lee	Environment Hamilton
Rafiq Dhanji	Sustainability Leadership
Heidi Levitzky	Hamilton Industrial Environmental Association
Paul Szachlewicz	Chamber of Commerce
Lynda Lukasik	Environment Hamilton
Emily Vis	Mohawk College, Carbon Management Initiative
Tyler Reid	Youth Perspective
Zack Feldman	Youth Perspective

## Notes

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The purpose of the meeting was to provide a status update to the Focus Group, and complete a review of the final Strategy and Action Plan as well as the Urban Design Guidelines.



Discussion Item	Action
<p><b>1. INTRODUCTION</b></p> <ul style="list-style-type: none"> <li>• Tiffany Singh opened the meeting and welcomed participants.</li> <li>• Paddy took over the presentation for the content.</li> </ul>	No action
<p><b>2. STRATEGY &amp; ACTION PLAN</b></p> <ul style="list-style-type: none"> <li>• Paddy reiterated the purpose of the Strategy as well as the study process, vision and objectives for the Bayfront.</li> <li>• He then presented high level about the Strategy and Action Plan at a high level to inform participants. <ul style="list-style-type: none"> <li>○ Participant asked about private bus sharing: <ul style="list-style-type: none"> <li>▪ Came out of Steering Committee members, targeted for private use. Difficult to connect people to area with HSR service. Frequency of service is related to people using it. Shift work related to these businesses doesn't make the case for changes to the HSR. Private share bus program for the larger industries in the area.</li> <li>▪ With upcoming change there is opportunity to show that frequency of service for public use can be improved as well.</li> </ul> </li> <li>○ Participant inquired about plans to feed / support LRT through HSR / Bike share. The following items were discussed: <ul style="list-style-type: none"> <li>▪ Now that LRT is coming, are there plans to connect workers / residents to support the LRT? Potentially having a bikeshare program that connects the LRT to the Bayfront industrial area? Are there any new bus routes planned?</li> <li>▪ Private industries want to connect better to the GO stations.</li> <li>▪ Potentially building another new GO station at Ottawa.</li> <li>▪ There action for the bike share program which will include improved locations, however there are none in this immediate study area. We have identified opportunities to improve those facilities in our plan.</li> <li>▪ Identified for opportunities for cycling connections, east west and north south. We definitely want and are aiming to connect to existing and future infrastructure and projects.</li> <li>▪ Now that there's more certainty with LRT - there is a more conscious effort to feed into the bus and the LRT, transit to take the lead that citywide we are connecting into the LRT.</li> </ul> </li> </ul> </li> </ul>	No action

Discussion Item	Action
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>▪ Bayfront is so close, makes sense that there are improved connections into the LRT there... beneficial changes for the Bayfront.</li> <li>▪ Private system - also looking at other ways to provide transit where demand is such for private routes. Lots of opportunities to respond to the different needs for transit in the area.</li> </ul> </li> <li>○ Participant asked about other stakeholders, community members or citizens etc. If they had any thoughts on specific actions they thought should be prioritized, rationale for who's interested in what. The following items were reported back:           <ul style="list-style-type: none"> <li>▪ The City has a Steering Committee that is large industries (Stelco, Arcelor Mittal Dofasco, Port Authority, Academics for McMaster). Focus group is this meeting (community groups, stakeholders).</li> <li>▪ It was also noted that the intention is to collect feedback and not specifically prioritize one group's actions over another.</li> </ul> </li> <li>○ Participant noted that the city should be working with industries to get them on board with employee transit passes, and there is a desperate need to enhance transit stops on Burlington Street. This should be about HSR stepping up - including the links to GO stations via HSR - and employers encouraging transit use via employee incentives.</li> <li>○ Participant noted conversion from one way to two way on Sherman and that buses will need more options (two way traffic) in order to make those additional routes feasible.</li> <li>○ Participant noted that now is a good time to provide input into the HSR (updating their planning documents).</li> <li>○ Corporate climate change task force, how does the Bayfront Industrial Area Strategy and employment lands intensification fit into the actions. The following items were reported back:           <ul style="list-style-type: none"> <li>▪ General actions are about collectively attracting more investment into the Bayfront. Intensification is an expected outcome of that. There are no outcomes or quantifiers for those numbers.</li> <li>▪ This area is identified as a Provincially Significant Employment Area and the expectation is that the Strategy will support efforts to intensify employment in the area over time. Specific targets may be identified through MCR planning exercise.</li> <li>▪ While there is limited vacant land, the Strategy also provides some guidance for the City to look at targeted land acquisition – an action which came out of the 2015 Deloitte Phase 1 Report.</li> </ul> </li> </ul>	

Discussion Item	Action
<ul style="list-style-type: none"> <li>○ Participant noted that they are happy to see action items around planting more trees and asked if we could elaborate on the efforts to improve the tree canopy. The following items were reported back: <ul style="list-style-type: none"> <li>▪ Different approaches to naturalization throughout the area. Some of the possibilities would include tree planting program first through Public Works, partnerships with other tree planting initiatives.</li> <li>▪ There are also opportunities to explore “depaving initiatives” to help increase permeability and increase tree canopy.</li> <li>▪ There could also be an opportunity to establish a tree planting fund and task force, led by public works but in combination with economic development and partner with the industries.</li> <li>▪ The Strategy recognizes City’s goal in the UFS for a 30% canopy. Current coverage is just under 3%, a lot needs to be done.</li> <li>▪ Participants felt that that 30% target is too low and should be closer to 40%.</li> <li>▪ Team noted that our target is to match the UFS but that doesn’t mean it needs to stop in the future.</li> </ul> </li> </ul>	
<p><b>3. URBAN DESIGN GUIDELINES</b></p> <ul style="list-style-type: none"> <li>• Melissa presented the Urban Design Guidelines for the Bayfront which will accompany the Strategy and Action Plan. <ul style="list-style-type: none"> <li>○ Participant noted that the guidelines sound good and the visuals are great and asked how the Guidelines will be integrated into other efforts such as the review of site plan guidelines, sustainable design guidelines/green development standards, etc. It was reported back that: <ul style="list-style-type: none"> <li>▪ This document will be an appendix to the Citywide guidelines as well as the Strategy and Action Plan.</li> <li>▪ Green standards work is still very draft and it’s uncertain at this time how they will be finalized.</li> </ul> </li> <li>○ Participant inquired about how much of the greening of the public realm are areas that do and do not have a lot of foot traffic. The following items were reported back: <ul style="list-style-type: none"> <li>▪ The team thought about how to improve public realm space as well as general naturalization throughout the area. The approach undertaken for the public realm was broad in nature. Some examples of how we anticipate this to be applied include the incorporation of a CIP area which targets how improvements could be made from the private realm (experienced from</li> </ul> </li> </ul> </li> </ul>	No action

Discussion Item	Action
<p>the public realm) and then also streetscaping improvements in that same area. Burlington and Ottawa street are also key corridors to focus major landscaping and streetscaping planning for from the city side. Windermere Basin is another area which could see additional naturalization improvements.</p> <ul style="list-style-type: none"> <li>○ Participant asked about Hamilton’s truck route system, adding that there is tension between the movements of trucks in and out of the core and travelling through the heart of the city. The following items were reported back: <ul style="list-style-type: none"> <li>▪ Strategy and design guidelines are high level and instructional and the intention is for the complete streets approach to be context specific. Updates to the TMP / area specific transportation planning work is planned to resolve the functions for each area. Earlier versions of the Strategy document included some actions around truck routing in the Bayfront, however, these actions were removed pending the completion of the truck route master plan. It was also noted that the City’s transportation department has helped to review and revise the actions.</li> </ul> </li> </ul>	
<p><b>4. NEXT STEPS</b></p> <ul style="list-style-type: none"> <li>• Tiffany noted that we will get full documents to review out to the Focus Group tomorrow. Large format link - file sharing. Copy of the Strategy / Actions and UDG. Participants should aim to have their comments in by January 7.</li> <li>• Final round of public consultation is being targeted for February, subject to finalizing the documents.</li> <li>• Planning on presenting to Province and Council in early Q2.</li> </ul>	No Action
<p><b>5. ADJOURNMENT</b></p>	No Action

**Meeting Adjourned**

Please send revisions to Melissa Kosterman at [mkosterman@dillon.ca](mailto:mkosterman@dillon.ca)

A6

**APPENDIX A6**

**MINUTES  
FROM PUBLIC  
CONSULTATION  
MEETINGS**



# MEETING MINUTES

**Subject:** Bayfront Industrial Area Renewal Strategy – PIC Meeting #1  
**Date and Time:** Monday, June 12, 2017 – 4:00 p.m.-6:00 p.m.; 6:30 p.m. – 8:30 p.m.  
**Location:** The Eva Rothwell Centre, Gymnasium, 460 Wentworth Street North, Hamilton, ON, L8L5W8  
**Our File:** 16-4534

## Attendees

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Eniber Cabrera	City of Hamilton, Community Planning
Christine Newbold	City of Hamilton, Community Planning
Norm Schleeahn	City of Hamilton, Business Development
Christine Strupat	City of Hamilton, Community Planning
Kate Clark	City of Hamilton, Planning Student
Patrick Kennedy	Dillon Consulting Limited
Melissa Kosterman	Dillon Consulting Limited
Ann Joyner	Dillon Consulting Limited
Paul Bumstead	Dillon Consulting Limited
Antony Lorius	Deloitte
Luciano Piccione	RCI Consulting

## Notes

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The purpose of the meeting was to discuss the Phase 2 Findings for the issues and opportunities exercise and introduce the project to the general public, also to get a sense of the vision for the Bayfront.

The event was split into two sessions, one in the afternoon, and one in the early evening to allow for those with different schedules. At the beginning of each session the City and Consultant Project Team introduced the key team members, the meetings purpose and what we expected to get out of the process.

The City and the Consultant Team then proceeded with the prepared presentation portion of the session which was then followed with a question and answer period and then an open house forum with interactive activity tables.

## Activity Summary

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Below is a short summary of the activities. Formal detailed summaries can be found in [Appendix A](#).

### Activity #1

*Question 1 – Identify on the maps provided, areas where you know of major issues/opportunities which have not been covered and should be addressed?*

*Question 2 – Identify on the maps provided, what types of major improvements/change would help the Bayfront and where should they be concentrated?*

- Improved and enhanced trail / cycling connections throughout the Bayfront
- Air and water quality concerns were raised, concerns about pollution.
- Greening initiatives for public and private lands, more parks, more trees.
- Infrastructure concerns were raised, making sure new growth could be sustained (stormwater, utilities, road improvements).
- Public / Waterfront Access.
- Public art, cultural and industrial heritage preservation.

### Activity #2 (Most used 'words' describing the Vision for the Bayfront)

1. Clean
2. Green
3. Progressive
4. Accessible
5. Innovation
6. Beautiful

### Activity #3 (Principles that will achieve the Vision for the Bayfront with strongest support +20)

1. Improve air and water quality
2. Improve overall accessibility / transit / pedestrian / cycling / waterfront access
3. Attract new / better / green / innovative employment to the Bayfront
4. Use green / low impact / resilient design techniques (stormwater / green infrastructure)
5. Implement green energy such as District Energy, solar and wind.

## Afternoon Session Discussion

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- A question was posed regarding Deloitte's survey with stakeholders about the future use. It seems like the use was predetermined and now there is a narrow scope.
  - Deloitte's representative, Antony Lorius, responded that the purpose of Phase 1 was to do a market sounding exercise. Phase 1 wasn't a visioning exercise which is why they looked at the uses the way they did. Now, in this phase, there is a visionary exercise within predetermined parameters. We are looking from employment to employment uses for the most part at this point based on our Provincial planning framework.

- One member noted that what happens with the Stelco lands is important to know. They had met with the Mayor, and think that it is important for the community to have input into what happens at those lands. There were 13,000 employees and now there are 500 employees. They are looking to get back to 10,000 employees. They would like to see real value coming into the community. It is important for the vision. Urge people to get involved. They were involved in Randle's Reef when it started 27 years ago, takes time to get things done.
- One member commented that a lot of lands are owned by the Port Authority and wanted to know if they were involved. Were they interested in what the public has to say? They would have liked to have seen them out at the public meeting.
  - They City noted that HPA is involved in the Steering Committee and are now a part of the Focus Group as requested. They are doing well and growing rapidly.
- A participant asked if there is a super port in the future for HPA? Concerned about the taking away of manufacturing jobs and replacing them with jobs that don't pay well. Concerned that HPA wants all the land in the area.
  - City noted that there isn't an immediate need or demand for a super port, and they are looking for input into the vision for the area and would like the public to provide the City with some feedback.
- Participant asked who is part of the Focus Group (stakeholders) for the project?
  - The Focus Group is meant to be a balance of members of industry, community and others. They have a representative from Stelco/Landco, they have 4-5 residents representing the adjacent neighbourhoods, Environment Hamilton, Sustainable Hamilton, Chamber of Commerce, Hamilton Industrial Environmental Association. Combination of many with 12-14 people maximum, otherwise the focus group would have been too big. They will be meeting face to face with other community groups and indigenous communities such as the Mississaugas of the New Credit First Nation.

## Evening Session Discussion

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- Question was posed about the contaminated lands and what is required.
  - Ministry of Environment governs what is required. If you change from a heavier use to a more sensitive use such as industrial to residential then there needs to be a mandated remediation of the land and record of site condition completed. The standard to reach is much higher to change to residential use. If you go from industry to another industry or from industrial to commercial use, then the requirements are less stringent and it's easier/less costly to manage and achieve.
- Question posed about not changing the statutory plans. There are residential areas that are zoned industrial. There have been difficulties in the ownership.
  - There are 2 residential conditions in this area. 1. Lands designated as Neighbourhoods, 2. lands designated as Employment. We are not looking at wholesale changes. The City has done studies in the past regarding the residential enclaves in the 80's and 90's and reviewed again in the mid 2000's. The decision was that the lands designated as employment should remain as employment and the current residential areas zoned industrial would remain as legal non-conforming uses. The study is looking at the



residential areas to improve transitions between residential and industrial uses in order to provide better aesthetic conditions in those transition areas.

- One member wanted to see a move to less toxic industries on the waterfront. People get their drinking water from the Harbour. We need less toxic industries especially near the lake.
- Question asked if there is a plan for more active green space?
  - City answered that the study is looking at ways to create more green space in the area and is looking to get feedback to inform the vision which will then inform the development scenarios.
- One participant wanted to know what transition zone meant. Is it transitioning current residential uses into industry and the term transition was meant to apply to a geographic transition (it is the zone of the City where we have both industry and residential)
  - Project team noted that “no we are not transitioning from one use to the other, it is simply just recognizing that there is a shift in that area from industry to residential. Geographic transition not land use future transitions.”
- One participant asked about the connection between the Airport and Bayfront?
  - Antony from Deloitte answered that the supply of employment lands are different parts of the pie, more lands mean bigger pieces of the pie available to companies looking for employment lands.
- A participant asked if there will be transit connections between these spaces?
  - City noted that Hamilton has a better chance to reach intensification targets set up in the growth plan if there are transit connections between residential areas and employment areas.
- One participant commented that Hamilton has its own character and they did not want Hamilton to turn into Toronto. There is a need to have universal design and along with that intensification. There was a concern about gentrification, and that it needs to be dealt with. Where is the money coming from?
  - One thing that we are looking to incorporate is accessibility. There are benefits as well as challenges to gentrification; the outcome will differ depending on the vision and development scenarios.
- One participant asked what the current plan is for the area?
  - Consultant team noted that the current plan is the Official Plan which states that the uses are industrial. There is no plan yet, it will stay the same. The Strategy will help to determine if changes to the Official Plan are needed.
- A participant asked if there is a quantitative factor to the contaminants.
  - The brownfields consultant answered that standards for residential are too stringent for the areas in the Bayfront as they have very complex conditions. For other areas it would work, but not in the Bayfront. When the ERASE program is used there is a cleanup component, but there is no requirement to use ERASE. The City does not have a tool to force business owners to use the program.

## Meeting Adjourned

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Please send revisions to Melissa Kosterman at [mkosterman@dillon.ca](mailto:mkosterman@dillon.ca)



# BAYFRONT INDUSTRIAL AREA RENEWAL STRATEGY

# ACTIVITY #1 - NORTHEAST

## Issues / Opportunities

1. Dust emissions from grain loading / unloading
2. Better cycling infrastructure. Connect cycling routes to beach bike lanes.
3. Cycle trail all the way down the north side of Burlington Street.
4. Retain and expand residual natural areas like this inlet and others. Aim to reach the escarpment in 2050.
5. Connect pipeline bike trail to the Red Hill & beach trail.

## Improvements / Changes

1. Address stormwater. Be practical with infrastructure. Make sure utilities can handle the growth. What about energy planning and evacuation routes?
2. Extension of Great Lakes trail into Hamilton Lakefront Trail.
3. Purchase vacant or lands available for sale as land trusts for lease back to City.
4. Invite outside interest / investment. Maintain / highlight industrial character with modern arts / use for the arts/ performance space (fashion show) that emphasize the industrial history of the area. Showcase industrial area through events that support artists. Same strategy as 2015 Jackson Square tall building that showcases the views. Community interest stimulated through events / fashion show and attract new people to area.
5. General Comment - if you want people to come it needs to be cleaned up visually and environmentally.
6. Improve connections and access to water.
7. Air quality: Smell! Fix it!
8. Land industrial / commercial and residential should be clean and visually active. Provide clean up incentives.





# BAYFRONT INDUSTRIAL AREA RENEWAL STRATEGY

# ACTIVITY #1 - NORTHWEST



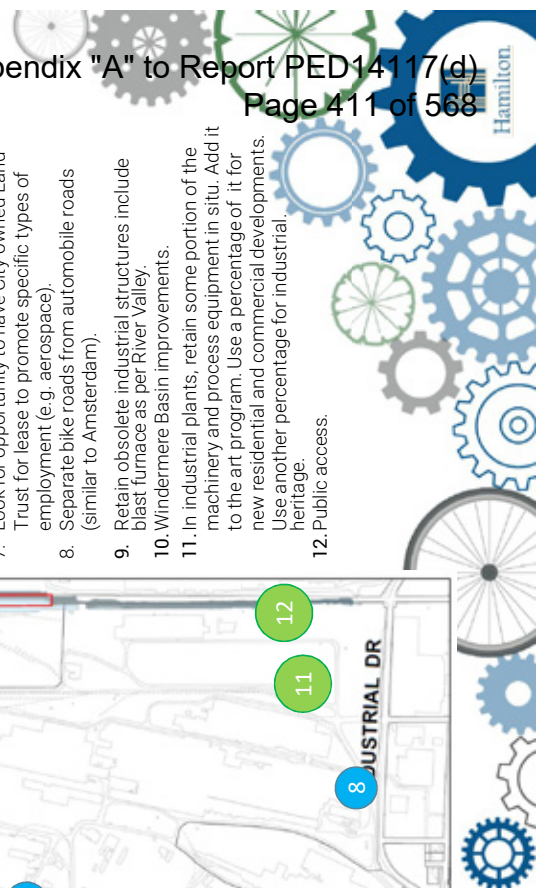
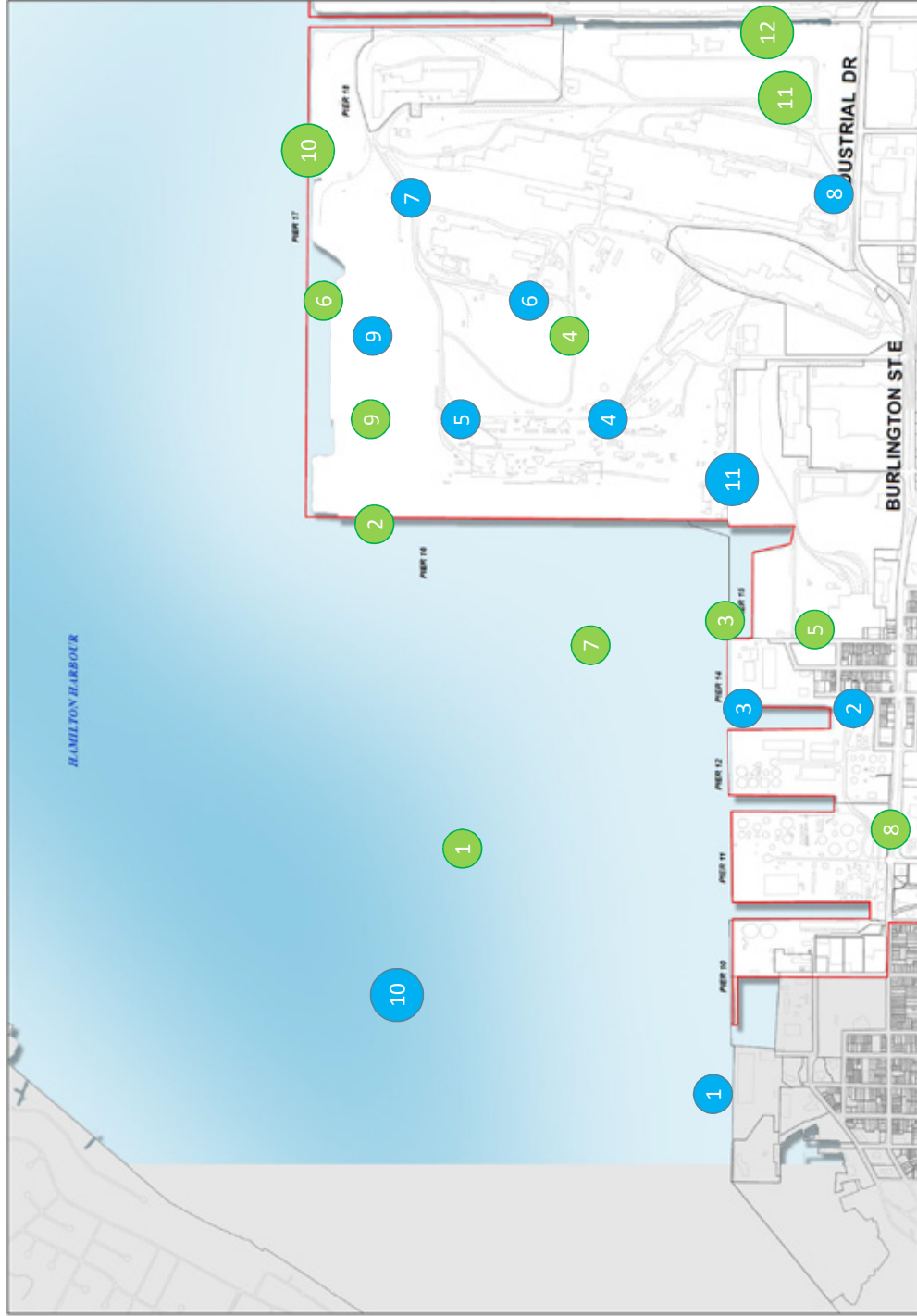
## Issues / Opportunities

1. Make it lovely, make entertainment.
2. Ball hockey areas, natural ice skating rinks.
3. Pier 14 – Trucks get lost trying to get to the port.
4. Light industry / commercial.
5. Would be nice to open this up.
6. No more polluting industry.
7. Increase air quality of emissions.
8. Better transit / bus & bike.
9. Create and enforce better particulate emission standards and do something constructive with vacant land.
10. Look for creative opportunities for land trusts.
11. No gasification plant here.



## Improvements / Changes

1. Don't turn us into Toronto!
2. Boardwalk along waterfront.
3. Cut back emissions.
4. Clean up the industry.
5. Move residential to south of Burlington Street and all industrial north of Burlington Street.
6. Tree planting strip to improve water quality and harbour views.
7. Look for opportunity to have City owned Land Trust for lease to promote specific types of employment (e.g. aerospace).
8. Separate bike roads from automobile roads (similar to Amsterdam).
9. Retain obsolete industrial structures include blast furnace as per River Valley.
10. Windermere Basin improvements.
11. In industrial plants, retain some portion of the machinery and process equipment in situ. Add it to the art program. Use a percentage of it for new residential and commercial developments. Use another percentage for industrial heritage.
12. Public access.

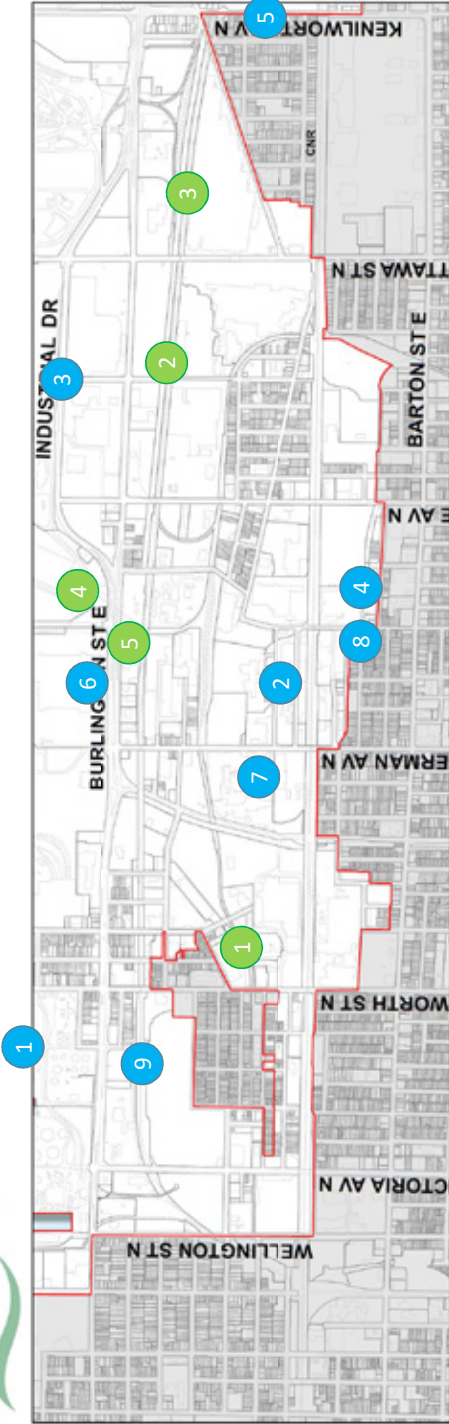




# BAYFRONT INDUSTRIAL AREA RENEWAL STRATEGY

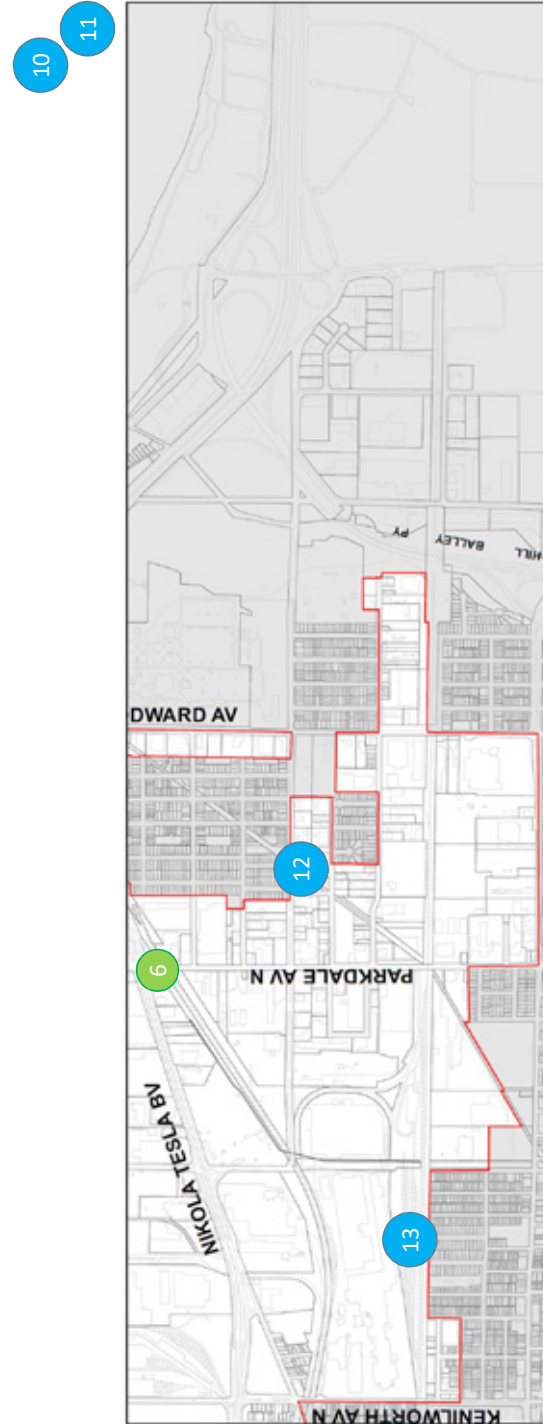
# ACTIVITY #1 - SOUTH

## Issues / Opportunities



1. Clean up the industry – pollution and emissions.
2. Dust and noise emissions.
3. Industrial pollution fallout.
4. Poor zoning protection for residents in "light" industrial zones.
5. Why do I smell Bounce fragrance in the wind? Just more pollution.
6. Can be intimidating.
7. Historic dioxin and furans emissions.
8. EZ Waste – bad neighbours (transition to residential)
9. Commercial spaces to separate residential from industrial.
10. Community groups could join up to discuss running issues 'work together'.
11. Attract new residents to adjacent neighbourhoods.
12. Pipeline trail opportunity – connection.
13. Compatibility with or impacts on existing surrounding or bordering uses.

## Improvements / Changes



1. More neighbourhood parks (500m walking radius) throughout Bayfront.
2. Plant trees = less noise, calm streets, cleaner air, healthier lungs.
3. Trees everywhere.
4. Needs improvements Burlington Street is dirty, bad for bikes, dangerous.
5. Improve the pavement of Burlington Street.
6. Desolate. Needs brightening up. Trees, more interests. Public art. Heritage past & future.





BAYFRONT INDUSTRIAL AREA  
RENEWAL STRATEGY

# ACTIVITY #2

Results of **ONE WORD** activity from PIC#1.

**Inviting Handshake**  
**Full-service Recreation**  
**Beautiful**  
**Maintained**  
**Professional City-building**  
**Innovation**  
**Environmental-leadership**  
**Landmark Walkable**  
**Green**  
**Livability**  
**Open-space Community**  
**Progressive**  
**International Showcase**  
**Jobs**  
**Public More-activities**  
**Affordable Accessible**  
**Secure**  
**Predetermined**  
**Accountability**  
**No-more-garbage**  
**Employment**  
**Welcoming**  
**Visionary**  
**Non-toxic**  
**Breathable**



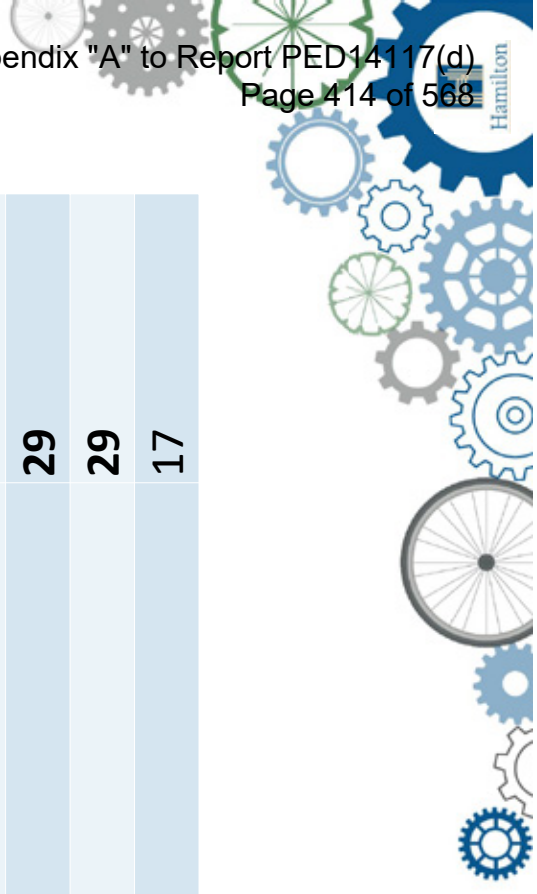


## BAYFRONT INDUSTRIAL AREA RENEWAL STRATEGY

# ACTIVITY #3

Example principles provided by the Consultant Team for PIC Participants to comment on.

Principle	I Support!
Attract new / better / green / innovative employment to the Bayfront	<b>27</b>
Use green / low-impact / resilient design techniques (stormwater management / green infrastructure)	<b>22</b>
Tell the 'story' of the Bayfront's history (steel museum / digital museum / industrial and/or steel trail)	<b>17</b>
Improve how new developments look by using architectural standards and guidelines	<b>16</b>
Implement green energy such as District Energy, solar and wind	<b>21</b>
Open up the Bayfront for different types of industry	<b>17</b>
Improve air and water quality	<b>29</b>
Improve overall accessibility / transit / pedestrian / cycling / waterfront access	<b>29</b>
Introduce public art (pieces, façade treatments, murals)	<b>17</b>



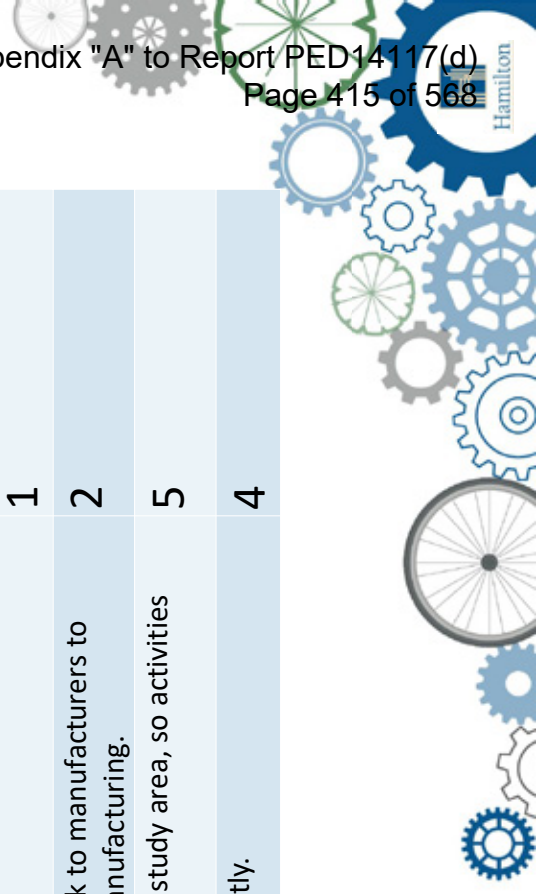


**BAYFRONT INDUSTRIAL AREA  
RENEWAL STRATEGY**

# ACTIVITY #3

Principles which PIC participants added to our list and then indicated their support.

Other Principles we missed? Please List below:	I Support!
Absolutely no more garbage / waste facilities – No gasification plan – clean up Randle Reef	<b>12</b>
Experimentation / Incentives for green building techniques – Use this opportunity to advance Hamilton’s Green Building Industry	<b>6</b>
Conservation of a Bayfront property vs. consumption with a balance for the scarce space.	<b>5</b>
Develop Hamilton Harbour into a World Class Seaport	<b>1</b>
Better Streetscape (Native Trees, perennials, cycling infrastructure, pedestrian accessibility)	<b>5</b>
New types of light industry or commercial (medical, innovation)	<b>1</b>
Look for opportunities for the City to buy land and have land trust to lease back to manufacturers to promote more favourable types of employment, such as perhaps aerospace manufacturing.	<b>2</b>
Robust transition to / integration with activities (residential, etc.) Adjoining the study area, so activities outside are not compromised.	<b>5</b>
Major stakeholders should be responsible for improving their curb appeal directly.	<b>4</b>



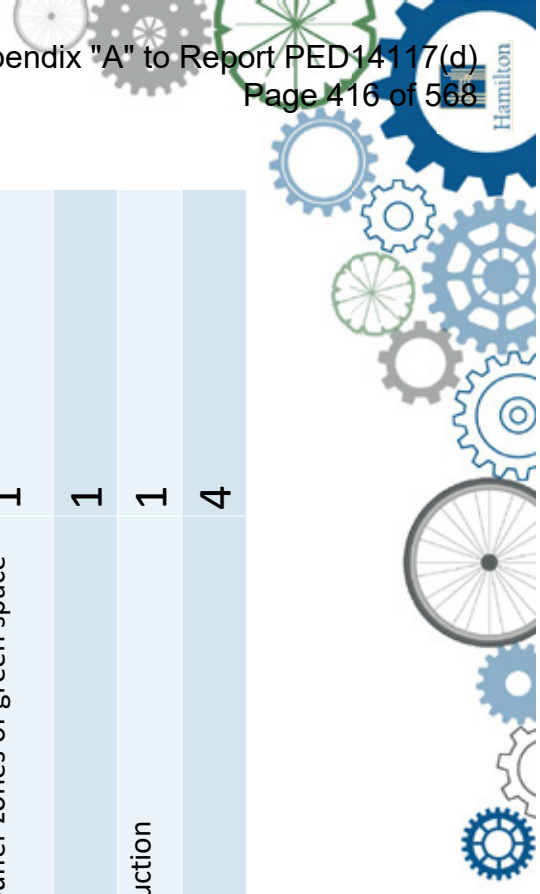


**BAYFRONT INDUSTRIAL AREA  
RENEWAL STRATEGY**

# ACTIVITY #3

Principles which PIC participants added to our list and then indicated their support.

Other Principles we missed? Please List below:	I Support!
Make waterfront accessible. I.e. where City streets move through private land.	5
Convert brownfields into urban agriculture. For consumption after studies on crop results are assessed.	4
Strong infrastructure, utility systems	1
Buy out residential and move it to south of Burlington Street	3
Leader in innovative creation & technology	2
Encourage more residential development for new jobs that come to the area. Buffer zones of green space between residential and industrial.	1
Consolidated storage to free up land.	1
Lobby federal government for fairer regulations to encourage steel (local) production	1
Trucks out of residential areas (better GPS) residents are not GPS!	4







# MEETING MINUTES

**Subject:** Bayfront Industrial Area Renewal Strategy – PIC Meeting #2  
**Date and Time:** Thursday, June 14, 2018 – 4:30 p.m.-6:00 p.m.; 6:30 p.m. – 8:00 p.m.  
**Location:** The Eva Rothwell Centre, Gymnasium, 460 Wentworth Street North, Hamilton, ON, L8L5W8  
**Our File:** 16-4534

## Attendees

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Tiffany Singh	City of Hamilton, Community Planning
Christine Newbold	City of Hamilton, Community Planning
Norm Schleeahn	City of Hamilton, Business Development
Christine Strupat	City of Hamilton, Community Planning
Jennifer Allen	City of Hamilton, Community Planning Student
Patrick Kennedy	Dillon Consulting Limited
Melissa Kosterman	Dillon Consulting Limited

## Notes

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The purpose of the meeting was to provide an update on the project and to get feedback on the draft vision and objectives as well as to get feedback on the draft scenarios. A synopsis was also presented on the previous PIC and other consultation sessions.

The event was split into two sessions, one in the afternoon, and one in the early evening to better accommodate those with different schedules. At the beginning of each session the City and Consultant Project Team introduced the key team members, the meetings purpose and what we expected to get out of the process.

The City and the Consultant Team then proceeded with the prepared presentation portion of the session which was then followed with a question and answer period and then an open house forum with interactive activity tables.

## Activity Summary

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Below is a list of the activities. Images of the activities can be found in [Appendix A](#).

- *What are the Opportunities for Change?*
  - Areas for change
  - Improvements to Public Realm
  
- *Examples of Change – Area 1*
  
- *Examples of Change – Area 2*
  
- *Examples of Change – Area 3*
  
- *Examples of Change – Area 4*

## Afternoon Session Discussion (After Presentation)

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- There were approximately 15 people at the afternoon session.
- One participant noted an example in the City of Buffalo called the Solar City Factory which took over a steel site and brought in 3,000 jobs.
- One participant asked about the timing of the vision.
  - The vision is long term and could take upwards of 50 years to be realized.
- One participant asked about how much control the City has over private land and if there really is anything that can be done.
  - The City noted that there are ways to influence change. This could be done through rezoning, investment dollars and incentive plans, also grant programs for owners to upgrade their existing buildings or their properties with landscaping and murals. These investments would contribute to the vision and objectives for the Bayfront.
  - The City can also invest in publicly owned land to spur interest in change.
- There was a question about the plan for economic incentives to stimulate redevelopment and who are they geared towards.
  - The city noted one program in existence to assist private landowners with remediation costs to clean up their brownfield properties (ERASE).
- A concern was raised about the waterfront and if it will start to look like Toronto with high rises and is concerned about the threat of development.
  - Employment preservation was not a strong policy piece at the time that Toronto waterfront properties were being redeveloped. Since then the Province has reinforced policies ensuring that this area will be maintained for Employment use
  
  - The city stated that the vision for the Bayfront is for employment and not for residential development. There is also provincial direction which enforces the importance of employment lands. City Council also supports the protection of the Bayfront for employment and local jobs.

- Having a strong long-term vision and strategy is of significant importance and it will help shape growth and change.
- A question was asked about what the influence of the province and the federal government is on the waterfront.
  - The Port Authority is Federal and governs over their land on the harbour.
  - If they own land or support initiatives financially then they have influence on lands.
  - Otherwise it is City jurisdiction.
- Comment was made that we need to 'bridge the gap' between the LRT corridor and the Bayfront. There is a stretch along Barton that is not being dealt with under any strategy at the moment.
- Comment was made that we need north/south thoroughfares to help mitigate and move traffic. Lottridge and Sherman for example.
- The short term quick wins need to be looked at.
- There is a need for a destination in the Bayfront.
- National steel car has started to liven up their infrastructure with rainbow painted chimney stacks.
- Possible matching grant program, 50% matching for urban renewal.
- Participant noted the City should try to achieve what they have direct control over first, the more visual elements and the elements that help the community then have the long range plans for the private realm.
- Start with trees and plantings. The Port has started a pollinator / bee program on their property.
- A question was asked if we are consulting with the schools and the youth. These groups will be the ones to actually experience the changes over the next 25+ years.
- There was a request for a definition of a brownfield.
  - Previously used land for industrial or commercial uses that are underutilized and may be contaminated. If contaminated they must be remediated in order to introduce new sensitive uses (ie. residential that are to be upgraded)
- Liz Tobin advised she will be sharing some updates about this project at an upcoming Mohawk event – Bay Area Climate Change Office Forum on June 27<sup>th</sup> 2018.

## Evening Session Discussion

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- There were 12 participants at the evening session.
- A question was posed about how the community was engaged.
  - The City noted that there were many communications:
  - Email list collected over the last year; Local newspaper; Hamilton Spectator; Website; Focus Group – Neighbourhood Association Reps; Posters in libraries and community centres; Barton Village Festival
  - One participant expressed concern that they did not receive any communications to date.
    - They were asked to get on our communications list and participate in the comment form and activities.

- A question was asked about how murals will be implemented? Which interfaces between Industrial and residential uses have been picked? Participant was interested in when and how the bid process for those art pieces would work.
  - The actual strategy will include potential locations for the incorporation of art and murals. This will be part of the next phase of the project.
- A question was asked about how the study area was defined.
  - The study area comprises the industrial/employment zoning.
- A question was posed about cultural heritage assets and if they had been considered.
  - A cultural heritage resource assessment was conducted by a ASI using secondary resources such as historical mapping and data collected by the City
  - A detailed inventory of potential cultural heritage resources will be conducted by the City.
- One participant expressed concern at seeing workers on a private lot which they noted was vacant. Also noted that some lots have vehicles parked in them for long periods of time.
- Someone noted that there is a sharp divide between residential and industrial lands.
- A question was asked about the definition of 'creative industry.'
  - Team noted it could be industry in film production, studios etc. where the more physical filming activities occur.
  - It was also noted that Karma Candy is really only using about ¼ of their building. The rest is unused.
- What piers are included in the study area? Also which wards?
  - Piers 10 – 27, majority of those piers are owned by the Hamilton Port Authority with Piers 16 – 21 being privately owned (Stelco, Arcelormittal)
  - The Bayfront Strategy covers parts of Wards 2, 3, 4, and 5.
- Question was asked about the photo contest.
  - Photo contest is open to Ontario residents above the age of 19.
- General discussion about the need for more green spaces. Introduce green houses.
- Discussion of rules around reuse of the building especially if it has cultural heritage value.
  - Noted that the team should reach out to the Workers Arts and Heritage museum for art and cultural information.

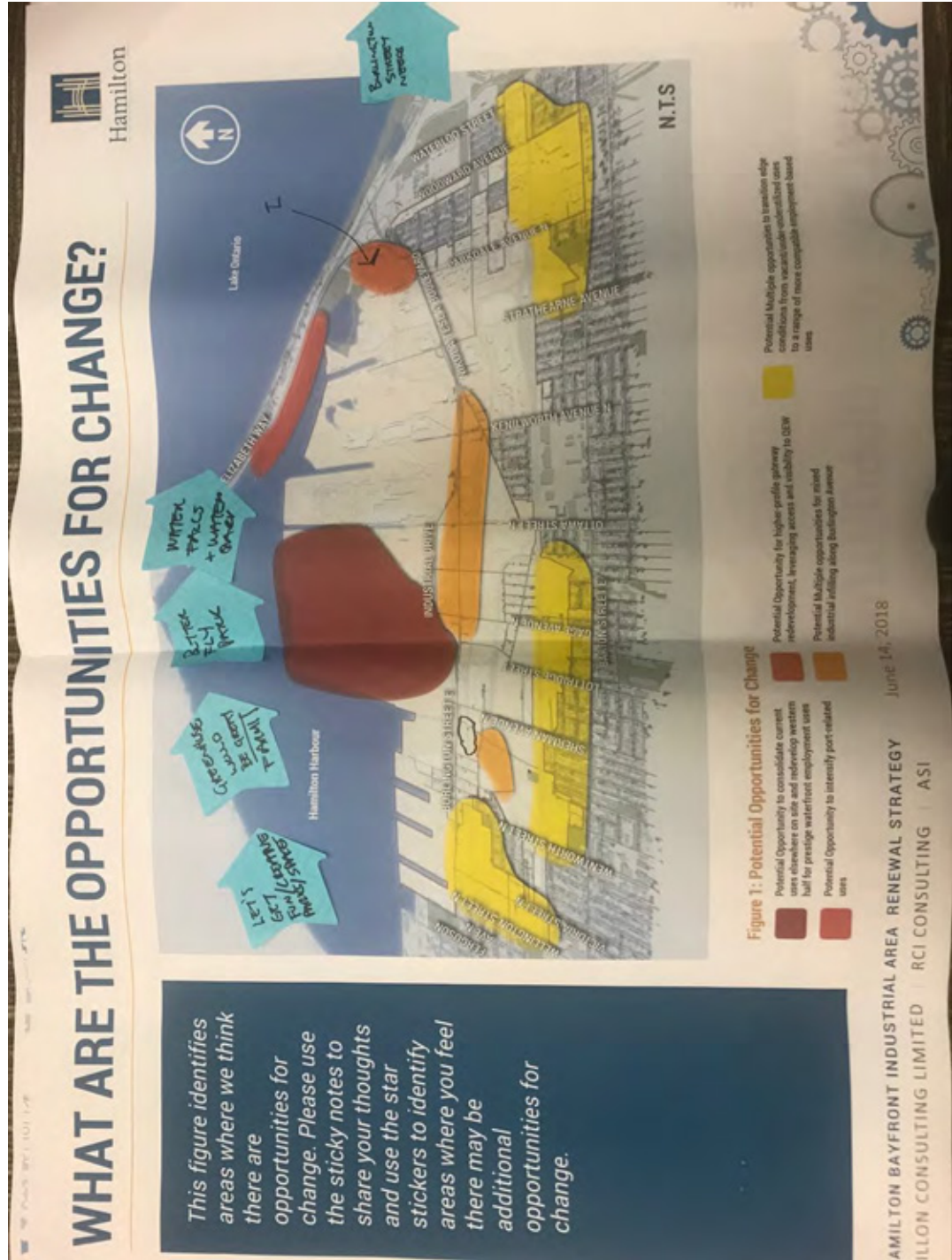
## Meeting Adjourned

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Please send revisions to Melissa Kosterman at [mkosterman@dillon.ca](mailto:mkosterman@dillon.ca)

# MEETING MINUTES

## APPENDIX A - ACTIVITIES

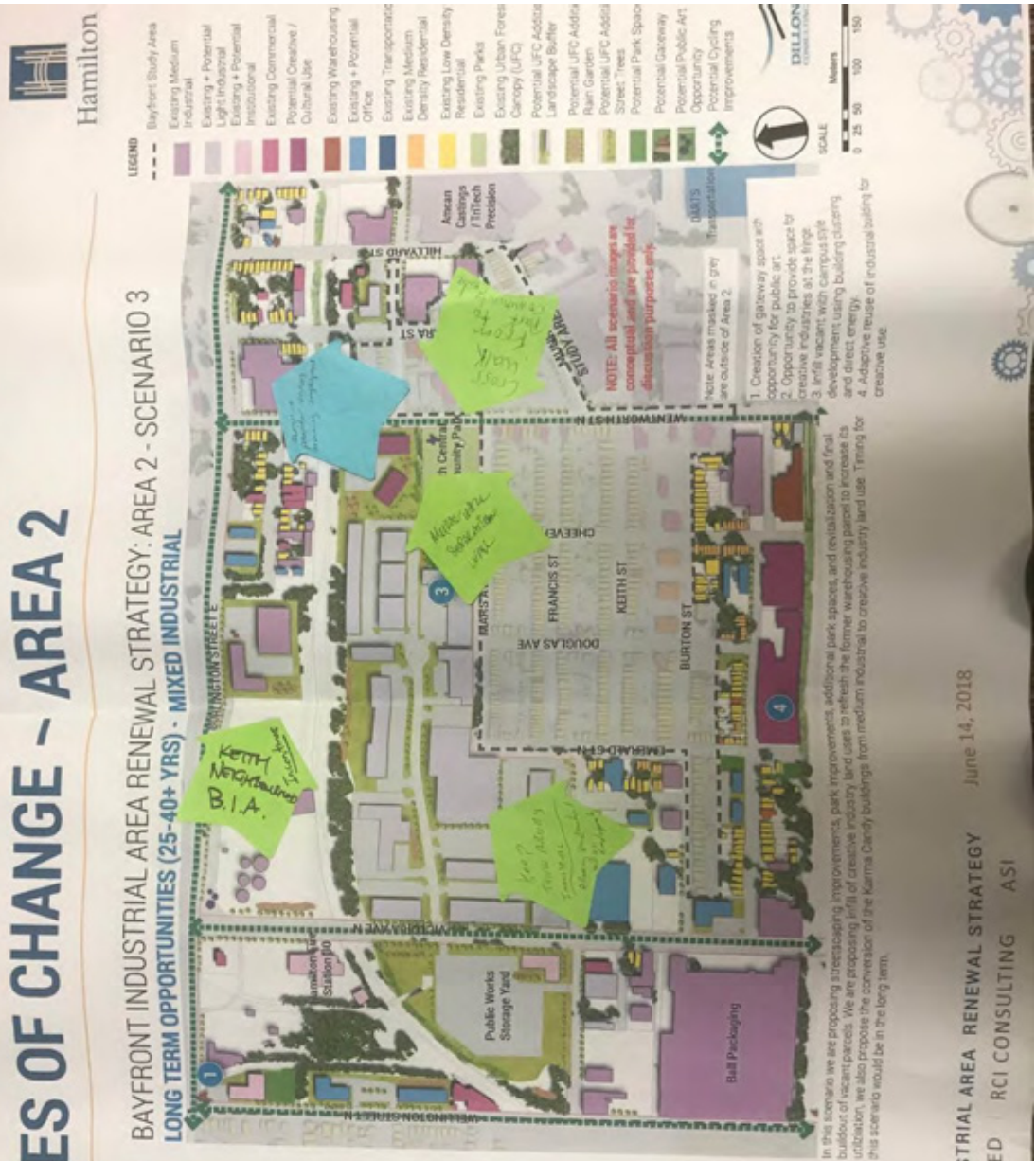




# EXAMPLES OF CHANGE - AREA 2

This figure is an example of what change could look like in this particular area. This is not a proposal, but rather an idea generator. Please take a look at the map and let us know what you think. Use the sticky notes to write down your thoughts.

## BAYFRONT INDUSTRIAL AREA RENEWAL STRATEGY: AREA 2 - SCENARIO 3 LONG TERM OPPORTUNITIES (25-40+ YRS) - MIXED INDUSTRIAL



# EXAMPLES OF CHANGE - AREA 1

*This figure is an example of what change could look like in this particular area. This is not a proposal, but rather an idea generator. Please take a look at the map and let us know what you think. Use the sticky notes to write down your thoughts.*

## BAYFRONT INDUSTRIAL AREA RENEWAL STRATEGY: AREA 1 - SCENARIO 3 LONG TERM OPPORTUNITIES (25-40+ YRS) - MIXED INDUSTRIAL

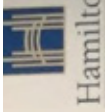


June 14, 2018

HAMILTON BAYFRONT INDUSTRIAL AREA RENEWAL STRATEGY  
DILLON CONSULTING LIMITED | RCI CONSULTING | ASI



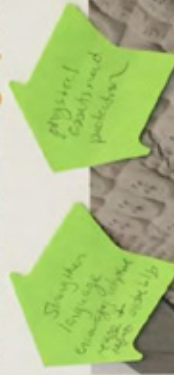
# OBJECTIVES



7. Provide opportunities to resolve existing land use compatibility issues.



8. Celebrate and strengthen cultural heritage resources of the area through public art, wayfinding, murals, and fostering public institutions and public spaces.



HAMILTON BAYFRONT INDUSTRIAL AREA RENEWAL STRATEGY June 14, 2018

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# MEETING MINUTES

**Subject:** Bayfront Industrial Area Renewal Strategy – PIC Meeting #3  
**Date and Time:** Thursday, April 14, 2022 – 6:00 p.m. – 8:00 p.m.  
**Location:** Virtual Via Webex  
**Our File:** 16-4534

## Attendees

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Tiffany Singh	City of Hamilton, Community Planning
Christine Newbold	City of Hamilton, Community Planning
Norm Schleeahn	City of Hamilton, Business Development
Jennifer Patterson	City of Hamilton, Business Development
Patrick Kennedy	Dillon Consulting Limited
Melissa Kosterman	Dillon Consulting Limited

## Notes

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The purpose of the meeting was to provide an overview of the project, a review of the draft strategy and action plan document, as well as the draft design guidelines. The meeting took place as a virtual public meeting, including a presentation which was followed by a question/answer/comment section.

## Presentation Outline

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Below is a list of the elements covered during the presentation.

- Part 1: Introduction
- Part 2: Strategy
- Part 3: Urban Design Highlights
- Part 4: Action Plan
- Part 5: Next Steps

## Discussion

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- Following the presentation there were a number of questions and comment posted in the virtual meeting:
  - One of the most valuable lands in the waterfront, is the waterfront. Are there any plans to open up the waterfront more? It was reported back to the group that the Strategy is looking to improve access to the waterfront in select locations, recognizing that the City has to work in a collaborative manner with HOPA and private owners and that there are also safety/security aspects that need to be respected. Some possible opportunities include Sherman Inlet and Windermere Basin.

- The streetscape section does not allow for / illustrate all of the utilities. It was reported back that the right-of-way diagrams are conceptual and that lighting and other underground utilities would have space for the typical range of utilities. It was also noted that through the design and redevelopment of specific streets that the needs of above/below ground utilities would be harmonized and addressed.
- What comparator industrial zone transformations have you looked at? It was reported that the team had looked at several examples, including Milwaukee Wisconsin's Menomonee Valley, Navy Yards redevelopment in Philadelphia and also the redevelopment of Bethlehem steelworks in Bethlehem Pennsylvania.
- A comment was submitted to state that it's important to preserve aspects of our industrial heritage. It was reported back that the Strategy does have a number of actions intended to guide heritage conservation.
- Can the warehousing planned for AEGD be planned for the Bayfront rather than on greenfield lands so that we can preserve prime ag lands and natural systems? It was reported back that there would be opportunities for some warehousing in the Bayfront, however historically there has been a lack of lands for sale in the area. However, there are expected to be more opportunities through the redevelopment of the former stelco site which has the potential to accommodate a range of employment uses. The airport lands are also strategic for the City and the expectation is that the land will be needed over the long, particularly to address airport-related logistics needs. The AEGD has a secondary plan to protect and conserve natural heritage features/functions.
- How can private owners be encouraged to provide space for public spaces in the Bayfront? It was reported back that there is some common ground between stakeholders, residents, landowners, industry and the City around the importance of improving the number and range of supporting amenities in the Bayfront. The Strategy provides direction on how to plan for more public spaces and improve access to existing public spaces.
- How do small businesses get involved, especially for sharing resources? It was reported back that small business owners can work with the City's Economic Development department to make connections with other local business, as well as Hamilton's Industrial Associate (HIA).
- How much land will become available thanks to Stelco's announcement? It was reported back that approximately 600 acres of land will be available for redevelopment.
- Is there an estimate to cost to update the services in the Bayfront or is it fully serviced already? It was reported back that the area has access to full municipal services, but that since the area has been developed for over a century, there is a need to update the water, sanitary, stormwater services and other utilities over the long term.
- What kind of shared resources might be available for an Eco-Industrial Park? It was reported back that Action 28 speaks to the details of this action.
- Is there potential for completely separated bike paths through the Bayfront? It was reported back that Figure 5-4 in the Strategy document shows the existing and planned cycling network and the new potential connections that we are proposing, including more east-west dedicated, separated lanes. It was also noted that at this stage the Strategy has not explicitly identified the type of cycling infrastructure as this would be addressed in more detail at the design stage. It was noted that the preferred approach is

generally to separate bike lanes from traffic where feasible (the example of Burlington extension was cited).

- Are we going to build-in sufficient finances to build a healthy tree canopy? It was reported back that the team has been engaging with the City's urban forestry department to understand the best practices and what is possible in terms of improving the overall tree canopy. It was also noted that the specifics on tree planting are guided by the City's Urban Forestry Strategy.
- Are there any remediation grants to clean up contaminated lands? How does the ERASE program fit? The City's current ERASE programs fits well with the overall objectives of the strategy, providing some financial incentives for clean-up. As part of the Strategy, it has also been recommended that the City update its ERASE program and it's expected that the program will be starting this update later in 2022.
- What strategies will be used to promote better integration between residential and employment areas? Has the City considered mixed uses for the lands to south and west of the Keith Neighborhood to reduce its isolation? It was reported that the Strategy does not recommend specific land use changes and that the focus is on the employment areas. However, the Strategy does identify edge areas that are subject to further study and the goal is to improve compatibility in these areas.
- Has the former Studebaker site been identified as a heritage site? There are some vacant lands available for industrial redevelopment in this area. Through the City's site plan application process, the site's existing building has been identified as a potential building of interest. It was also noted that the FAQ posting will provide additional details.

### **Meeting Adjourned**

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Please send revisions to Melissa Kosterman at [mkosterman@dillon.ca](mailto:mkosterman@dillon.ca)

## The Bayfront Industrial Area Strategy – Virtual Public Information Centre Webinar Event – Thursday, April 14<sup>th</sup>, 2022

### Question & Answer Summary:

**Q: *I was late joining the meeting, will the slides or a recording be made available?***

In addition to this Q&A summary document, a recording of the event will be posted on <https://engage.hamilton.ca/bayfrontstrategy>.

**Q: *Can the 47 actions be found on Engage Hamilton?***

Yes, there are two ways to access the list of actions via the Engage Hamilton page (<https://engage.hamilton.ca/bayfrontstrategy>):

1. Scroll down to the bottom of the page where you will see 5 tabs (Virtual Meeting, The Bayfront Today, The Strategy, The Action Plan, and the Urban Design Guidelines). Click on “The Action Plan” tab and a link to a pdf excerpt of the Draft Bayfront Industrial Area Strategy document. Then scroll to 19 of the PDF for the start of the action list. A table summarizing the proposed actions and showing how they align with the objectives of the strategy starts on page 24 of the PDF excerpt.
2. Along the righthand margin below the “Project Timeline” you will find the heading “Documents” and two links to download the full PDF draft documents (1. Draft Bayfront Industrial Area Strategy, and 2. Draft Bayfront Industrial Area Urban Design Guidelines). If you click on the first link you can scroll down to page 86 of the PDF document to the start of the action list.

**Q: *Great presentation ~ thank you! Have you identified comparator industrial zones that have been successfully transformed?***

It’s been difficult to find a perfect comparison of successful comprehensive examples where heavy or traditional industrial uses are maintained on the site or directly adjacent while redeveloping components of the site or area for other types of uses. Majority of the examples of industrial redevelopment that exist are waterfront redevelopments of former decommissioned heavy industrial uses. There are three more notable examples though, that have successfully integrated employment uses to the site/area while still maintaining some industrial use or creatively adaptively using traditional industrial infrastructure.

1. Menomonee Valley – Milwaukee, Wisconsin – During the early 20<sup>th</sup> century Milwaukee was known as the “Machine Shop of the World” and the Menomonee Valley was its engine. At its peak the area included over 50,000 people along a 485 hectare industrial corridor.

Redevelopment efforts began in the late 90's guided by an area plan to be implemented through public-private partnerships which led to the development of several major attractions/destinations (Miller Park, Harley Davidson Museum, Clement J Zablocki Medical Centre and Potawatomi Hotel and Casino). Revitalization of the area also included employment land development/retention of employment lands resulting in 1\$ billion invested since 2000, 16,000 jobs, 125 firms and a series of naturalization, stormwater management and transportation improvements.

2. Navy Yards – Philadelphia, Pennsylvania – a former naval base that was decommissioned and redeveloped through public-private partnership starting in the early 2000's. Redevelopment efforts have led to providing over 600 hectares of employment uses consisting of prestige office, light industrial, retail, institutional, and research and development uses, full buildout plans include introducing some residential uses. Redevelopment has been guided by a master plan for the area.
3. Bethlehem Steel Redevelopment – Bethlehem, Pennsylvania – The location of Bethlehem Steel's 400 hectare site was decommissioned in the late 1990's. Redevelopment of the area has included a mixture of commercial, institutional, entertainment and employment uses. Redevelopment highlights include Bethlehem Works, a 50 hectare site featuring a live music venue, public space and founders museum. Other redevelopment initiatives have included intensification and redevelopment in the adjacent Lehigh Valley Industrial Park which features a number of light industrial, warehousing and logistic uses.

***Q: One of the most valuable lands is the waterfront. Any intention to open up the waterfront specifically to public use?***

One of the identified objectives of this strategy (Objective #10) is to provide more public access to the waterfront while not jeopardizing public safety or negatively impacting the function and operation of businesses located in this area or the port. We have identified potential opportunities for public access on Figure 5.5 of the Draft Bayfront Industrial Area Strategy (Page 78). In addition, we have identified specific views and vistas of the water, the escarpment and iconic industrial infrastructure that we feel are important to either maintain, protect, or enhance on Figure 5.7 of the Draft Bayfront Industrial Area Strategy (Page 81).

Unlike Piers 6, 7, 8 along the western portion of Hamilton's waterfront where the City owns a significant amount of land and has provided public access, providing public access to the working waterfront is much more challenging. This is largely because the City owns very little land along this stretch of the shoreline. As such, the City must work collaboratively with the landowners in the area to understand their operational needs and safety concerns before we can advance on some of the recommended opportunities we have identified. There are improvement opportunities near the Sherman Inlet and Windermere Basin. In addition, the

Hamilton-Oshawa Port Authority (HOPA) has built a relatively new viewing platform available to the general public at Pier 15, which has been identified on Figure 5.5. It's useful to note that just outside of the study area boundaries, HOPA is working on a major redevelopment of Fisherman's Pier and the historic preservation of the Lighthouse and Keeper's Cottage. This is discussed on pages 2-3 of our draft Bayfront Industrial Area Strategy, but more detail on HOPA's plans can be found at the following link-  
<https://www.hopaports.ca/community/fishermans-pier/>.

***Q: How can private owners be encouraged to provide public use along the waterfront?***

The iterative engagement processes on this project has shown that there is a lot of unity amongst our stakeholder groups that have helped form our vision and action plan document. Private landowners are interested in providing amenities and potentially public uses that benefit their businesses and help establish a more welcoming place of work for their employees. Our role as the City is to equip land owners with the tools they need to move these ideas into actions and work collaboratively through the implementation process.

The key action that is essential in building partnerships and sharing of ideas, tools, and resources is the formation of a Bayfront Industrial Area (BIA) Governance Body represented by a unified board of stakeholders (anchor tenants, government, academics, community leaders, non-profits) to collaborate and lead a process and decision-making towards this united vision for the area. This is discussed more fully on pages 83 and 86 of the Draft Bayfront Industrial Area Strategy. There is buy-in from some of our key private land owners, as well as interest and representation from the Province to be a part of this governance group. As such, we are optimistic that Phase 3 – Implementation will help us drive these conversations into action and encourage participation from our private landowners towards meaningful transformation of this area, changes that provide an efficient working waterfront as well as some opportunities for public access and amenities to make the area more inviting for employees, residents, and visitors.

***Q: Love the idea of conserving decommissioned steel production facilities - e.g., stacks, piping, furnaces, etc. Will be important to ensure that artifacts are not demolished.***

Conserving and celebrating heritage resources in the study area has been included as Objective #8 as discussed on page 63 of the Draft Bayfront Industrial Area Strategy. Rich cultural heritage can be utilized to improve the overall brand of The Industrial Bayfront, celebrating the very unique character and history. In addition to site design considerations discussed in the draft Urban Design Guidelines, there are have several important actions that support this objective that are outlined on page 89 of the Draft Bayfront Industrial Area Strategy. Generally, this list of actions includes:

- #29 - Conduct built heritage resource inventory.
- #30 - Create a "Benefits of Heritage Conservation" marketing brochure.
- #31 - Conduct a capacity building workshop explaining the heritage inventory and designation process.
- #32 - Update the Made in Hamilton 20th Century Industrial Trail.
- #33 - Develop tourism-oriented products that celebrates indigenous use of the land prior to industry and Hamilton's Industrial Heritage

***Q: Any thoughts about incorporating thermal energy sharing infrastructure among companies and into the adjacent neighbourhoods through district heating?***

Energy sharing has been discussed amongst our Steering Committee members and through the formation of the City's Economic Development Action Plan which speaks to decarbonization opportunities. In addition, Hamilton Industrial Environmental Association (HIEA) has been actively working on ways to improve the outputs of existing industries and how energy can be shared.

Thermal energy sharing in particular is one of many options that are broadly discussed within Action #28 located on page 89 of the Draft Bayfront Industrial Area Strategy:

#28 – Create, brand and promote an Eco-Industrial Park - a community of businesses seeking to achieve enhanced environmental and economic performance through collaboration in managing environmental and resource issues through the physical exchange of materials, energy, water and by-products.

- Determine opportunities for shared resource management, waste exchange, and utility synergies;
- Determine the network parameters and system design;
- Determine environmental monitoring techniques and frequency.

It should be understood though, that establishing an Eco-Industrial Park will take considerable cooperation amongst the various business in the area including the anchor tenants. As such, we have currently identified this action as a long-term action that we hope the governance body can start within the next ten years and beyond timeframe.

***Q: Any chance of Dedicated Bicycle paths completely separated from cars and pedestrians, like in the Netherlands?***

Figure 5.4 on page 77 of the Draft Bayfront Industrial Strategy shows the existing cycling and multiuse trail network that exists and proposed routes to improve active transportation permeability through the study area and connectivity to adjacent areas outside of the study



boundary. Establishing dedicated cycling paths that are elevated and separated from the vehicular component of a roadway is always the best practice goal. However, with existing roadway widths, existing servicing infrastructure, and existing easements, establishing a robust separation between vehicular traffic and cycling traffic can be challenging. Action #36 (page 90 of the Draft Bayfront Industrial Area Strategy) speaks to improving active transportation. It does not specify the design details in terms of separation standards for these improvements, but we have noted that they should be protected bike lanes which could include the use of bollards, planters, flexi-posts, or thin low concrete curbs. The greatest opportunity for building a more attractive separated multiuse trail along Burlington Street through a robust streetscape master planning process in particular (Action #17 on page 87).

***Q: How do small business get involved? Especially to make use of shared resources for manufacturing etc?***

The City of Hamilton's Economic Development department helps to liaise and encourage companies of all sizes to connect and build partnerships for resource management. The Hamilton Industrial Environmental Association also plays a key role in building collaborative relationships between companies of all sizes in the area to facilitate the development of an "industrial ecosystem". A large part of this project was to provide opportunities for all stakeholders including smaller businesses to have a say in the vision and change forward. There are three actions within the Draft Bayfront Industrial Area Strategy that small businesses would be directly and indirectly involved with and can benefit from:

#1 – The establishment of a Bayfront Industrial Area (BIA) Governance Body represented by a unified board of stakeholders (anchor tenants, government, academics, community leaders, non-profits and other interested stakeholders) to collaborate and lead a process and decision-making towards this united vision for the area.

#42 – Form partnerships with local institutions to create space for start-up research and innovation opportunities working towards creation of a physical and digital campus.

#43 – Determine the branding/ marketing of the area to attract new complimentary business, researchers, and attract long-term employees.

#44 – Determine opportunities to develop and build an internationally recognized architecturally unique key flagship building as a visual expression of change and innovation in the Bayfront Industrial Area and to house convention space, social space, research and innovation incubation space, and recreational space.

#46 – Determine, build and maintain shared facilities within the area (event/conference spaces, training spaces, social infrastructure, recreational spaces, parking structures, alternative fuel charging hubs).

#47 – Develop a shared fibre optic network for the area providing “innovation hub” internet access across the campus area through WiFi hot spots (transit stations, social spaces, research spaces, recreational spaces, charging ports etc.)

If you're a small business and want to get involved or learn more about the process, please contact Jennifer Patterson at [Jennifer.Patterson@hamilton.ca](mailto:Jennifer.Patterson@hamilton.ca) or ext. 4475.

***Q: How much land will become available here thanks to Stelco's announcement?***

Approximately 600 acres of land is anticipated to become available.

***Q: Is there an estimate of the cost to service or upgrade services to the BEZ or is it fully serviced already and good to go?***

Assuming BEZ is referring to the Bayfront Industrial Area - In general, the broader area is serviced with municipal services, including water, wastewater and stormwater systems. However, the area does have aging infrastructure that needs to be upgraded and there are also sanitary and storm sewer constraints. As such, there are five actions included (outlined in more detail on pages 86 and 87 of the Draft Bayfront Industrial Area Strategy):

#6 – Complete a local level stormwater and wastewater servicing strategy.

#7 – Expand existing programs to evaluate enhanced lot level controls for managing stormwater on-site to assist with the reduced capacity in the existing combined sewer system, to reduce the impacts of wet weather flows.

#8 – Complete the ongoing Citywide Water, Wastewater and Stormwater (W/WW/SWM) Master Plan infrastructure assessment.

#9 – Implement recommendations pertaining to The Bayfront from the City-wide Water, Wastewater and Stormwater (W/WW/SWM) Master Plan to resolve wastewater/combined sewer conveyance and treatment capacity constraints related to the Woodward Avenue Wastewater Treatment Plant.

#10 – Develop a Wastewater Sewer Allocation Program.

***Q: Are you going to build in sufficient finances to use best practices for creating a tree canopy, e.g., more mature trees planted in adequate soil? City has a history of planting young trees in small holes, not achieving shade or carbon sequestration.***

The project team has worked with Forestry staff to understand the difficulties of planting trees in these harsh soil conditions and identified approved tree species that are considered hardier and more capable of thriving in the harsh conditions of the area. Financing the use of supported soil cell systems (silva cell™) is a hurdle due to costs. The Draft Bayfront Industrial Area Strategy does not specify exactly how street trees should be planted, but opportunities to assess costs and budget appropriately for the use of supported soil cell systems would be carried out through the detailed streetscape master planning and process as outlined in Action #17 (page 87 of the Draft Bayfront Industrial Area Strategy). The streetscape master planning process includes: conceptual designs, functional designs, costing/funding strategy, and a detailed implementation design. Related to the efforts of this project, the City also has a [Draft Urban Forest Strategy](#) that provides some guidelines and updated recommendations for planting and maintaining street trees.

***Q: Are there remediation grants/incentives in place to encourage clean up of any contaminated land? ERASE program?***

Yes, The Erase Community Improvement Plan (CIP) has been in place for approximately sixteen years and has been successful in providing the financial tools needed to promote the remediation and redevelopment of brownfield sites. The Erase CIP applies to the Erase Community Improvement Plan Area (CIPA), which includes the full limits of the urbanized area of the City including the Bayfront Industrial Area. Amendments to the program were last made in 2018 through preliminary work through this project. Further improvements to the program are expected to be implemented next year. For now a full description of the existing program can be found here - <https://investinhamilton.ca/wp-content/uploads/2021/02/ERG-Program-Description-Feb-2021.pdf>

In addition to the ERASE CIP, the Draft Strategy is recommending another Community Improvement Plan through the Bayfront Industrial Area Strategy that would be specific to the properties fronting onto Burlington Street and Ottawa Street. It is listed as Action #18 on page 87 and 88 of the Draft Bayfront Industrial Area Strategy. This CIP would establish new financial incentive programs intended to support climate change readiness and industrial building improvements. This CIP has a climate change and historic industrial lens that could be applied to the following types of improvements:

- Naturalization of their properties facing public realm;
- Using LID (Low Impact Development) paving solutions for hard surfaced areas;
- Green screening of storage areas, existing utilities, and loading areas;
- Utilizing rooftops for green roofs or solar photovoltaic (PV) energy assets;
- Historic industrial preservation (specifically for non-designated properties or attributes); and,
- Murals for historic story telling.

***Q: I apologize if this question was already addressed. I live in Industrial Sector A & Keith. Given the Zoning/OP recognizes this as a residential area, what strategies will be used to promote integration with other residential neighbourhoods to the west and south, as well as to parkland and transit amenities? Has the City considered mixed use/residential development to the south and west of the Keith to reduce its isolation?***

Yes, a core part of the project has been to look at ways to improve the land use compatibility between sensitive land uses such as residential with the existing traditional industry in the area. Figure 4.1 on page 65 of the Draft Bayfront Industrial Area Strategy includes our assessment of the areas within the overall study area that we see opportunities for change. The area generally located west, north and southeast of the Keith neighbourhood have been identified in yellow indicating that we see opportunities to transition these “edge areas” from vacant or under-utilized uses to a range of more compatible employment-based uses such as prestige office or commercial retail uses.

***Q: Has the former Studebaker site at 440 Victoria been identified as a potential focal point or heritage site?***

The subject lands located at 440 Victoria Avenue North contains a three-storey industrial building and is included in the City’s Inventory of Buildings of Architectural and/or Historical Interest for the former Studebaker Company building. The subject lands are part of Draft Plan of Subdivision Application 25T-201208 and Site Plan Control Application DA-17-155. A Cultural Heritage Impact Assessment was reviewed with the Subdivision Application (25T-201208). Cultural Heritage staff have identified a special condition prior to the issuance of any subsequent building permits requiring that the industrial heritage of the former site shall be commemorated. Commemoration may include plaque, commemorative murals, or the incorporation of salvageable artifacts as public art to the proposed public spaces and dedicated parkland.

***Q: Can warehousing planned for the AEGD be accommodated here in the Bayfront rather than on prime farmland, natural heritage areas and headwater wetlands on the mountain?***

It’s not an either-or situation for providing warehouse uses in the Airport Employment Growth District over the Bayfront Industrial Area or vice versa. Both employment areas provide different advantages/assets for warehouse type uses in close proximity to the port and rail or in close proximity to the airport. The biggest obstacle that the Bayfront Industrial Area has had relates to available land for development. As mentioned in the presentation despite the perception that the Bayfront area has a lot of vacancy, there is little land currently available for warehouse type development or other employment uses. As shown on Figure 3.1 (page 28) in the Draft Bayfront Industrial Area Strategy, only 4% of land (60 hectares of land approximately) in the study area is actually vacant. However, through existing land owners consolidating their

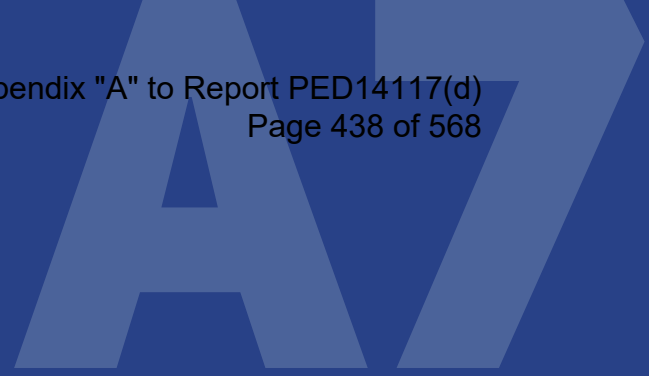
operations, there could be significant land come to market in the future. The redevelopment of the Stelco lands will provide a significant opportunity to redevelop and make land available for a wide variety of employment uses that may include some warehousing type uses.

The [AEGD Secondary Plan](#) contains natural heritage, cultural heritage, and agricultural principles and the policies to protect and minimize negative impacts to the natural heritage features in the area. The Secondary Plan was approved by Council 12 years ago now, and the AEGD Secondary Plan was designed to provide for a major business park development integrating with and complementing the existing John C. Munro Hamilton International Airport. It recognizes and allows for certain existing land uses, such as some farming use that you may see there today to continue until such time that they are redeveloped; as well as respects and enhances the prominent natural areas throughout the Secondary Plan Area.

Hamilton is a multi-modal city and there is goods movement activity demanding warehouse use near the airport, highways, rail, and port. Ultimately, both areas should provide opportunity for warehousing uses for strategic goods movement.

***Q: The Streetscape Industrial road section fails to include all types of utilities: road lights, underground gas/water/electrical/sewers which have a profound impact on above ground designs.***

This strategy and associated cross-section images are meant to highlight an end state and vision for these streetscapes. Any improvements would look to harmonize the underground infrastructure at the time of construction and include new technologies to allow for shade trees and utilities to occur in an efficient footprint. When the action that speaks to streetscape master planning work is started, more detailed drawings including underground infrastructure elements would be included as part of the scope of work required for implementation. This action is discussed on page 83-84 and on page 87 of the Draft Bayfront Industrial Area Strategy. Streetlight infrastructure can be added though to the draft cross-section showing the elevated portion of Nikola Tesla Blvd.



**APPENDIX A7**

**MINUTES  
FROM YOUTH  
ENGAGEMENT  
MEETINGS**



## **Bayfront Industrial Area Strategy Summary Report – Youth Engagement**



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## 1.0 Introduction

The Bayfront Industrial Area Strategy is a 45+ year vision and action plan that seeks to encourage efficient use of land, attract growth and investment, and improve the environmental conditions and image of the City's largest and oldest industrial area for a future of continuing productivity.

During the completion of Phase II of this project, it was noted that consultation with various groups to gain stakeholder and public input had occurred. However, upon further analysis of the demographics of individuals who attended engagement events, it was determined that the Youth voice, defined as under 30 years of age, had not been reached and that there was a need for an additional targeted consultation. The consultation that was developed focused on gaining input on what Youth think about the City's largest and oldest employment area today, what youth would like to see in the future; and gain Youth input on employment barriers and factors for workplace happiness. Consultation with Youth was completed because the City of Hamilton wanted to ensure that a Youth voice was heard when shaping the future of the Bayfront Industrial Area Strategy.

## 2.0 Youth Consultation Approaches

The Youth targeted consultation for the Bayfront Industrial Area Strategy initially was developed as an in-person consultation. As a result of the Covid-19 pandemic, the Youth consultation pivoted to an online format employing Engage.Hamilton.ca and WebEx as virtual tools.

The consultation was advertised using the City of Hamilton's Instagram, LinkedIn and Twitter accounts. It was also shared through CityLAB Hamilton Twitter account and the City of Hamilton Youth – Youth Strategy Instagram account. Material was also distributed to the project emailing list and Councillors to share using their social media accounts and newspapers.

The goal of the Youth Engagement was to:

- **Inform Youth:** assist youth in knowing about our collective progress in obtaining feedback for this project and moving this vision forward.
- **Explore Issues:** support a broad range of youth backgrounds in learning about key topics of interest (ie. Future of Bayfront, and employment growth in the area).
- **Obtain Feedback:** understand youth perspectives on the top issues and opportunities they see in the Bayfront Industrial Area, and the barriers and factors for success they see with the employment opportunities in the Bayfront Industrial Area.
- **Generate Ideas:** help create new suggestions and proposed alternatives through table discussions.
- **Collect Data:** gather information about youths' perceptions, concerns, needs, values and interested as they pertain to the event theme.

- **Identify Problems:** gain information about current and potential issues.
- **Build Capacity:** support the broader community's ability to address identified issues.
- **Enhance Collaboration:** bring youth input together with other stakeholder groups to collectively identify and address issues and opportunities felt in this area of Hamilton.
- **Support Act:** identify problems, alternatives, and solutions that can help to inform and build upon the Bayfront Industrial Area Strategy and Action Plan and put key actions in place to position Hamilton's oldest industrial area for a future of continuing productivity and investment.
- **Celebrate:** Hamilton's ongoing transformative journey and our collective achievements to date.

2.1 Advertisement



**LET'S CHAT** ABOUT THE **BAYFRONT INDUSTRIAL AREA STRATEGY**

**YOUTH ENGAGEMENT**

[ENGAGE.HAMILTON.CA/BAYFRONT-YOUTH](http://ENGAGE.HAMILTON.CA/BAYFRONT-YOUTH)

SERIES LAUNCHES AUGUST 5TH, 2020 AND WILL BE OPEN UNTIL SEPTEMBER 2ND, 2020

**7 PART ONLINE EVENT**

**STUDY AREA**



**1 WHAT IS THE BAYFRONT INDUSTRIAL AREA STRATEGY?**  
Video & Ideas Forum

**2 VISIONING**  
Quick Poll

**3 UNDERSTANDING VALUES**  
Rating Levels of Importance

**4 THINK LIKE A PLANNER**  
An Urban Design Activity

**5 EMPLOYMENT IN THE BAYFRONT**  
A Live Panel Discussion

**6 EMPLOYMENT BARRIERS AND PREFERENCES**  
Employment Survey

**7 THIS OR THAT**  
Image Poll on Preferences for Workplace Happiness

Raffle Prize Giveaway to 5 Registrants

**CONTACT** BayfrontStrategy@hamilton.ca  
905-546-2424 ext. 1221



### 3.0 Youth Engagement Event on the Engage Hamilton Webpage

The Engage Hamilton webpage launched June 15 2020 and was available until September 3, 2020. Highlights from the webpage include:

- 605 total visits
- 81 Engaged Visitors
  - 62 of the engaged visitors completed surveys
- 150 Informed Visitors
  - 6 document downloads,
  - 14 visits to Key Dates page,
  - 36 visits to the FAQ list, and
  - 75 visited Multiple Project Pages
- 453 Aware Visitors, meaning that they visited at least one Page
- 22 new registrations

The Engage Hamilton webpage had 6 different surveys that visitors could respond to, to assist with providing feedback. The following subsections explain what each survey was focused on, some highlights from the information collected and a brief overview of how the information was used.

#### 4.1 Word Cloud – Adding Youth Opinions

This activity asked respondents to “provide one word that you feel describes your vision for the Bayfront Industrial Area”. The goal of this activity was to ensure that the previously completed word web/cloud by Dillon Consulting at other stakeholder engagement events included words that resonated with and was reflective of the Youth perspective.

Some of the most common words that were provided by the youth include ‘Green’, ‘Community’ and ‘Inclusive’.

#### 4.2 Visioning Quick Poll Results

The first activity asked respondents, “Does this vision statement align with your vision for the Bayfront Industrial Area?”

The vision statement presented was:

*The Bayfront will continue to be one of the City’s major employment areas, home to a diverse range of economic activities that enhance the global competitiveness of the City and the Greater Golden Horseshoe.*

*The Bayfront will continue to hold a high number of jobs and be planned to attract a wide range of innovative, and synergistic creative industries.*

*The Bayfront will feature attractive green streets and a number of green infrastructure elements which support improved air, soil and water quality.*

*Redevelopment in the Bayfront will celebrate the rich social, cultural and environmental history through a wide variety of public art, wayfinding, murals, public institutions and public spaces.*

*The area's well-connected transportation system will enable industries to efficiently move goods via port, rail and highway networks, offering residents and employees a full range of transportation choices to safely move through the Bayfront making use of its extensive network of roads, transit, bike lanes, multi-use paths and sidewalks.*

*The Port will continue to be a vital piece of infrastructure, helping to support a number of economic activities within the Bayfront (and beyond).*

- Quick Poll response options included:
  - Completely Aligns
  - Mostly Aligns
  - Slightly Aligns
  - Unsure
  - Mostly Unaligned
  - Completely Disagree

Of those who responded to this survey question 80% stated that the vision statement either completely aligns or mostly aligns with the respondents' vision for the Bayfront Industrial Area. These results confirm that the vision is representative of Youth perspective.

#### 4.3 Values Survey Results

The second activity asked respondents to consider their values and rate the importance of each statement using a Likert scale to understand how strongly they feel about the drafted objectives. Open-ended survey questions were used to understand what respondents felt was missing from the objectives or could be improved.

The Values presented to respondents were:

	Very Important	Important	Unsure	Slightly Important	Not Important
1. Maintaining the employment function of the Bayfront.					
2. Attracting a mix of high quality industrial uses to complement existing industrial strengths.					
3. Allowing for a greater diversity of employment uses, including cleaner, greener, innovative industries.					
4. Promoting brownfield redevelopment, adaptive reuse, and employment land intensification.					
5. Improving air, soil and water quality within the Bayfront through a variety of sustainable measures.					
6. Improving the attractiveness of the both the public and private realm through high quality urban design, architecture, and landscaping.					
7. Providing opportunities to resolve existing land use compatibility issues.					
8. Celebrating and strengthening cultural heritage resources of the area, through public art, wayfinding, murals, public institutions and public spaces.					
9. Improving the transportation network, and goods movement, including road safety, function and connectivity to transit, pedestrian and cycling infrastructure.					
10. Providing opportunities for public access to the waterfront and create, protect and enhance important views and vistas.					

Some key highlights from the ranking of each value statement include:

- 46% respondents stated that ‘Maintaining the employment function of the Bayfront’ is very important
- 42% of respondents stated that ‘Attracting a mix of high quality industrial uses to complement existing industrial strengths’ is very important
- 71% of respondents stated that ‘Allowing for a greater diversity of employment uses, including cleaner, greener, innovative industries’ is very important.
- 67% of respondents stated that ‘Promoting brownfield redevelopment, adaptive reuse, and employment land intensification’ is either very important or important.
- 96% of respondents stated that ‘Improving air, soil and water quality within the Bayfront through a variety of sustainable measures’ was either very important or important.
- 67% of respondents stated that ‘Improving the attractiveness of both the public and private realm through high quality urban design’ is very important.
- 59% of respondents stated that ‘Providing opportunities to resolve existing land use compatibility issues’ is important
- 67% of respondents stated that ‘Celebrating and strengthening cultural heritage resources of the area, through public art, wayfinding, murals, public institutions and public spaces’ is very important.
- 75% of respondents stated that ‘Improving the transportation network, and goods movement, including road safety, function and connectivity to transit, pedestrian and cycling infrastructure’ is very important.
- 86% of respondents stated that ‘Providing opportunities for public access to the waterfront and create, protect and enhance important views and vistas’ is very important.
- 75% of respondents were satisfied with the way the Bayfront Industrial Area functions today.
- 33% of respondents thought other issues or opportunities should be explored or more valued, and the following comments were provided:
  - “Create medium density, European vibes with bike lands and transit
  - Profitable Art Industry space (film industry)
  - Making the space greener, creating more public spaces for the community to gather in
  - Use of clean energy sources and net zero carbon emissions
  - Apply smart city lens to rejuvenation of existing infrastructure and developments
  - Ensuring re-development does not displace people and instead provides opportunities for all Hamiltonians – including actually affordable (accessible) housing!
  - Priority needs to be cleaning up what’s there and preserving it long term

- Clean up the steel factories. Make Hamilton clean and transform the waterfront into a world class community.
- How can people co-exist with industry in a heavily polluted and undesirable area?"

The results of the values survey indicates that there is general agreement and support by Youth for the Values. Of interest is that there is great concern among the Youth demographic for improved air, soil and water quality going forward. As well, there is interest among Youth in having more opportunities to access the waterfront. The confirmation of the values demonstrates that significant changes to the Values are not required.

#### 4.4 Employment Survey

The third activity was a survey focused on understanding employment barriers and preferences. A few key highlights include:

- 78% of respondents use job search webpages to find jobs
- Most respondents identified the biggest challenges to finding a job being that they didn't have the skills or education for the job, that there was a shortage of jobs available in their community and that the job would get in the way of school or other responsibilities.
- The majority of respondents identified higher pay/salary than their current job as the main factor when considering a new job; followed closely by career mapping, development and growth opportunities within a company.
- The top three additional perks or incentives that respondents identified are Retirement Savings Plan/Pensions; well-designed work environment (green open space, lunch area, café, social games room); and, housing or contribution to a housing fund.

The information collected from the employment survey was provided to the Steering Committee and to the Economic Development Division to illustrate employment barriers and preferences for the Youth demographic. This information is also useful in confirming that having diverse jobs within the City of Hamilton will reduce barriers to employment which supports the vision and values of the Bayfront Industrial Area Strategy.

#### 4.5 Thinking Like a Planner - Site Design Survey

The fifth activity was a visual exercise that asked respondents to review two scenarios and to 'Think like a Planner' about the site design and to identify what they liked, disliked, or would alter about the graphics.

Scenario 1:



An Engineering Consulting Company is relocating to this site and plans to redevelop the site to accommodate their needs. The land use needs for this include office space for 80 employees, meeting rooms, bike storage, and social spaces.

The site is located on the corner of a minor arterial and collector road. Lands north of the site contain a community centre, church, a community park, and established low-density residential houses. Lands to the east and south of the site are used for industrial/manufacturing purposes. West of the site contains a mix of low-density residential and commercial-retail uses.

They have created with two concepts for redeveloping the site. Review both designs and consider what it would be like to work at this site, live near this site, walk/ride/drive by this site, or run another business adjacent to this site.

**Scenario 2:**

An Advanced Manufacturing Company is planning to develop on this site, with land use needs that must accommodate space for manufacturing, large loading and transportation logistics space, product storage, accessory office space, and vehicular parking space for approximately 250 employees.

The site is located on the corner of a minor arterial and major arterial road. Lands located to the north, east, south and west of the site are all used for industrial and manufacturing purposes. Abutting the south side of the property is direct connection to CN Rail.

They have created with two concepts for redeveloping the site. Review both designs and consider what it would be like to work at this site, live near this site, walk/ride/drive by this site, or run another business adjacent to this site.

Two concept designs (site plan and elevations) were provided for each scenario. The below chart provides a summary of the comments on the concepts presented.

<b>Concept</b>	<b>Like</b>	<b>Dislike</b>	<b>What would you Alter?</b>
A1	The grassy area with benches; greenspace; trees.	There could be more greenspace.	Use a parking structure or reduce the amount of parking.
	Shape of the building is good as a low rise building that does not block views of the waterfront.	Too much surface parking.	Move the building and entrances closer to the street.

Concept	Like	Dislike	What would you Alter?
			More communal space in the form of greenspace, benches, picnic tables.
A2	The design of the building including the green roof and outdoor seating area with fountain.	Too much car parking and no bike parking.	Less parking or consider some form of structured parking and the provision of cycling parking and a bus shelter.
		There should be a mix of native tree species.	Consider changing the fountain for some public art.
			More communal greenspace in the form of native species or permeable ground.
B1	Greenspace and the provision of trees.	Too much parking.	Consider a parking structure and encourage public transit use.
		Seems like a very industrialized space that lacks greenspace when viewed from the east.	Consider making the building bigger to cover more of the site and provide some indoor amenity space.
		Greenspace should be better utilized – not just grass.	Add a green roof, more greenspace and trees. Use the green space more effectively as an amenity space for employees.
			Improved building and parking design.
B2	Green space and trees.	Amenity space does not have to be on pavement, let it be on greenspace.	Permeable pavers for amenity space.
	Walkable.	Site appears to be too industrial.	Add covered bike parking. Add a crosswalk for workers to access the north lawn.

Concept	Like	Dislike	What would you Alter?
	Stacked storage area.	Parking access is from a major arterial road which may create traffic during rush hour.	Improve entrance by moving the parking entrance to a less busy street.
	Solar panels.	Grass on the east side of the building could be better utilized (ie. Plant trees).	Add purpose to the east grassed area. Consider another amenity space.
	Layout seems more accessible and efficient.	Increased greenspace may make it difficult for trucks to maneuver.	Plant native trees.
		Building design and colour.	More unique building.

Overall, respondents were concerned about the presence of parking and thought there should be structured parking to improve the efficiency of sites as well as providing additional space for plantings and amenity space. There was an overall interest in using native species in landscaping as well as the provision of greenroofs and permeable pavers. Some consideration was given to how sites function in regards to building placement, amenity space, driveway accesses, truck maneuvering, and pedestrians movements. There was also an interesting perspective that unique building design and making the space appear less industrial would be more attractive to youth.

This activity was used to confirm the design direction that was established in the Urban Design Guidelines, prepared by Dillon Consulting, includes the Youth perspective.

#### 4.6 Amenities For Workplace Happiness Survey

The final activity was titled 'This or That' which had respondents chose what they preferred to provide staff with an understanding of the amenities the future generation of employees will value in their workplaces.

A few key highlights:

- 79% of respondents prefer a café to a full meal cafeteria.
- 43% of respondents prefer a gym compared to 57% of respondents who would prefer a library.
- 71% of respondents prefer cycling options to bus options.
- 79% of respondents would prefer a housing allowance to a commuting allowance.
- 43% of respondents prefer a personal/professional development compared to 57% of respondents who would prefer teambuilding activities.

- There is a 50/50 divide between the preference of working from home and working on site.
- 79% of respondents would prefer a job rotation, than 21% who would prefer to stay in one job.
- 93% of respondents would prefer to work in a landmark building instead of a generic office building.
- 93% of respondents would prefer a flexible work arrangement instead of a daycare at work.
- 79% of respondents would prefer an outdoor recreational space compared to 21% of respondents would prefer a gym.
- 93% of respondents would prefer a pollinator garden instead of manicured grass.
- 86% of respondents would prefer a roof garden instead of solar panels.
- 86% of respondents would prefer structured parking with amenities compared to 14% of respondents who would prefer a surface parking area.
- 100% of respondents would prefer a greenwall instead of chain link fence.
- 100% of respondents would prefer public art instead of landscaping against a blank wall.

This information has been circulated to the Steering Committee and to Economic Development staff for use. This information also has been used to confirm that the green initiatives and amenity spaces that are outlined in the Action Plan and the Urban Design Guidelines are representative of future generations that will work in the Bayfront Industrial Area.

## 5.0 Use of Feedback to Develop of the Bayfront Industrial Area Strategy

The information collected through the series of surveying tools was used to inform the overall Bayfront Industrial Area Strategy as well as the 2020-2025 Economic Development Action Plan. Specifically, the input collected and generated was:

- Analysed for key insights
- Shared with Steering Committee (business representatives from larger companies located in the study area)
- Assessed and included in the Bayfront Industrial Area Strategy & Action Plan document

A8

**APPENDIX A8**

**MINUTES FROM  
MISSISSAUGAS  
OF NEW CREDIT  
FIRST NATIONS  
MEETINGS**

## SUMMARY

**Date:** July 19, 2017

**Location:** MNCFN Office at 2789 Mississauga Rd, Hagersville

**Time:** 1:30 – 3:00pm

**Subject:** Meeting with the Department of Consultation and Accommodation (DOCA) of the Mississaugas of New Credit First Nation (MNCFN) to provide information on the Bayfront Strategy

### In attendance

1. Eniber Cabrera, Community Planning, City of Hamilton
2. Christine Newbold, Community Planning, City of Hamilton
3. Christine Strupat, Community Planning, City of Hamilton
4. Fawn Sault, DOCA, MNCFN
5. Megan Devries, Archaeologist, DOCA, MNCFN
6. Carissa Johnson, Archaeology assistant, DOCA, MNCFN
7. Darin Wybenga, Land Use Coordinator, DOCA, MNCFN
8. Mark Laforme, Director of DOCA, MNCFN

### Summary

Darin provided a brief history of the MNCFN. Community Planning staff provided:

- handouts with a summary of the need for and purpose of the Bayfront Strategy;
- work completed so far;
- public consultation events/meetings so far and going forward;
- results of the PIC #1; and
- a map of the study area.

DOCA was concerned about environmental impacts and committed to joining the focus group. The DOCA was provided via email with the following:

1. Bayfront Industrial Strategy
  - focus group mandate; and
  - focus group meeting #1 presentation and minutes.
2. Elfrida Growth Area Study and Subwatershed Study
  - Notice of Community Meeting and workshop; and
  - land use map.

Community Planning Staff were invited to attend the MNCFN Open House on September 7 and 8, but were unavailable to attend.

## SUMMARY

**Date:** July 4, 2018

**Location:** MNCFN Department of Consultation and Accommodation at 4065 Hwy. 6, Hagersville

**Time:** 1:30 – 3:30pm

**Subject:** Meeting with the Department of Consultation and Accommodation (DOCA) of the Mississaugas of the New Credit First Nation (MNCFN) to provide information on the Bayfront Strategy

### In attendance

1. Tiffany Singh, Community Planning, City of Hamilton
2. Melanie Pham, Community Planning, City of Hamilton
3. Fawn Sault, DOCA MNCFN
4. Megan Devries, Archaeological Coordinator, DOCA MNCFN
5. Hilary Harrison, Administrative Assistant, DOCA MNCFN
6. Darin Wybenga, Traditional Knowledge and Land Use Coordinator, DOCA MNCFN
7. Mark Laforme, Director, DOCA MNCFN

### Summary

Darin provided a history of the MNCFN traditions, migration, and treaties, and an overview of 3 more recent claims against the Crown. He provided Community Planning Staff with the following documents:

- Mississaugas of the New Credit First Nation Past & Present booklet
- Mississaugas of the New Credit First Nation Rights, Responsibility and Respect booklet
- Mississaugas of the Credit First Nation Treaties 1781-1820 booklet

Tiffany provided a package of information regarding the Bayfront Industrial Area Strategy containing:

- Boundaries of the study area;
- Summary of the purpose and deliverables of Phase 2;
- Status update/timeline of events and work completed thus far as well as consultations;
- Copies of the Cultural Heritage Resource Assessment (ASI, April 2018);
- Summary of what we've heard that has informed the draft vision and objectives handouts with a summary of the need for and purpose of the Bayfront Strategy; and,
- Summary of next steps and anticipated next round of meetings/consultations.

Tiffany described the purpose of the Bayfront Industrial Area Strategy project, what was heard from consultation efforts, summarized the draft vision and objectives, and explained the next steps and deliverables of the project. DOCA was overall encouraged to hear that other groups are interested in environmental impacts, creating more accessible public spaces, telling the story/history of the Hamilton waterfront and historic shoreline. Darin will review the CHRA and provide comments on any additional information from MNCFN that should be added. DOCA was interested in having a follow-up meeting during the next and final stage of the project to review

the draft action and strategy plan. MNCFN are committed to environmental stewardship and protecting both air and water quality.

Melanie provided a brief package of information regarding the Elfrida Growth Area Study containing:

- Boundaries of the study area;
- A list of supporting studies being undertaken as part of the project;
- Draft Land Use Structure map;
- Draft Subwatershed Study mapping of existing environmental conditions; and,
- Draft map of Archaeological potential within the Elfrida Study Area.

Melanie described the purpose of the project and its relation to the City's Municipal Comprehensive review/Growth Strategy (GRIDS) process. Megan advised that all field work would require contracts with DOCA, so that they can have a qualified staff person on site with our hired consultants conducting all field work (e.g. for the Subwatershed Study and for Stage 2 Archaeological work). Megan also requested a copy of the Stage 1 Archaeological Assessment report for DOCA's review. Melanie advised she will provide a copy of the report and would look into the Subwatershed Study process further with Growth Management staff.

Megan requested that the City ensure that any developers who conduct Stage 2 or further archaeological assessments are aware of their responsibility to consult with MNCFN and ensure indigenous monitoring during field work.

Fawn requested that DOCA be notified where trees are being removed as part of development activities, to allow MNCFN members to collect the wood.

DOCA were interested in obtaining more information regarding the following:

- Growth Related Integrative Development Strategy Updated (GRIDS 2)
- Pier 8 Promenade Park – "Hamilton: Hammer City"
- Pier 8 Mixed Use Development – "Waterfront Shores"
- Bayfront Industrial Area Photo Contest Details

Tiffany provided details regarding the Bayfront Industrial Area Photo Contest via email shortly after the meeting, and put Fawn in touch with Heather Travis and Philbert Kim regarding the other city projects DOCA is interested in getting more information about. Tiffany also provided brief information regarding Environment Canada's Randall Reef remediation project location and timeline.

Melanie Pham notified the Project Manager for the Elfrida Subwatershed Study about DOCA's requirements. The Project Manager for this Study will follow up directly with DOCA staff.

Community Planning Staff were invited to attend the MNCFN Open House to better engage with MNCFN band members on August 3<sup>rd</sup> at 4-7 pm.



A9

**APPENDIX A9**

**CULTURAL  
HERITAGE  
RESOURCE  
ASSESSMENT (ASI)**

**CULTURAL HERITAGE RESOURCE ASSESSMENT:  
BUILT HERITAGE RESOURCES AND CULTURAL HERITAGE LANDSCAPES**

**BAYFRONT INDUSTRIAL AREA RENEWAL STRATEGY – PHASE 2**

**FORMER TOWNSHIPS OF SALTFLEET AND BARTON, WENTWORTH COUNTY  
CITY OF HAMILTON, ONTARIO**

Prepared for:

**Dillon Consulting Limited**  
51 Breithaupt Street  
Kitchener, ON N2H 5G5

ASI File: 16EA-163

March 2017  
(Revised April 2017; October 2017; April 2018; September 2018)



**CULTURAL HERITAGE RESOURCE ASSESSMENT:  
BUILT HERITAGE RESOURCES AND CULTURAL HERITAGE LANDSCAPES**

**BAYFRONT INDUSTRIAL AREA RENEWAL STRATEGY – PHASE 2**

**FORMER TOWNSHIPS OF SALT FLEET AND BARTON, WENTWORTH COUNTY  
CITY OF HAMILTON, ONTARIO**

**EXECUTIVE SUMMARY**

ASI was contracted by Dillon Consulting Limited, Kitchener, to conduct a Cultural Heritage Resource Assessment (CHRA) for Phase 2 of the Bayfront Industrial Area Renewal Strategy, City of Hamilton, Ontario. The purpose of the project is to establish a short, medium, and long term vision for the redevelopment of the Bayfront Industrial Area where appropriate, and to develop a strategy to maximize the opportunities for the geographically well-positioned industrial lands. The study area encompasses the land between Hamilton Harbour to the north, Barton Street to the south, Wellington Street to the west, and Woodward Avenue to the east.

The results of archival research and a review of secondary source material, including historical mapping, revealed a study area with Indigenous history dating back thousands of years and an agricultural land use history that dates to the early nineteenth century. Agricultural land use in the study area, however, was quickly supplanted by industrial development over the course of the nineteenth and twentieth centuries. Since the mid-nineteenth century, the landscape within the Hamilton Bayfront study area has undergone dramatic changes due to industrial development and extensive land making activities associated with heavy industry.

The background research identified a number of historical themes associated with the development of the study area, each with additional sub-themes that warrant additional research and/or some form of interpretation in order to more fully understand and appreciate how the study area developed, its significance to Hamilton both in the past and in the present, and how various aspects of the study area relate to each other (e.g., transportation, workers' housing, industrial landscapes, head offices, relationship to the bayfront, etc.). These are listed in Section 5.0.

A total of 23 built heritage resources (BHR) and 31 cultural heritage landscapes (CHL) have been identified to date. These include one resource designated under Part IV of the *Ontario Heritage Act* (the Canadian Westinghouse head office at 286 Sanford Avenue North – BHR 1), and two properties listed by the City of Hamilton as significant places of worship (former Italian Evangelical Church at 388 Sherman Avenue North – BHR 4; Fah Hoy Temple at 29 Linden Street – BHR 17). The remainder of the resources are considered to be of cultural heritage interest and were identified through data provided by the City, as well as through a review of historical mapping and secondary sources.



It should also be noted that a comprehensive cultural heritage inventory of the Bayfront Industrial Area study area was beyond the scope of this study. Accordingly, it is anticipated that additional cultural heritage resources will and should be identified in the course of future heritage studies. In addition, portions of large industrial property holdings could not be viewed from publicly accessible rights-of-way. There is the potential for additional resources of cultural heritage value within these large properties.

As part of the development of policies for the Bayfront Industrial Area Renewal Strategy, the following mitigation measures and/or alternative development approaches should be incorporated to reduce the potential for adverse impacts to the cultural heritage resources in the area. Common mitigation protocols may include, but are not limited to, the following and are suitable for consideration and application for minimizing impacts on cultural heritage resources:

- Encouraging interim tenant occupancy for properties currently vacant to help ensure security and protection of heritage resources;
- Avoidance and mitigation to allow development to proceed while retaining the cultural heritage resources in situ and intact;
- Adaptive re-use of a built heritage structures or cultural heritage landscapes;
- Alternative development approaches to conserve and enhance a significant heritage resources;
- Avoidance protocols to isolating development and land alterations to minimize impacts of significant built and natural features and vistas;
- Historical commemoration of the cultural heritage of a property/structure/area, historical commemoration by way of interpretive plaques;
- Documentation and salvage including the relocation of a structure or (as a last resort) the consideration of salvage of its architectural components;
- Architectural design guidelines for buildings on adjacent and nearby lots to help integrate and harmonize mass, setback, setting, and materials;
- Limiting height and density of buildings on adjacent and nearby lots;
- Ensuring compatible lot patterns, situating parks and storm water ponds near a heritage resource;
- Vegetation buffer zones, tree planting, site plan control, and other planning mechanisms;
- Allowing only compatible infill and additions;
- Preparation of cultural heritage impact assessments for all developments affecting a cultural heritage resource;
- Preparation of conservation, restoration, and adaptive reuse plans as necessary;
- Listing properties and landscapes of cultural heritage interest on the Municipal Heritage Register;
- Implementation of Heritage Designation and Heritage Conservation Easement;
- Preparation of security plan, letter of credit to help ensure security and protection of heritage resources.



Based on the results of the assessment, the following recommendations have been developed:

1. The Bayfront Industrial Area Renewal Strategy should incorporate policies that ensure the long-term viability and presence of built heritage resources and cultural heritage landscapes in the area.
2. Any proposed development within the Bayfront Industrial Area should require a cultural heritage resource assessment to identify all potential resources of cultural heritage value or interest that may be impacted.
3. Any proposed development on or adjacent to an identified cultural heritage resource should require a cultural heritage impact assessment to ensure that the cultural heritage resources in the study area are conserved.
4. Should future work require an expansion of the study area then a qualified heritage consultant should be contacted in order to confirm the impacts of the proposed work on potential heritage resources.



## PROJECT PERSONNEL

<i>Senior Project Manager:</i>	Annie Veilleux, MA, CAHP Senior Heritage Specialist Manager, Cultural Heritage Division
<i>Project Coordinator:</i>	Sarah Jagelewski, Hon. BA Staff Archaeologist Assistant Manager, Environmental Assessment Division
<i>Project Administration:</i>	Carol Bella, Hon. BA Research Archaeologist Administrative Assistant
<i>Research:</i>	Laura Burke Archaeologist  Annie Veilleux
<i>Fieldwork:</i>	Joel Konrad, PhD Cultural Heritage Specialist
<i>Report Preparation:</i>	Annie Veilleux
<i>Graphics:</i>	Blake Williams, M.Lit. Geomatics Specialist
<i>Report Reviewers:</i>	Lindsay Graves, MA, CAHP Cultural Heritage Specialist Assistant Manager, Cultural Heritage Division  Katherine Hull, PhD Partner Director, Cultural Heritage Division



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## 1.0 INTRODUCTION

ASI was contracted by Dillon Consulting Limited, Kitchener, to conduct a Cultural Heritage Resource Assessment (CHRA) for Phase 2 of the Bayfront Industrial Area Renewal Strategy, City of Hamilton, Ontario. The purpose of the project is to establish a short, medium, and long term vision for the redevelopment of the Bayfront Industrial Area where appropriate, and to develop a strategy to maximize the opportunities for the geographically well-positioned industrial lands. The study area encompasses the land between Hamilton Harbour to the north, Barton Street to the south, Wellington Street to the west, and Woodward Avenue to the east (Figure 1).

The purpose of this report is to present a thematic history of the study area, a preliminary built heritage and cultural landscape inventory of cultural heritage resources, and identify existing conditions of the Hamilton Bayfront study area. The research carried out for this CHRA was conducted under the senior project management of Annie Veilleux, Manager of the Cultural Heritage Division, ASI.

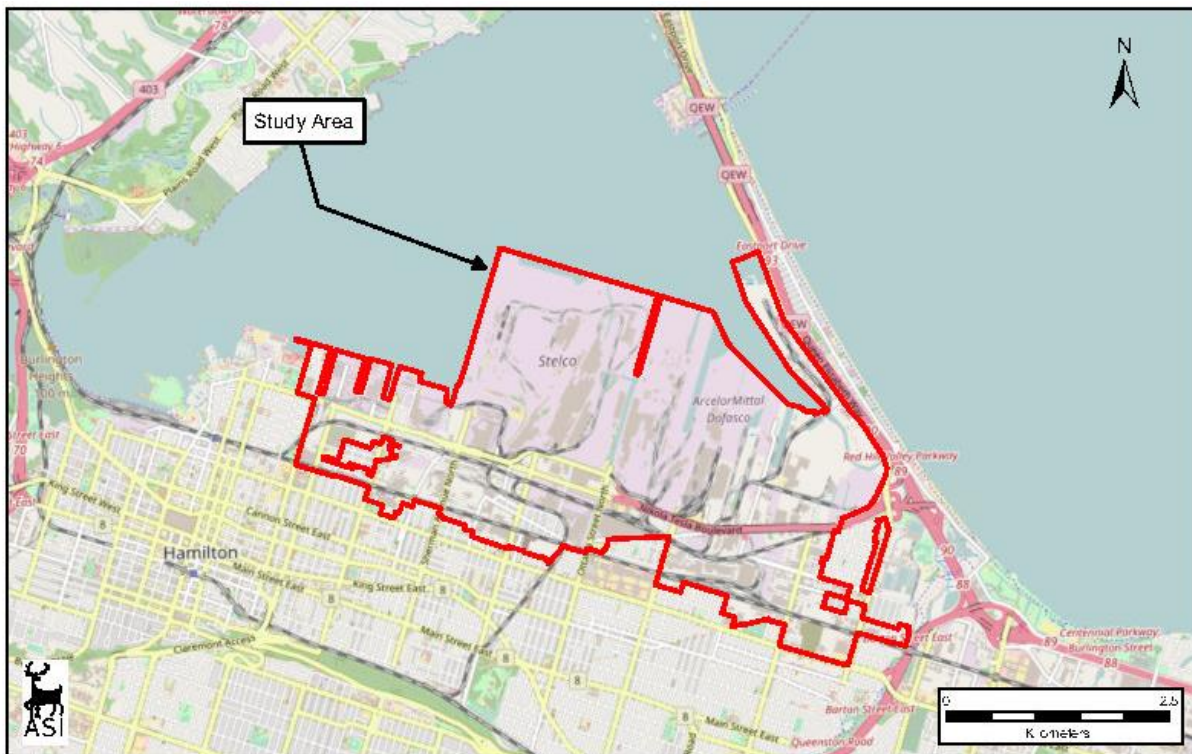


Figure 1: Location of the Hamilton Bayfront Studyarea.

Base Map: © OpenStreetMap and contributors, Creative Commons-Share Alike License  
(CC-BY-SA)

## 2.0 BUILT HERITAGE RESOURCE AND CULTURAL HERITAGE LANDSCAPE ASSESSMENT CONTEXT

### 2.1 Legislation and Policy Context

The authority to request this heritage assessment arises from Section 2 (d) of the *Planning Act*. The *Planning Act* (1990) and related *Provincial Policy Statement (PPS)*, which was updated in 2014, make a number of provisions relating to heritage conservation. One of the general purposes of the *Planning Act* is to integrate matters of provincial interest in provincial and municipal planning decisions. In order to inform all those involved in planning activities of the scope of these matters of provincial interest, Section 2 of the *Planning Act* provides an extensive listing of potential concerns and interest. These matters of provincial interest shall be regarded when certain authorities, including the council of a municipality, carry out their responsibilities under the *Act*. One of these provincial interests is directly concerned with:

- 2.(d) the conservation of features of significant architectural, cultural, historical, archaeological or scientific interest

Part 4.7 of the *PPS* states that:

The official plan is the most important vehicle for implementation of this Provincial Policy Statement. Comprehensive, integrated and long-term planning is best achieved through official plans.

Official plans shall identify provincial interests and set out appropriate land use designations and policies. To determine the significance of some natural heritage features and other resources, evaluation may be required.

Official plans should also coordinate cross-boundary matters to complement the actions of other planning authorities and promote mutually beneficial solutions. Official plans shall provide clear, reasonable and attainable policies to protect provincial interests and direct development to suitable areas.

In order to protect provincial interests, planning authorities shall keep their official plans up-to-date with this Provincial Policy Statement. The policies of this Provincial Policy Statement continue to apply after adoption and approval of an official plan.

Those policies of particular relevance for the conservation of heritage features are contained in Section 2- Wise Use and Management of Resources, wherein Subsection 2.6 - Cultural Heritage and Archaeological Resources, makes the following provisions:

- 2.6.1 Significant built heritage resources and significant cultural heritage landscapes shall be conserved.



A number of definitions that have specific meanings for use in a policy context accompany the policy statement. These definitions include built heritage resources and cultural heritage landscapes.

A *built heritage resource* is defined as: “a building, structure, monument, installation or any manufactured remnant that contributes to a property’s cultural heritage value or interest as identified by a community, including an Aboriginal community” (PPS 2014).

A *cultural heritage landscape* is defined as “a defined geographical area that may have been modified by human activity and is identified as having cultural heritage value or interest by a community, including an Aboriginal community. The area may involve features such as structures, spaces, archaeological sites or natural elements that are valued together for their interrelationship, meaning or association” (PPS 2014). Examples may include, but are not limited to farmscapes, historic settlements, parks, gardens, battlefields, mainstreets and neighbourhoods, cemeteries, trailways, and industrial complexes of cultural heritage value. In addition, significance is also more generally defined. It is assigned a specific meaning according to the subject matter or policy context, such as wetlands or ecologically important areas. With regard to cultural heritage and archaeology resources, resources of significance are those that are valued for the important contribution they make to our understanding of the history of a place, an event, or a people (PPS 2014).

Criteria for determining significance for the resources are recommended by the Province, but municipal approaches that achieve or exceed the same objective may also be used. While some significant resources may already be identified and inventoried by official sources, the significance of others can only be determined after evaluation (PPS 2014).

Accordingly, the foregoing guidelines and relevant policy statement were used to guide the scope and methodology of the cultural heritage assessment.

## 2.2 City of Hamilton Policies Regarding Heritage

Section B.3.4 of the *Urban Hamilton Official Plan* (UHOP) (November 2016) provides detailed cultural heritage resources policies that address the conservation of archaeological resources, built heritage, and cultural heritage landscapes.

Policy goals (3.4.1) have been established to ensure “the care, protection, and management of cultural heritage resources in Hamilton,” including:

- 3.4.1.1 Identify and conserve the City’s cultural heritage resources through the adoption and implementation of policies and programs, including partnerships among various public and private agencies and organizations.
- 3.4.1.2 Encourage a city-wide culture of conservation by promoting cultural heritage initiatives as part of a comprehensive environmental, economic, and social



strategy, where cultural heritage resources contribute to achieving sustainable, healthy, and prosperous communities.

- 3.4.1.3 Ensure that all new development, site alterations, building alterations, and additions are contextually appropriate and maintain the integrity of all on-site or adjacent cultural heritage resources.
- 3.4.1.4 Encourage the rehabilitation, renovation, and restoration of built heritage resources in order that they remain in active use.
- 3.4.1.5 Promote public and private awareness, appreciation, and enjoyment of Hamilton's cultural heritage through public programmes or heritage interpretation activities, heritage tourism, and guidance on appropriate conservation practices.

Toward that end, UHOP provides a series of general and specific policies, on the following topics:

- General Cultural Heritage Policies (3.4.2)
  - Heritage Designation (3.4.2.3)
  - Listing of Properties in the Heritage Register (3.2.3.4 to 3.2.4.5)
  - Protection of Non-Designated and Non-Registered Heritage Properties (3.4.2.6 to 3.4.2.8)
  - Cultural Heritage Evaluation Criteria (3.4.2.9 to 3.4.2.10)
  - Cultural Heritage Conservation Plan Statements (3.4.2.11)
  - Cultural Heritage Impact Assessments (3.4.2.12 to 3.4.2.14)
  - Public Awareness (3.4.2.15)
- General Cultural Heritage Policies for Urban Areas (3.4.3)
  - Downtowns (3.4.3.1 to 3.4.3.5)
  - Established Historical Neighbourhoods (3.4.3.6 to 3.4.3.7)
  - Commercial and Industrial Heritage Properties (3.4.3.8 to 3.4.3.9)
  - Waterfront Development (3.4.10)
- Archaeology Policies (3.4.4)
  - Archaeological Assessment Requirements (3.4.4.2 to 3.4.4.10)
- Built Heritage Policies (3.4.5)
- Cultural Heritage Landscapes (3.4.6)
  - Heritage Conservation Districts (3.4.6.3 to 3.4.6.5)
  - Heritage Roads (3.4.6.6)
- Barrier Free Design and Heritage Conservation (3.4.7)

Of relevance to the industrial heritage of the Bayfront Industrial Area, policies on commercial and industrial properties include:

- 3.4.3.8 The City shall encourage the intensification and adaptive reuse of commercial and industrial heritage properties. Any permitted redevelopment shall ensure, where possible, that the original building fabric and architectural features are retained and that any new additions will complement the existing building in accordance with the policies of this Plan.
- 3.4.3.9 To facilitate the intensification and adaptive reuse of such properties, the City may allow reduced parking or other site and amenity requirements.



## 2.3 Bayfront Industrial Area Renewal Strategy Context

Phase 1 of the Bayfront Industrial Area Renewal Strategy, which was completed in September 2015, was a Background and Market Opportunities Study. The purpose of Phase 2 of the study is to establish a short, medium, and long term vision for the redevelopment of the Bayfront Industrial Area where appropriate, and to develop a strategy to maximize the opportunities for the geographically well-positioned industrial lands. The intent is to develop a strategy that ensures the effective use of the Bayfront Industrial Area, encourages growth and investment in the Bayfront, and identifies opportunities to strengthen this City asset and actions required to support this area, and assists with the transformation of these lands over time to maximize its value and fully realize its potential.

## 2.4 Data Collection

In the course of the cultural heritage assessment, all potentially affected cultural heritage resources are subject to inventory. Short form names are usually applied to each resource type, (e.g. barn, residence). Generally, when conducting a preliminary identification of cultural heritage resources, three stages of research and data collection are undertaken to appropriately establish the potential for and existence of cultural heritage resources in a particular geographic area.

Background historical research, which includes consultation of primary and secondary source research and historical mapping, is undertaken to identify early settlement patterns and broad agents or themes of change in a study area. This stage in the data collection process enables the researcher to determine the presence of sensitive heritage areas that correspond to nineteenth and twentieth-century settlement and development patterns. To augment data collected during this stage of the research process, federal, provincial, and municipal databases and/or agencies are consulted to obtain information about specific properties that have been previously identified and/or designated as retaining cultural heritage value. Typically, resources identified during these stages of the research process are reflective of particular architectural styles, associated with an important person, place, or event, and contribute to the contextual facets of a particular place, neighborhood, or intersection.

A field review is then undertaken to confirm the location and condition of previously identified cultural heritage resources. The field review is also utilised to identify cultural heritage resources that have not been previously identified on federal, provincial, or municipal databases.

Several investigative criteria are utilised during the field review to appropriately identify new cultural heritage resources. These investigative criteria are derived from provincial guidelines, definitions, and past experience. During the course of the cultural heritage assessment, a built structure or landscape is identified as a cultural heritage resource if it is considered to be 40 years or older, and if the resource satisfies at least one of the following criteria:



#### Design/Physical Value:

- It is a rare, unique, representative or early example of a style, type, expression, material or construction method.
- It displays a high degree of craftsmanship or artistic merit.
- It demonstrates a high degree of technical or scientific achievement.
- The site and/or structure retains original stylistic features and has not been irreversibly altered so as to destroy its integrity.
- It demonstrates a high degree of excellence or creative, technical or scientific achievement at a provincial level in a given period.

#### Historical/Associative Value:

- It has a direct association with a theme, event, belief, person, activity, organization, or institution that is significant to: the City of Hamilton; the Province of Ontario; or Canada.
- It yields, or has the potential to yield, information that contributes to an understanding of the history of the: the City of Hamilton; the Province of Ontario; or Canada.
- It demonstrates or reflects the work or ideas of an architect, artist builder, designer, or theorist who is significant to: the City of Hamilton; the Province of Ontario; or Canada.
- It represents or demonstrates a theme or pattern in Ontario's history.
- It demonstrates an uncommon, rare or unique aspect of Ontario's cultural heritage.
- It has a strong or special association with the entire province or with a community that is found in more than one part of the province. The association exists for historic, social, or cultural reasons or because of traditional use.
- It has a strong or special association with the life or work of a person, group or organization of importance to the province or with an event of importance to the province.

#### Contextual Value:

- It is important in defining, maintaining, or supporting the character of an area.
- It is physically, functionally, visually, or historically linked to its surroundings.
- It is a landmark.
- It illustrates a significant phase in the development of the community or a major change or turning point in the community's history.
- The landscape contains a structure other than a building (fencing, culvert, public art, statue, etc.) that is associated with the history or daily life of that area or region.
- There is evidence of previous historic and/or existing agricultural practices (e.g. terracing, deforestation, complex water canalization, apple orchards, vineyards, etc.)
- It is of aesthetic, visual or contextual important to the province.

If a resource meets one of these criteria it will be identified as a cultural heritage resource and is subject to further research where appropriate and when feasible. Typically, detailed archival research, permission to enter lands containing heritage resources, and consultation is required to determine the specific heritage significance of the identified cultural heritage resource.



When identifying cultural heritage landscapes, the following categories are typically utilized for the purposes of the classification during the field review:

- Farm complexes:** comprise two or more buildings, one of which must be a farmhouse or barn, and may include a tree-lined drive, tree windbreaks, fences, domestic gardens and small orchards.
- Roadscapes:** generally two-lanes in width with absence of shoulders or narrow shoulders only, ditches, tree lines, bridges, culverts and other associated features.
- Waterscapes:** waterway features that contribute to the overall character of the cultural heritage landscape, usually in relation to their influence on historic development and settlement patterns.
- Railscapes:** active or inactive railway lines or railway rights of way and associated features.
- Historical settlements:** groupings of two or more structures with a commonly applied name.
- Streetscapes:** generally consists of a paved road found in a more urban setting, and may include a series of houses that would have been built in the same time period.
- Historical agricultural landscapes:** generally comprises a historically rooted settlement and farming pattern that reflects a recognizable arrangement of fields within a lot and may have associated agricultural outbuildings, structures, and vegetative elements such as tree rows.
- Cemeteries:** land used for the burial of human remains.

Results of the desktop data collection are contained in Sections 3.0 and 4.0, while Section 5.0 contains conclusions and recommendations with respect to potential impacts of the undertaking on identified cultural heritage resources.

### **3.0 HISTORICAL CONTEXT**

#### **3.1 Introduction**

This section provides a brief summary of historical research and a description of previously identified above ground cultural heritage resources located within the study area. A review of available primary and secondary source material was undertaken to produce a contextual



overview of the study area, including a general description of Euro-Canadian settlement and land use. Historically, the study area is located within the following lots and concessions in the County of Wentworth:

- Barton Township
  - Lots 1-13, Broken Front
  - Lots 1-12, Concession 1
  
- Saltfleet Township
  - Lots 31-34, Broken Front
  - Lots 29-34, Concession 1

In addition, the northern half of the study area sits on infilled land and thus was not included in the Crown Survey.

## 3.2 Thematic History

The study area encompasses two main developmental zones within the City of Hamilton: the original land mass of the Hamilton waterfront; and the offshore area that was progressively filled as the waterfront was extended into the harbour during the twentieth century. The following historical summary does not consist of a comprehensive account of the land use history of the large study area. Rather, it is intended to describe the various agents of change that are represented by known or potential material remains. Since this particular study area has been highly altered, especially throughout the twentieth and twenty-first centuries, the historical summary will focus on land uses following early Euro-Canadian survey and settlement.

### 3.2.1 *Physiography and Geography*

The study area is situated in the Iroquois Plain physiographic region of southern Ontario (Chapman and Putnam 1984). The Iroquois Plain region is the former lake bottom of glacial Lake Iroquois, and as such, the terrain within the plain is generally level. The soils are clay overlaying deep, red clay subsoil.

The City of Hamilton was founded as a village in 1812 and was a focus of land routes, from Toronto to the Niagara Peninsula, and to southwestern Ontario. It later grew down to the bay and developed its own port, overcoming both Burlington and Dundas to become the most important lakehead community. The old bayhead bar provided a corridor to the north shore, and the old, higher terraces inside the bar lead to an easy grade up the escarpment to Ancaster. When the railways came, they had to come around the head of the lake and the Iroquois bar became the natural route (Chapman and Putnam 1984).

Hamilton Harbour, also known as Burlington Bay, is located at the western tip of Lake Ontario and is separated from the Lake by a sandbar. The harbour is a 2,150 hectare (ha) embayment of





Lake Ontario draining a watershed of 49,400 ha. It is surrounded on three sides by the Niagara Escarpment. The harbour's watershed is drained by three major tributaries, the Grindstone, Spencer, and Red Hill Creeks. In the nineteenth century, the watershed was heavily forested and Hamilton Harbour had vast marshes, and abundant fish and wildlife. Originally, the outlet of the bay was a small shallow stream through the sandbar that could only be passed by canoes or shallow boats (BARC).

### **3.2.2 Indigenous Land Use and Settlement**

Southern Ontario has been occupied by human populations since the retreat of the Laurentide glacier, approximately 13,500 before present (BP) (Ferris 2013:13). Populations at this time would have been highly mobile, inhabiting a boreal-parkland similar to the modern sub-arctic. By approximately 10,000 BP, the environment had progressively warmed (Edwards and Fritz 1988), and populations now occupied less extensive territories (Ellis and Deller 1990:62-63).

Between approximately 10,000-5,500 BP, the Great Lakes basins experienced low-water levels, and many sites which would have been located on those former shorelines were then submerged. This period produces the earliest evidence of heavy wood working tools and is indicative of greater investment of labour in felling trees for fuel, to build shelter, or to produce tools, and is ultimately indicative of prolonged seasonal residency at sites (Brown 1995:13; Parker Pearson 1999:141). Between approximately 4,500-3,000 BP, there is evidence for construction of fishing weirs. These structures indicate not only the group sharing of resources, but also the organization of communal labour (Ellis *et al.* 1990; Ellis *et al.* 2009).

Between 3,000-2,500 BP, populations continued with residential mobility harvesting of seasonally available resources, including spawning fish. Exchange and interaction networks broaden at this time (Spence *et al.* 1990:136, 138) and by approximately 2,000 BP, evidence exists for macro-band camps, focusing on the seasonal harvesting of resources (Spence *et al.* 1990:155, 164). It is also during this period that maize was first introduced into southern Ontario, though it would have only supplemented people's diet (Birch and Williamson 2013:13-15). Bands likely retreated to interior camps during the winter.

From approximately 1,000 BP until approximately 300 BP, lifeways became more similar to those described in early historical documents. Populations in the study area would have been Iroquoian speaking though full expression of Iroquoian culture is not recognised archaeologically until the fourteenth century. During the Early Iroquoian phase (1000-1300), the communal site is replaced by the village focused on horticulture. Seasonal disintegration of the community for the exploitation of a wider territory and more varied resource base was still practised (Williamson 1990:317). By the second quarter of the first millennium BP, during the Middle Iroquoian phase (1300-1450), this episodic community disintegration was no longer practised, and populations now communally occupied sites throughout the year (Dodd *et al.* 1990:343). In the Late Iroquoian phase (1450-1649), this process continued with the coalescence of these small villages into larger communities (Birch and Williamson 2013). Through this



process, the socio-political organization of the Aboriginal Nations was developed, as described historically by the French and English explorers who first visited southern Ontario.

Samuel de Champlain in 1615 reported that a group of Iroquoian-speaking people situated between the Haudenosaunee and the Huron-Wendat were at peace and remained “la nation neutre”. In subsequent years, the French visited and traded among the Neutral, but the first documented visit was not until 1626, when the Recollet missionary Joseph de la Roche Daillon recorded his visit to the villages of the Attiwandaron, whose name in the Huron-Wendat language meant “those who speak a slightly different tongue” (the Neutral apparently referred to the Huron-Wendat by the same term). Like the Huron-Wendat, Petun, and Haudenosaunee, the Neutral people were settled village agriculturalists. Several discrete settlement clusters have been identified in the lower Grand River, Fairchild-Big Creek, Upper Twenty Mile Creek, Spencer-Bronte Creek drainages, Milton, Grimsby, Eastern Niagara Escarpment and Onondaga Escarpment areas, which are attributed to Iroquoian populations. These settlement clusters are believed by some scholars to have been inhabited by populations of the Neutral Nation or pre- (or ancestral) Neutral Nation (Lennox and Fitzgerald 1990).

Between 1647 and 1651, the Neutral were decimated by epidemics and ultimately dispersed by the Haudenosaunee, who subsequently settled along strategic trade routes on the north shore of Lake Ontario for a brief period during the mid-seventeenth-century. Compared to settlements of the Haudenosaunee, the “Iroquois du Nord” occupation of the landscape was less intensive. Only seven villages are identified by the early historic cartographers on the north shore, and they are documented as considerably smaller than those in New York State. The populations were agriculturalists, growing maize, pumpkins, and squash. These settlements also played the important alternate role of serving as stopovers and bases for Haudenosaunee travelling to the north shore for the annual beaver hunt (Konrad 1974).

Shortly after dispersal of the Wendat and their Algonquian allies, Ojibwa began to expand into southern Ontario and Michigan from a “homeland” along the east shore of Georgian Bay, west along the north shore of Lake Huron, and along the northeast shore of Lake Superior and onto the Upper Peninsula of Michigan (Rogers 1978:760–762). This history was constructed by Rogers using both Anishinaabek oral tradition and the European documentary record, and notes that it included Chippewa, Ojibwa, Mississauga, and Saulteaux or “Southeastern Ojibwa” groups. Ojibwa, likely Odawa, were first encountered by Samuel de Champlain in 1615 along the eastern shores of Georgian Bay. Etienne Brule later encountered other groups and by 1641, Jesuits had journeyed to Sault Sainte Marie (Thwaites 1896:11:279) and opened the Mission of Saint Peter in 1648 for the occupants of Manitoulin Island and the northeast shore of Lake Huron. The Jesuits reported that these Algonquian peoples lived “solely by hunting and fishing and roam as far as the “Northern sea” to trade for “ Furs and Beavers, which are found there in abundance” (Thwaites 1896-1901, 33:67), and “all of these Tribes are nomads, and have no fixed residence, except at certain seasons of the year, when fish are plentiful, and this compels them to remain on the spot” (Thwaites 1896-1901, 33:153). Algonquian-speaking groups were historically documented wintering with the Huron-Wendat, some who abandoned their country on the shores of the St. Lawrence because of attacks from the Haudenosaunee (Thwaites 1896-1901, 27:37).



Other Algonquian groups were recorded along the northern and eastern shores and islands of Lake Huron and Georgian Bay - the "Ouasouarini" [Chippewa], the "Outchougai" [Outchougai], the "Atchiligouan" [Achiligouan] near the mouth of the French River and north of Manitoulin Island the "Amikouai, or the nation of the Beaver" [Amikwa; Algonquian] and the "Oumisagai" [Mississauga; Chippewa] (Thwaites 1896-1901, 18:229, 231). At the end of the summer 1670, Father Louys André began his mission work among the Mississagué, who were located on the banks of a river that empties into Lake Huron approximately 30 leagues from the Sault (Thwaites 1896-1901, 55:133-155).

After the Huron had been dispersed, the Haudenosaunee began to exert pressure on Ojibwa within their homeland to the north. While their numbers had been reduced through warfare, starvation, and European diseases, the coalescence of various Anishinaabek groups led to enhanced social and political strength (Thwaites 1896-1901, 52:133) and Sault Sainte Marie was a focal point for people who inhabited adjacent areas both to the east and to the northwest as well as for the Saulteaux, who considered it their home (Thwaites 1896-1901, 54:129-131). The Haudenosaunee established a series of settlements at strategic locations along the trade routes inland from the north shore of Lake Ontario. From east to west, these villages consisted of Ganneious, on Napanee Bay, an arm of the Bay of Quinte; Quinte, near the isthmus of the Quinte Peninsula; Ganaraske, at the mouth of the Ganaraska River; Quintio, at the mouth of the Trent River on the north shore of Rice Lake; Ganatsekwyagon (or Ganestiquiagon), near the mouth of the Rouge River; Teyaiagon, near the mouth of the Humber River; and Quinaouatoua, on the portage between the western end of Lake Ontario and the Grand River (Konrad 1981:135). Their locations near the mouths of the Humber and Rouge Rivers, two branches of the Toronto Carrying Place, strategically linked these settlements with the upper Great Lakes through Lake Simcoe. The inhabitants of these villages were agriculturalists, growing maize, pumpkins and squash, but their central roles were that of portage starting points and trading centres for Iroquois travel to the upper Great Lakes for the annual beaver hunt (Konrad 1974; Williamson et al. 2008:50–52). Ganatsekwyagon, Teyaiagon, and Quinaouatoua were primarily Seneca; Ganaraske, Quinte and Quintio were likely Cayuga, and Ganneious was Oneida, but judging from accounts of Teyaiagon, all of the villages might have contained peoples from a number of the Iroquois constituencies (ASI 2013).

During the 1690s, some Ojibwa began moving south into extreme southern Ontario and soon replaced, the Haudenosaunee by force. By the first decade of the eighteenth century, the Michi Saagiig Nishnaabeg (Mississauga Nishnaabeg) had settled at the mouth of the Humber, near Fort Frontenac at the east end of Lake Ontario and the Niagara region and within decades were well established throughout southern Ontario. In 1736, the French estimated there were 60 men at Lake Saint Clair and 150 among small settlements at Quinte, the head of Lake Ontario, the Humber River, and Matchedash (Rogers 1978:761). This history is based almost entirely on oral tradition provided by Anishinaabek elders such as George Copway (Kahgegagahbowh), a Mississauga born in 1818 near Rice Lake who followed a traditional lifestyle until his family converted to Christianity (MacLeod 1992:197; Smith 2000). According to Copway, the objectives of campaigns against the Haudenosaunee were to create a safe trade route between the French and the Ojibwa, to regain the land abandoned by the Huron-Wendat. While various



editions of Copway's book have these battles occurring in the mid-seventeenth century, common to all is a statement that the battles occurred around 40 years after the dispersal of the Huron-Wendat (Copway 1850:88, 1851:91, 1858:91). Various scholars agree with this timeline ranging from 1687, in conjunction with Denonville's attack on Seneca villages (Johnson 1986:48; Schmalz 1991:21–22) to around the mid- to late-1690s leading up to the Great Peace of 1701 (Schmalz 1977:7; Bowman 1975:20; Smith 1975:215; Tanner 1987:33; Von Gernet 2002:7–8).

Robert Paudash's 1904 account of Mississauga origins also relies on oral history, in this case from his father, who died at the age of 75 in 1893 and was the last hereditary chief of the Mississauga at Rice Lake. His account in turn came from his father Cheneebesh, who died in 1869 at the age of 104 and was the last sachem or Head Chief of all the Mississaugas. He also relates a story of origin on the north shore of Lake Huron (Paudash 1905:7-8) and later, after the dispersal of the Huron-Wendat, carrying out coordinated attacks against the Haudenosaunee. Francis Assikinack, an Ojibwa of Manitoulin Island born in 1824, provides similar details on battles with the Haudenosaunee (Assikinack 1858:308–309).

Peace was achieved between the Haudenosaunee and the Anishinaabek Nations in August of 1701 when representatives of more than twenty Anishinaabek Nations assembled in Montreal to participate in peace negotiations (Johnston 2004:10). During these negotiations captives were exchanged and the Iroquois and Anishinaabek agreed to live together in peace. Peace between these nations was confirmed again at council held at Lake Superior when the Iroquois delivered a wampum belt to the Anishinaabek Nations.

From the beginning of the eighteenth century to the assertion of British sovereignty in 1763, there is no interruption to Anishinaabek control and use of southern Ontario. While hunting in the territory was shared, and subject to the permission of the various nations for access to their lands, its occupation was by Anishinaabek until the assertion of British sovereignty, the British thereafter negotiating treaties with them. Eventually, with British sovereignty, tribal designations changed (Smith 1975:221–222; Surtees 1985:20–21). According to Rogers (1978), by the twentieth century, the Department of Indian Affairs had divided the "Anishinaubag" into three different tribes, despite the fact that by the early eighteenth century, this large Algonquian-speaking group, who shared the same cultural background, "stretched over a thousand miles from the St. Lawrence River to the Lake of the Woods." With British land purchases and treaties, the bands at Beausoleil Island, Cape Croker, Christian Island, Georgina and Snake Islands, Rama, Sarnia, Saugeen, the Thames, and Walpole, became known as "Chippewa" while the bands at Alderville, New Credit, Mud Lake, Rice Lake, and Scugog, became known as "Mississauga." The northern groups on Lakes Huron and Superior, who signed the Robinson Treaty in 1850, appeared and remained as "Ojibbewas" in historical documents.

The Michi Saagiig (Mississauga) Nishnaabeg left a minimal footprint archaeologically, as they were historically a highly mobile sustainably living society, but it is known through oral histories and traditional knowledge that the north shore of Lake Ontario has been their homeland for millennia (Kapyrka and Migizi 2016; Migizi and Kapyrka 2015). The Michi Saagiig are known as "the people of the big river mouths" and the "Salmon People", as their traditional territory span the north shore of Lake Ontario between Gananoque in the east to the north shore of Lake



Erie, along the waterways from their headwaters to their outlets in Lake Ontario (Migizi 2018). Individual bands were politically autonomous and numbered several hundred people. Nevertheless, they shared common cultural traditions and relations with one another and the land. These groups were highly mobile, with a subsistence economy based on hunting, fishing, gathering of wild plants, and garden farming.

In 1763, following the fall of Quebec, New France was transferred to British control at the Treaty of Paris. The British government began to pursue major land purchases to the north of Lake Ontario in the early nineteenth century, the Crown acknowledged the Mississaugas as the owners of the lands between Georgian Bay and Lake Simcoe and entered into negotiations for additional tracts of land as the need arose to facilitate European settlement.

The eighteenth century saw the ethnogenesis in Ontario of the Métis, when Métis people began to identify as a separate group, rather than as extensions of their typically maternal First Nations and paternal European ancestry (Métis National Council n.d.). Métis populations were predominantly located north and west of Lake Superior, however, communities were located throughout Ontario (MNC n.d.; Stone and Chaput 1978:607,608). During the early nineteenth century, many Métis families moved towards locales around southern Lake Huron and Georgian Bay, including Kincardine, Owen Sound, Penetanguishene, and Parry Sound (MNC n.d.). Recent decisions by the Supreme Court of Canada (Supreme Court of Canada 2003, 2016) have reaffirmed that Métis people have full rights as one of the Indigenous people of Canada under subsection 91(24) of the Constitution Act, 1867.

The Study Area is within Treaty 3. In 1792, under the terms of the “Between the Lakes Purchase” signed by Sir Frederick Haldimand and the Mississaugas, the Crown acquired over one million acres of land in-part spanning westward from near modern-day Niagara-on-the-Lake along the north shore of Lake Ontario to modern-day Burlington.

### ***3.2.3 Township Survey and Early Settlement: 1790-1850***

The first township surveys were undertaken in 1791, and the first legal settlers occupied their land holdings in the same year. The townships were surveyed by Augustus Jones using the Crown survey system of “front and rear,” comprising two 100 acre lots, 50 chains by 20 chains, bounded by road allowances. Above the escarpment, the relatively flat mountain plain allowed for this type of domesticated grid design. Below the escarpment, however, the clarity of the eighteenth-century survey was obscured by a number of major natural features and landforms. The escarpment brow, the Red Hill Creek with its steep sided valley lands, and the marshy ground to the north predetermined many early aboriginal trails. These trails were used, in turn, by many of the early Euro-Canadian settlers. They connected the bay to regions south of Lake Ontario to Niagara, north of Lake Ontario to York and Montreal, and due to a break in the 90 metre high limestone cliff face of the Niagara Escarpment, southwest to London and Detroit. The resulting system of diagonal north-south and curvilinear east-west trails became ingrained in the landscape and later served to guide nineteenth-century routes such as King Street, which extended from Queenston to Head-of-the-Lake, staying closed to the foot of the escarpment thus



avoiding some of the marshier land (Boulton 1805:87; Smith 1846:163; Armstrong 1985:147; Rayburn 1997:305; ASI 1997: 36-46; Bouchier and Cruikshank 2016: 13).

Both Saltfleet and Barton Townships were named after places in Lincolnshire, England. One of the first pioneers in Barton Township was Robert Land who emigrated from the United States in the 1770s and settled below the Niagara Escarpment (Mika and Mika 1977). Barton and Saltfleet were initially settled by disbanded soldiers, mainly Butler's Rangers, and other Loyalists following the end of the American Revolutionary War.

In 1805, Boulton described Saltfleet as "a township claiming no particular observation." Settlement was slow up until the time of the War of 1812, perhaps due to the early importance of the nearby town of Dundas. By 1815, it is said that Barton Township contained just 102 families, while Saltfleet boasted 33 log houses, 20 single-storey frame houses, and a two-storey frame house. Saltfleet and Barton grew rapidly with Loyalist and European immigrants largely due to the fact that two major transportation corridors ran through its borders. These early roads skirted the mountain, followed the lakeshore and terminated at Burlington Heights. They facilitated access to the townships and gave rise to lucrative stage coaching inns. By 1823, Barton Township contained three sawmills and a gristmill. By 1841, the township population had increased to 1,434 and it contained five saw mills and one grist mill. By 1846, Saltfleet, as described in Smith's Canadian Gazetteer, had "a large proportion of excellent land and many old-settled and well-cultivated farms" (Boulton 1805:48-49; Smith 1846:8; Mika 1977:143).

By March 1816, the population at the head of the lake had grown sufficiently in size that a new district was created by an act of the Provincial Legislature. The Gore District was established and embraced parts of the future counties of Haldimand, Brant, Halton, Wellington and Waterloo. Wentworth County was established following the abolition of the old Upper Canadian district system in 1849, being temporarily united with Brant and Halton counties until 1854-55. Barton Township was annexed by the City of Hamilton in 1960. In 1973-74, the county was dissolved and succeeded by the Regional Municipality of Hamilton-Wentworth. The City of Hamilton has remained as the administrative seat or county town since the original creation of the Gore District nearly two centuries ago (Armstrong 1985:170-171).

While Burlington Bay was a promising area for a port, much of its southern shore was boggy and inundated by inlets, creeks and marshes. The north-south thin sandbar between the bay and Lake Ontario was valued by the British military in the early nineteenth century as it offered a natural barrier and provided a strategic position during war time. In peace time, however, the sandbar had the potential to be an economic barrier. In 1823, the colonial government agreed to finance the construction of a hundred-metre cut through the beach strip creating a navigable channel connecting the bay with Lake Ontario. Great Lakes cargo ships began to pass through the Burlington Canal in 1827 although it would not be completed until 1832. This work, which was mostly done by hand, was extensive, and workers set up in houses along the bay front in what is now known as the North End. Storehouses, barns for horses, and boathouses to accommodate the workers and their families soon followed. Hamilton was now composed of two communities separated by a marsh: those living between King Street and the escarpment, and the North Enders living along the waterfront. As inland farms were established, families relied on the new



port of Hamilton for imports and exports and traffic in the harbour grew rapidly. They also began purchasing products manufactured in the city, such as stoves and agricultural implements. A large wharf was built at the foot of James Street for steamboats, and local merchants built wharves and warehouses for shipping and storage along the southwestern shoreline (Bouchier and Cruikshank 2016:13-15; Freeman 2001:30-31; BARC).

Please refer to Figure 2 below.

### **3.2.4 Railways and Early Industry: 1850-1912**

The earliest railway to be constructed within the study area is the Great Western Railway (GWR) which was constructed through Hamilton in 1854. This rail line linked Hamilton to inland farms as well as to cities in the American northeast and Midwest. Thanks to a push from local promoters, the railway was connected to the North End port and, in the 1840s and 1850s, the government helped finance an expensive reconstruction of the bay's landscape to accommodate the growth of the port and its connection to the railway. In order to accommodate the railway, its stations, yards, and shops, railway contractors dumped materials into the water lots along the southwest section of the bay as they excavated and leveled the existing shoreline (Bouchier and Cruikshank 2016:15-16). So began a long history of filling-in activity that would forever change the landscape of Burlington Bay.

Hamilton's new waterworks opened in 1859. While this improved public health issues related to drinking water and sewage, the natural environment continued to suffer. Fish stocks in the harbour were in noticeable decline by the 1860s (City of Hamilton).

The Hamilton Street Railway was constructed in 1874 and construction of the Hamilton & North Western Railway was completed to Georgetown in 1876. Between 1879 and 1888, the rail line joined Northern to operate as Northern & North Western rather than competing for Georgian Bay traffic. The Grand Trunk Railway (GTR) subsequently acquired the lines to prevent Canadian Pacific Railway (CPR) from getting control (Andreae 1997:128).

Despite this early industrial development, the 1875 *Illustrated Historical Atlas of the County of Wentworth* indicates that the study area within Barton and Saltfleet Townships was still generally occupied by farmland/orchards. Individual farmhouses were located throughout the study area, especially along what is now known as Beach Road. Other non-industrial historical resources included a school, church, and what appear to be cemeteries at the intersection of what is now Ottawa Street North and Beach Road.

The period between Confederation and the First World War were years of major growth for Hamilton as an industrial and commercial centre. The bay, however, was also used from recreational purposes and swimming spots were found along the full length of the city shore. Fishing in the harbour was common, as was turtle hunting. Ice cutting companies collected ice in the winter and stored it in sheds along the waterfront and sold to households through the summer



months. By the 1920s, however, pollution of the water put a stop to these activities (Freeman 2001:164-165).

Table 1 in Section 3.3 below presents a summary of some of the major industries that helped shape the Bayfront Industrial Area.

Please refer to Figures 3 to 7 below.

### ***3.2.5 Heavy Industry: 1912-1980***

On April 1, 1912, an Act of Parliament created the Hamilton Harbour Commissioners (HHC), just as the city's two big steel mills were being established: the Steel Company of Canada and Dominion Steel Castings Ltd. In 1912, the port had a shipping capacity of 89,000 tonnes. City Council and HHC hoped to concentrate heavy industry in this area, leaving the rest of the bayfront for recreational and residential uses. They promoted the filling-in of the inlets to create more lands for industrial development (Hamilton Port Authority; City of Hamilton 2007; Freeman 2001:164-167).

The completion of the Welland Ship Canal in 1932 brought a tremendous boost in shipping to Hamilton industry. Anticipating the arrival of larger Great Lakes vessels and ocean freighters, the Commissioners had already widened and deepened the Burlington Canal, the canal entrance from Lake Ontario into Hamilton Harbour, in 1927. In order to accommodate the huge ore and coal ships which now had direct access to the Harbour, the Steel Company of Canada built a large dock. It was equipped with two bridges that facilitate the unloading of coal and iron ore from the Great Lakes ships. The Hamilton By-Product Coke Ovens and Canadian Industries Ltd. dredged and deepened an eastern inlet and built wharves along both of its sides. Between 1929 and 1934, the total tonnage in the harbor doubled from one to two million tonnes annually, making Hamilton the fourth busiest port in the country. Ships now replaced trains as a mean of transporting coal and iron from ports on Lake Erie and Lake Huron and the new canal system reoriented industrial operations outward to the waterfront (Hamilton Port Authority; Bouchier and Cruikshank 2016:138-145).

During the Second World War the port played an important role, as local industry provided munitions, armour plating, and other materials in support of Canada's war effort overseas. The textile mills that expanded during this time, however, closed down around the mid-twentieth century. In addition, demand for coal declined and, by 1958, the By-Products Company closed its coke ovens. A wide range of manufacturers along the waterfront still employed thousands of workers, including: International Harvester, Firestone Rubber and Tire, Canadian Industries Ltd., National Steel Car, and Procter and Gamble. Despite the diversity of industries, Hamilton became known as "Steeltown." The iron and steel industry along Burlington Street in the northeastern waterfront led the way in industrial and port development (Hamilton Port Authority; Bouchier and Cruikshank 2016:135-148).





Until the mid-twentieth century, waterfront expansion required the use of piling walls as part of the infill process. In the early 1950s, a new Canadian company called National Slag, which was created through the union of Stelco, Dofasco, and Buffalo Slag, transformed the by-product into material to be used for construction and road building. Soon the company started using slag to reclaim areas of the harbour; they dredged the bottom silt and plowed slag forward into the water to create a base for new land along the shore and expand their industry. The bay's southern shoreline continued to be shaped and reshaped, building outwards into the water and transforming marshy inlets into the straight channels of standardized depth that Great Lakes ships required (Bouchier and Cruikshanks 2016:138-145).

In 1959, the St. Lawrence Seaway opened, increasing the number of ships able to travel into the Great Lakes. In anticipation, the waterfront industries in Hamilton Harbour invested heavily into wharves and handling facilities and the Harbour Commission sold more waterlots for infilling. More than \$20 million was invested to dredge channels and shoreline approaches throughout the harbour to Seaway depth. The dredged material was then used to build even more land along the less-developed southeastern shoreline of the harbour in order to construct wharves and warehouses. The first vessel to travel through the newly operated Seaway berthed in Hamilton. Cargo tonnage after the first year of Seaway operation was higher in Hamilton than any other Canadian or American port on the Great Lakes (Hamilton Port Authority; Bouchier and Cruikshank 2016:138-145).

In 1964, the Woodward Wastewater Treatment Plant was opened (immediately east of the study area). Shortly after, community support for a stronger approach to protecting the natural environment of Hamilton Harbour began to build. It was around this time that the Hamilton Spectator wrote, "the Bay has been turned into a huge potential cesspool, unfit for or unacceptable to human, animal or most forms of plant life" (City of Hamilton).

Table 1 in Section 3.3 below presents a summary of some of the major industries that helped shape the Bayfront Industrial Area.

Please refer to Figures 8 to 13 below.

### ***3.2.6 Environmental Rehabilitation***

It has been shown that through the policies of the HHC, approximately one third of the original shoreline of Burlington Bay disappeared through industrial expansion as hundreds of acres of new lands were created (Freeman 2001:164). Prior to modern pollution laws, waste was dumped into the harbour by industries and a growing population, which continues to threaten public health, contaminate fish and wildlife, and restrict the use of the waterfront. Hamilton Harbour was named and "Area of Concern," one of 43 locations around the Great Lakes where environmental degradation has led to the decline of ecosystem health. Significant progress has been done, however, to remediate the harbour using a Remedial Action Plan (RAP).



For 25 years the Bay Area Restoration Council (BARC) has been at the forefront of Hamilton Harbour restoration issues. They identify a number of Hamilton Harbour success stories, such as:

- Randle Reef Sediment Remediation Project
- Skyway and Woodward Wasterwater Treatment Plan Upgrades
- Windermere Basin Restoration
- Walleye Stocking
- Improvements to Public Access
- Increased Education and Public Information.

Located within the study area, Windermere Basin was historically a wetland and mudflat that provided habitat for fish and wildlife. As a result of industrial contamination and significant infilling, Windermere Basin became degraded. The Hamilton RAP identified it as a possible site for fish and wildlife restoration and was recently restored to an estuarine ecosystem with improved water quality (BARC).

Please refer to Figures 14 and 15 below.



### 3.3. Bayfront Industrial Area: Historical Summary of Industries

The following presents a historical overview of some of the factories and industries that helped shape the Bayfront Industrial Area. It should be noted that this list is not exhaustive. The information was gathered from online sources such as local history and archives collection of the Hamilton Public Library, the digital archives of McMaster University, the Worker’s City online tours on Hamilton’s industrial and labour history ([workerscity.ca/tours/](http://workerscity.ca/tours/)), and BARC’s Harbour Explorer ([http://hamiltonharbour.ca/harbour\\_explorer](http://hamiltonharbour.ca/harbour_explorer)). Some of the factories and industries are known to be, or are potentially, associated with extant resources of cultural heritage interest identified in as part of this report.

**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

<i>Chronology</i>	<i>Images</i>
<b>Hamilton Blast Furnace Company:</b> Became Canada’s primary leader for iron and steel supply. [see BHR 21]	
1895 Opened.	
1899 Merged with Ontario Rolling Mills and became the Hamilton Iron and Steel Company.	
1910 Merged with Canada Screw and other metal producers to form the Steel Company of Canada (Stelco).	Source: workerscity.ca <sup>1</sup>
1946 Stelco workers strike which led to progressive standardized rights for workers nationally.	Source: workerscity.ca

**Firestone Tire & Rubber Company:** During its height the plant was a large part of Hamilton industry. Its workers formed a very

<sup>1</sup> Unless otherwise noted, the dates of photos and images are currently unknown.



**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

**Chronology**

**Images**

active union, Local 113. Original plant designed by Hutton and Souter distinguished architects who exceeded the standards of the time. The factory was located across Kenilworth Avenue, set well back from the north side of Burlington Street East.

- 1919 Firestone Ohio purchases 124 acres in Hamilton.
- 1922 First tire produced.
- 1988 Plant closes.



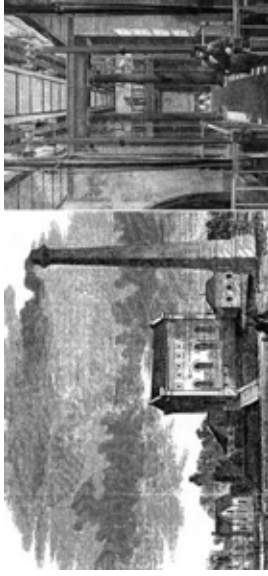
Source: workerscity.ca



Source: workerscity.ca

**Hamilton Waterworks:** This National Historic Site is the only mid-nineteenth century waterworks left in North America. It provided clean water for citizens and for industrial processes until it closed. The Hamilton Waterworks are located immediately east and outside of the Bayfront study area.

- 1859 Opened.
- 1887 Second pump built on neighbouring property to meet increasing water demands.
- 1910 New water station opens. Older versions become backups.
- 1938 Closes.



Source: workerscity.ca

**National Steel Car Company Ltd.:** The largest national manufacturer of railway cars and an impressive variety of large and personal vehicles. Provided a great service during the two world wars by switching production to aid fighters overseas. It is located at the foot of Kenilworth Avenue.

- 1912 Opened.

National Steel Car in the '40's. (Hamilton Public Library)



**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

**Chronology** *Images*

1962 Purchased by Dofasco. Source: workerscity.ca

**Union Drawn Steel:** Specialty is cold drawn steel bars. Its original plant was located at 181 Victoria Avenue South and moved to Burlington Street East in the 1940s.

[see BHR 22]

1905 Opened as a branch of a Beaver Falls, Pennsylvania company.

1930 Republic Steel Corporation absorbs Union Drawn Steel.

1942 Burlington Street East plant is built.



**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

<i><b>Chronology</b></i>	<i><b>Images</b></i>
1985 Toronto investment firm takes over.	Source: workerscity.ca
1993 Bought by an American named Michael Pitterich and becomes Union Drawn Steel II.	

**Procter & Gamble Company:** First P&C plant outside of America. Originally seven products, including Ivory Soap and Crisco Shortening, were produced and it employed over 1000 personnel.



- 1913 Purchased land.
- 1915 Operations began.
- 1917 Profit sharing introduced to employees.



**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

<i>Chronology</i>		<i>Images</i>	
1999	Manufacturing stops at this plant.		Source: workerscity.ca

**Baynes Carriage Company:** This property has been a major part of Hamilton industry since 1906 and was one of the earliest industries in this area. This property has been occupied by companies ranging from carriage making to manufacturing oxygen that supply Stelco and Dofasco.

- 1906 One storey factory opens.
- 1910 Short lived merger with other companies (Acme Motor, Carriage, and Machinery Company Ltd).
- 1941 Montreal-based Canadian Liquid Air Company buys property.
- 1946 CLA and Stelco unite.
- 2017 Called Air Liquide, now one of the largest oxygen plants in



**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

**Chronology**

**Images**

North America. Source: workercity.ca

**Deering Harvester:** Boasts it was the "largest agricultural implement works in the British Empire." Helped promote women by employing them in non-traditional jobs [see CHL 29]

1902 Opens.

1905 Merged with five other companies to form the Chicago based International Harvester Company.

1906 Company expands Hamilton site.

1985 Purchased by J.I. Case of Racine, Wisconsin.

1999 Case closes plant.

International Harvester Company  
 of Canada, Limited

GENERAL OFFICES: HAMILTON, ONTARIO  
 WORKING OFFICES: CHICAGO, ILLINOIS  
 PITTSBURGH, PENNSYLVANIA  
 PORTLAND, OREGON



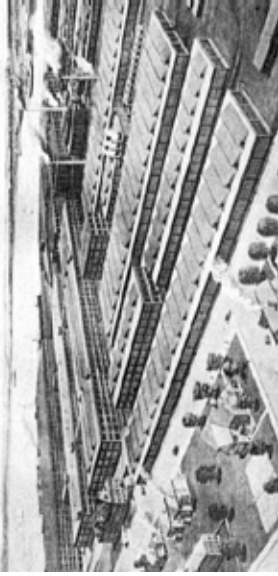

Source: workercity.ca

**Oliver Chilled Plow:** Designed by architects from Pittsburgh (Prack & Perrine) who were eventually responsible for many of Hamilton's industrial buildings. Some of the plant's foundries, its forge and paint shops still stand as an assembly of buildings and warehouses on the waterfront directly east of Hillyard Street. [see BHR 11]





**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

<i><b>Chronology</b></i>	<i><b>Images</b></i>
1910 Begin producing the patented “chilled plow.”	 <p>Source: workercity.ca</p>
1919 International Harvester takes over company and continues as the International Plow Company of Canada.	
1920 Some Oliver Chilled Plow buildings are repurposed to become Harvester’s new Twine Mills.	
<p><b>W.R Carpenter Canada Ltd.:</b> Although the name and owners have changed companies on this property have consistently been in the food processing business for decades.</p>	
1942 Opens. During WWII, it processed a variety of materials including copra, linseed, and rapeseed.	 <p>Source: workercity.ca</p>
1946 Renamed Canadian Vegetable Oil Processing Ltd. and switch to peanut oil production.	
1983 Begins processing canola.	
1984 Workers become unionized.	
2017 Plant operates as Bunge Limited.	





**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

**Chronology** *Images*

**Peller Brewing Company:** Companies on this property have brewed beer for over half of a century.

[see BHR 3]

- 1947 Opened by Andrew Peller.
- 1954 Overtaking by Brading Breweries. They added a gas station and warehouse.
- 1973 Henniger-Brau of Germany takes over and begins brewing.
- 1981 Amstel Breweries of Holland takes over and begins brewing.
- 1922 Lakeport Brewing Corporation takes over and begins brewing.
- 2015 Performance space designed within brewery.



Source: workerscity.ca



Source: workerscity.ca

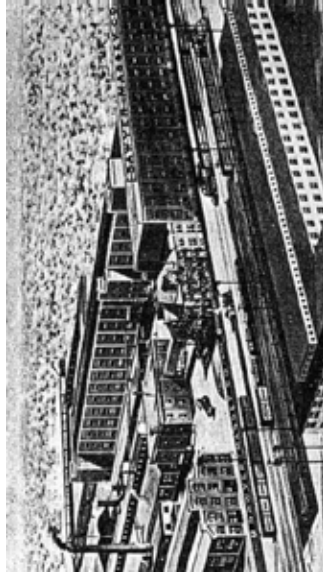
**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

***Chronology***

***Images***

**L., S. & P. Sawyer and Company:** Companies on this property produced a variety of large industrial grade steam engines, road making machinery, threshing machinery, artillery shells and steam road wagons.  
[see BHR 18]

- 1836 John Fisher opens small foundry near the corner of James Street and York Blvd.
- 1855 Plant opens after the foundry is destroyed by fire.
- 1889 Plant renamed Sawyer & Massey Company after the Massey family from Toronto.
- 1910 Local businessmen take over and expand production.
- 1914 Company restructured to produce necessities for WWI. After WWII, Sawyer and Massey are bought out by the Hamilton Bridge Company. Some of the original buildings still stand.



Source: workerscity.ca





**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

**Chronology**

**Images**

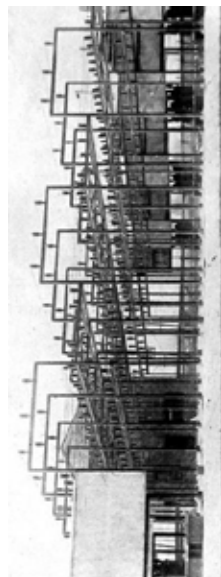
**Cataract Power Company:** Pioneered the supply of electricity to industry and individuals in the City of Hamilton. Industrial structures built in phases between 1899 and 1907.

[see BHR 20]

1896 Opened with the financial backing of local affluent businessmen nicknamed the "Five Johns." Entrepreneur John Patterson pioneered the company.

1898 Constructed a 35-mile power transmission line from its new DeCew Falls Generating Station near St. Catharines. Victoria Ave building converted to an electrical sub-station.

1930 Came under public ownership.



Source: workerscity.ca

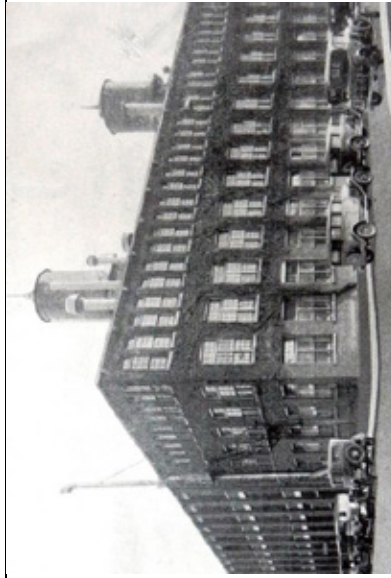
**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

**Chronology**

**Images**

**American Can Company:** For years this company produced the most tin cans in Canada. It purchased much of the tinplate from Stelco and Dofasco. [see BHR 23]

1904	American Can Company buys locally-owned Nortan Can Company that had operated since 1887 at York and Bay Streets
1908	Company expands to Niagara Falls and Montreal.
1911	Larger factory at Shaw and Emerald Street constructed.
1959	Company moves operations to Victoria Ave to the plant formally owned by Sawyer Massey.
1984	Canadian owned Onex Packaging takes over.
1988	Becomes Ball Packaging Products Canada.
2017	Karma Candy now owns this property and manufactures candy.



Source: workerscity.ca



Source: workerscity.ca



**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

**Chronology**

**Images**

**Studebaker Corporation:** This was the original successful Hamilton based car manufacturer and a major local employer. At times the plant employed close to 800 workers [see BHR 2]



Source: workerscity.ca

- 1948 Opened. Property previously owned by Otis-Fensom, an armaments plant.
- 1963 Studebaker Corporation closes its South Bend, Ohio plant and moves all North American vehicle production to Hamilton.
- 1966 After a drastic shift in sales, plant closes.

**Canadian Otis Elevator Company:** A subsidiary of the Otis Elevator Company of New York, it produced forklifts, escalators and



**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

**Chronology**

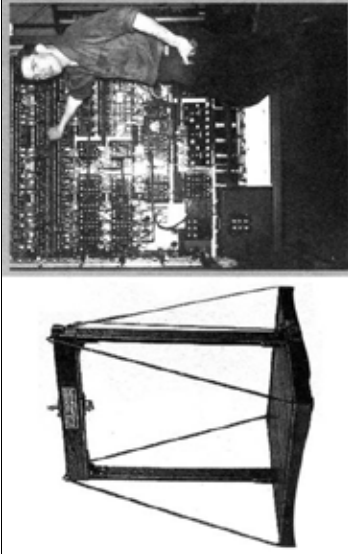
**Images**

elevators. For a brief period it was the world leader in elevator manufacturing. During the World War II it produced military hardware including anti-aircraft guns.  
[see BHR 2]

1902 Opens.

1905 Merges with Toronto based Fensom to become the Otis-Fensom Elevator Company.

1949 Becomes Otis Elevator Company Limited (Canada).  
1987 Production stops.



**Canadian Westinghouse:** Major local industrial player. Hired thousands of Hamiltonians who manufactured products such as air brakes, motors, generators, turbines, transformers, ovens, radios, fans, irons and more. Despite company objections, unions grew out



**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

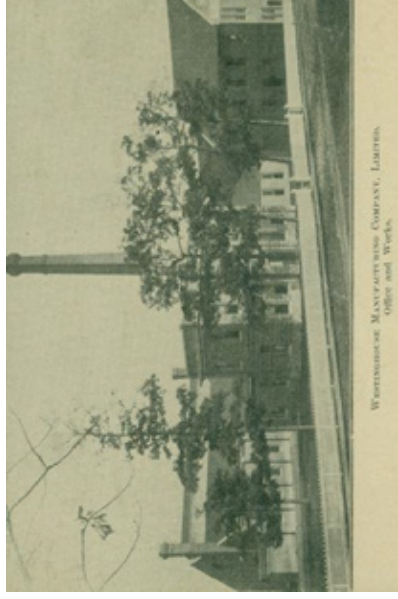
**Chronology** *Images*

of Canadian Westinghouse. The seven-storey building at the southeast corner of Sanford Avenue North and Myler Street is all that remains. [see BHR 1]

- 1898 Opens.
- 1905 Re-opens with an expanded plant.
- 1915 Employs over 3000 people.
- 1919 Produced the world's largest-capacity hydro generator of the time.
- 1950s Began a large expansion program in Hamilton.
- 1997 Leaves town.



Source: [workerscity.ca](http://workerscity.ca)



Source: Black Mount Collection. Local History & Archives. Hamilton Public Library

**Imperial Cotton Company Ltd.:** Employed hundreds of men and women and had the most advanced technology of the day. In the 1920s, the plant boasted 130 looms, 9000 spindles, and 54 carding machines driven entirely by electricity generated by the factory's





**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

**Chronology**

**Images**

own steam plant. Company preferred to provide employees with certain benefits to avoid a union being formed. It had its own company magazine titled, "The Fabricator."

[see BHR 8]

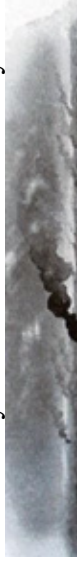
- 1900 Opened by James M. Young and associates from the Hamilton Cotton Company. Soon purchased by the International Cotton Duck Company of New York City.
- 1924 Merges with a Nova Scotian Mill and becomes Cosmos-Imperial Cotton Company.
- 1958 Plant shuts down.



Source: workerscity.ca

**Brown Boggs:** Operated as metalworking firm for 61 years. Unionized in 1946 by Local 520.

- 1890 John Mootry Brown and Nathaniel Glass Boggs create

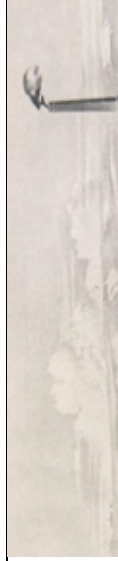


**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

<i>Chronology</i>	<i>Images</i>
Brown Boggs, a small machine shop at the southeast corner of Bay St and York St.	Source: workerscity.ca
1913 New foundry and pattern and machine shops constructed at corner of Victoria Ave and King William St.	
1954 Operations consolidated to the east end site.	
1996 Firm moves to new plant in Ancaster.	
2006 Firm moves to Toronto.	

**Wallace Barnes Company:** Employed over 300 men and women. Production focused on components for the automotive industry.  
 [see BHR 10]

1921 First Canadian branch opened by this Connecticut based company.



**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

**Chronology**

**Images**

1926	Moves from the west end to Sherman Ave North.	Source: workerscity.ca
1964	Second plant opened in Burlington. All production eventually moved here.	

**Hoepfner Refining Company:** Just off of Biggar Avenue, this site hosted a number of companies involved with different parts of the manufacturing world. Potters, blade and knife factories, fencing manufactures and a recycling operation used this land to produce and reuse a variety of products.

[see BHR 6]

1899 John Patterson forms the company which builds the existing brick refinery



**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

<i><b>Chronology</b></i>	<i><b>Images</b></i>
<p>building.</p> <p>1905 Some of the buildings are leased to Pittsburgh Perfect Wire Fence company.</p> <p>1907 E.C. Atkins and Company of Indianapolis leased the remaining buildings.</p> <p>1933 Sovereign Potters set up at this location.</p> <p>2017 Royal Recycling currently in operation.</p>	<p>Source: workerscity.ca</p>

**Standard Underground Cable:** Produced electric cables. Employed 500 plus workers in its prime. 750 soldiers used the site for housing during WWII.



1911 Standard Underground Cable buys unused property next to the Hoepfner Refining company.

1927 Canada Wire and Cable Company purchases Standard



**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

<i><b>Chronology</b></i>	<i><b>Images</b></i>
Underground Cable and moves company to Toronto.	Source: workerscity.ca
WWII National Department of Defense uses unused buildings.	

**Diamond Flint Glass Company:** Although operated by many different companies, there was continuous glass production on this site for 98 years.

- 1864 Location used by The Hamilton Glass Company.
- 1891 Bought by the Diamond Flint Company.
- 1912 Merged with the Sydenham Glass Company of Wallaceburg. Now titled the



**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

<i>Chronology</i>	<i>Images</i>
1912	<p>Dominion Glass Co. Ltd.                      Fire destroyed the James Street North plant.                      Source: workerscity.ca</p>
1914-1920	<p>Glass makers on site switch from hand blowing techniques to machine made bottles.</p>
1989	<p>Consumer Glass takes over.</p>
1997	<p>Plant closes.</p>

**Carr Fastener Company:** Throughout the decades it manufactured a wide variety of fasteners, radio and television components as well as electric lights and fuses.

[see BHR 19]




1920 Massachusetts owned company opens.

1928 After a major American merger it becomes the United-Carr Fastener Company.

1930 Plant expands product line and employees hundreds of




**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

<b>Chronology</b>		<b>Images</b>
Hamiltonians.		
1960	Company moves to Stoney Creek.	Source: workerscity.ca
<b>Berlin Machine Works:</b> One of the original large machine manufacturers in Hamilton.		
[see BHR 17]		
1908	Wisconsin based American company opens plant at the south end of Albemarle St.	
1917	Bought by P.B Yates Machine Company.	
1930	Portion of the plant sold to A.H. Tallman and Brothers Bronze Company.	Source: workerscity.ca
1937	Portion of the plant sold to Reid Press.	
<b>Coca-Cola:</b> Although Coca-Cola is an American company it moved to Hamilton and relied for decades on many local businesses for bottle glass and tires. It also used local advertising companies to market its products.		
1929	Opened.	
1960	Reopened with new bottling facility.	
1980	Bottles discontinued	
2017	Warehouse for the south-central market.	Source: workerscity.ca

**Hamilton Bridge Works Company:** Has been operating in Hamilton for over 125 years and is known for building iron and steel bridges for Canada's railway system, producing steel mill equipment and cranes, and fabricating structural steel for buildings.



**Table 1: Historical Summary of Industries in the Bayfront Industrial Area**

<b>Chronology</b>		<b>Images</b>
After WWII	Becomes a division of the Bridge and Tank Company of Canada.	

Source: workerscity.ca

Source: workerscity.ca

**Hamilton Hydro-Electric System:** Electrical substation that allowed the Cataract Power Co. to offer long-distance transmission from its new generating plant at Decew Falls near St. Catharines in 1898. Located at 284 Sherman Avenue North. [see BHR 5]  
 1898 Built.

Source: workerscity.ca







### 3.4 Review of Mapping

The following maps provide an illustration of the agents of change that transformed the landscape of the Hamilton Bayfront study area throughout the nineteenth and twentieth centuries that were described above. The figures are located in Appendix A.

<b>Fig #</b>	<b>Year</b>	<b>Title</b>	<b>Description of the Study Area</b>
2	1842	Plan of the Town of Hamilton District of Gore Canada	The western edge of the study area is captured within the plan, including Land's Wharf and associated structures. The southwest corner of the study area was characterized by woodlot at this time.
3	1850-1	Map of the City of Hamilton in the County of Wentworth, Canada West (Marcus Smith)	The map captures the western edge of the study area, within the original limits of the City of Hamilton. This section of the study area was located within the St. Lawrence Ward. Most of the western end of the study area appears to have been occupied by the large farm holdings of John and Colonel Robert Land. The shoreline is characterized by wood and/or swamp lands as well as Land's Wharf. Land's Lane provides access from Wellington Street North (north of Barton Street) to Land's Wharf in Burlington Bay. Land's Wharf is fairly isolated; most wharves at this time were located west of Mary Street. A number of structures associated with Land's Wharf are illustrated both on land and on the wharf.
4	1875	Illustrated Historical Atlas of the County of Wentworth	<p><i>City of Hamilton:</i>                      The Great Western Railway is illustrated (east-west) as well as a rail line leading up to Land's Wharf. A foundry is illustrated in the southwest corner of the study area at the corner of Wellington Street North and the GWR. The grid pattern of roads now extends into what was John Land's property.</p>
			<p><i>Townships of Barton and Saltfleet:</i>                      The shoreline is characterized by a series of inlets and the study area is generally occupied by farmland/orchards. Due to the presence of inlets, there is no grid pattern to the illustrated roads. North-south roads still extant today include: Wentworth Street North; Sherman Ave North; Ottawa Street North;</p>



<b>Fig #</b>	<b>Year</b>	<b>Title</b>	<b>Description of the Study Area</b>
			<p>Kenilworth Avenue North; Parkdale Avenue North; and Woodward Avenue. Existing Lottridge Road and parts of Beach Road were also in use in 1875; many of the orchards and farmhouses are illustrated along the latter.</p> <p>Land holders include the following families: Ewing, Grant, Harvey, Lottridge, Tayler, Depew, Gage, Secord, Jones, Foyster, Barker, Harris, Ghent, and Bates. The GWR is illustrated along the southern edge of the study area; there are no other rail lines at this time. A school, church and potential cemeteries are illustrated at what is now the intersection of Ottawa Street North and Beach Road. A pork refinery and a carbon oil work are illustrated on the north side of the GWR and east of Wentworth Street North. The area between Wentworth Street North and the large inlet has been subdivided into individual house lots; this area is labeled as Gilkison Survey. A review of current aerial mapping suggests that some of these residential lots are still extant in the area west of Wentworth Street North and south of Land Street.</p>
5	1876	Bird's Eye View of the City of Hamilton (Herm. Brosius)	<p>The map captures the southwest corner of the study area only. Two industries are illustrated on the north side of the GWR, east of Wellington Street: L.D. Sawyer &amp; Co's Manufacturing Works (54) and Canada Felt Hat Works (59). Individual residences and orchards are also illustrated in the vicinity. The Hamilton and Lake Erie Railroad is illustrated along the west side of Sherman Inlet.</p>
6	1903	City of Hamilton Tyrell Hamilton Map	<p>This detailed map of the City of Hamilton captures the western section of the study area, including and west of Sherman Inlet. Illustrated railways include: the Grand Trunk Railway; the Toronto Hamilton &amp; Buffalo Railway; the Hamilton &amp; North Western Railway; and the Hamilton Radial Electric Railway; as well as spur lines connecting to individual wharves and industries. What was identified as Land's Wharf in earlier maps is now the N &amp; NW Railway Wharf.</p> <p>A subdivision bounded by Emerald Street, Mars Ave,</p>



<b>Fig #</b>	<b>Year</b>	<b>Title</b>	<b>Description of the Study Area</b>
			<p>Wentworth Street and the GTR features relatively small 25 ft. lots, while the subdivision to the northeast features 99 ft. lots. Individually named industries within the study area include: Felt Hat Factory; Sawyer Agricultural Implement Manufactory; Otis Elevator Works; C.P. Co. Substation; J.G.Y. Burkholder; Hamilton Oil Co.; Westinghouse Mfg. Co., Rosemary Co.; Swifts Pork Packing Co.; Sewer Pipe Works; Sewage International Works; Freemans Fertilizer; Coal Oil Refinery; Cattle Sheds. There was also the Stock Yards Hotel at the intersection of Terra Cotta Ave (now Rosemary Avenue) and Wentworth Street.</p> <p>There were additional subdivisions on the east side of Sherman Avenue, as well as the Imperial Cotton Company, Refining Works and a depot named Irondale. Spur lines to the International Harvester Company and the Hamilton Steel &amp; Iron Companies are illustrated.</p>
7	1909	Topographic Map	<p>Additional rail lines are established by this time, including the Hamilton Radial Electric Railway. There are also a number of spur lines extending from the trunk lines to the waterfront, especially to the west of Lottridge Inlet. A number of structures are illustrated along these spur lines. The study area is still characterized by inlets, wooded areas, and marshy areas along the shoreline. Some development has occurred in the southwest corner of the study area within the limits of the City of Hamilton. The subdivision known as Gilkison's Survey appears to be established on the west side of Sherman Inlet.</p>
8	1913	Greater Hamilton Comprising the Twp of Barton all Present Subdivisions and Proposed Layouts by the City Corporation and Parts of the Townships of Saltfleet-Binbrook-Glanford-Ancaster-West Flamboro-East	<p>This map shows existing and proposed developments in the City of Hamilton. Inlets within the study area are still present, but there is evidence of land filling activities on either side of Sherman Inlet, and at the southern tips of some of the inlets. Residential and industrial development has extended along the southern edge of the study area, between the GTR and the Hamilton Radial Electric Railway. The industrial lands are interspersed with what appear to be small residential subdivisions such as Brightside, Robins Annex, Deckard Hill and Hamilton Park (some of these</p>



<b>Fig #</b>	<b>Year</b>	<b>Title</b>	<b>Description of the Study Area</b>
		Flamboro  (The Ramsay-Thomas Coy "Everything in Canadian Real Estate" map)	do not appear on the 1909 map).  Industries are now occupying the large land holdings between the inlets along the waterfront, including from west to east: Oliver Chilled Plow Works; International Harvester Company; Steel Co. of Canada; Sewage Disposal Works; Grasselli Chemical Company; National Steel Car Company; Gun Club. A number of industries occupy smaller land holdings on either side of the GTR. It appears that two subdivisions built around roundabouts were proposed for the eastern section of the study area; these were never built. Burlington Street now extends across the entire study area
9	1921	City of Hamilton  J.W. Tyrell	More land filling activity is evident, especially along the waterfront at the western end of the study area; inlets are also being filled in. There is more of the same type of development as earlier maps: additional spur lines leading to additional industries; more subdivisions and associated roads being planned/built. The section between Sherman Inlet and Lottridge Inlet has been drastically filled in and developed by this time; it is occupied by the International Harvester Co. of Canada Ltd. and the Steel Company of Canada Ltd. Other large industrial land holdings along the waterfront as well as inland include: International Plow Works of Canada Ltd.; Canadian Westinghouse Co. Ltd., Hamilton Coke Bi-Products Co. Limited; Grasselli Chemical Co. Limited; National Steel Car Corp. Ltd.; Firestone Tire & Rubber Co. of Canada Ltd.; Dominion Power & Transmission Co. There are a number of industries with much smaller land holdings throughout the study area. There are still relatively large private land holdings in the eastern part of the study area as well as the Hamilton Gun Club Park.
10	1934	Aerial Photograph	The aerial photograph shows the reality of what is illustrated on the 1938 topographic map described below.
11	1936	Landmark Map	This map illustrates the street layout and local landmarks in the City of Hamilton. The chosen landmarks provide a glimpse of life within the study area that goes beyond its industrial heritage. In addition



<b>Fig #</b>	<b>Year</b>	<b>Title</b>	<b>Description of the Study Area</b>
			to major industries and factories, the Bayfront area also includes churches, schools and recreational areas. Landmarks include (generally west to east): Sawyer Massey & Co. Ltd.; Tree Line Navigation Company Ltd.; the F.P. Weaver Coal Co. Ltd Yards; American Can Co.; Otis-Fensom Elevator Co. Ltd.; Boston Insulated Wires & Cable Co.; Vallance Brown & Co. Ltd.; Canada Steamship Lines; Canadian Westinghouse Co. Ltd.; National Sewer Pipe Co. Ltd.; Robery Land Sem.; St. Davids Presby Ch.; The International Harvester Company of Canada Ltd.; The Brown Boggs Foundry & Machine Co. Ltd.; Remington Rand Ltd; Burlington Steel Co. Ltd; Stanley Works of Canada Ltd.; Stanley Steel Co; Consolidated Sales Book and Wax Paper Co. Ltd; Steel Co. of Canada Limited; Frost Steel & Wire Co Ltd; Dominion Glass Co.; The Hoover Co. Ltd; Christie Brown Co. Ltd; Homer and Wilson; Civic Incinerator; Hamilton Bridge Co Ltd.; Hamilton Ornamental Iron Works; Canada Crusher Stone Corporation Limited; PB Yates & Machine Co; AH Tallman Bronze Co Ltd; Dominion Foundries & Steel; Procter & Gamble Co of Canada Ltd; Hamilton By-Product Coke Ovens Ltd; Canadian Industries Ltd.; Economy Fuel Co; Snow White Laundry; National Steel Car Corp Ltd; Firestone Tire & Rubber Co of Canada Ltd; and Stewart Park. The map also identifies streets and railway lines.
12	1938	Topographic	This map illustrates how inlets are gradually being filled in as industrial development moves both east and north into the harbour. The shoreline to the east of the study area, however, remains relatively unbuilt and marshy. It appears that some residential development illustrated on the 1921 map above was not constructed (e.g. the area generally bounded by Burlington Road/Beach Road, the GTR, Kenilworth Avenue, and Strathearn Avenue).
13	1954	Aerial Photograph	Showing additional expansion of industrial lands and facilities to the north and east.
14	1996	NTS map	Industrial land expansion has reached the current limits.



<b>Fig #</b>	<b>Year</b>	<b>Title</b>	<b>Description of the Study Area</b>
			Windermere Basin has been created at the eastern limits of the study area. Residential and industrial lands are clearly delineated on this map.
15	2017	Historic Shorelines	This figure illustrates the location of historical shorelines from 1900, 1927, and 1962, in relation to the current shoreline within the study area.

#### 4.0 DATA COLLECTION RESULTS

Alissa Golden, Heritage Project Specialist at the City of Hamilton, was consulted as part of the background research for this project (email communication: February 2017). Ms. Golden provided ASI with updated cultural heritage mapping of the study area which included registered and designated properties,<sup>2</sup> bridges, as well as properties of heritage interest.

Other resources consulted for the preliminary identification of existing cultural heritage resources within the study area included:

- City of Hamilton Bridge Master Plan Heritage Bridge Inventory Review (Stantec 2015);
- Parks Canada’s *Canada’s Historic Places* website: available online, the searchable register provides information on historic places recognized for their heritage value at the local, provincial, territorial and national levels; and,
- Parks Canada’s *Directory of Federal Heritage Designation*, a searchable on-line database of National Historic Sites, National Historic Events, National Historic People, Heritage Railway Stations, Federal Heritage Buildings, and Heritage Lighthouses.

It should be noted that two National Historic Sites are located just outside the study area boundaries, including the Hamilton Waterworks National Historic Site at 900 Woodward Avenue (east of the study area) and the HMCS Haida National Historic Site at 650 Catharine Street North (west of the study area).

A field review was undertaken April 10 and 26, 2017, by Joel Konrad, and April 13, 2018, by Andrew Clish, both from ASI. Due to the size of the study area, the field review was scoped to photograph and verify the integrity of previously identified cultural heritage resources, record additional potential cultural heritage resources identified through review of historical mapping and archival materials, and capture contextual shots of the landscapes that form the Bayfront Industrial Area study area. The field review was conducted from publicly accessible rights-of-way.

<sup>2</sup> The City of Hamilton has created a multi-volume cultural heritage resource inventory which contains information on properties designated under Part IV and V of the *Ontario Heritage Act* (Volume 1), properties listed under the municipal inventory for buildings and cultural heritage landscapes (Volume 2), and cemeteries and burial grounds (Volume 6).



It should also be noted that a comprehensive cultural heritage inventory of the Bayfront Industrial Area study area was beyond the scope of this study. Accordingly, it is anticipated that additional cultural heritage resources will and should be identified in the course of future heritage studies. In addition, portions of large industrial property holdings could not be viewed from publicly accessible rights-of-way. There is the potential for additional resources of cultural heritage value within these large properties.

An inventory of identified cultural heritage resources is found in Appendix B and their location is mapped on figures in Appendix C. A total of 23 built heritage resources (BHR) and 31 cultural heritage landscapes (CHL) have been identified to date. These include one resource Designated under Part IV of the *Ontario Heritage Act* (the Canadian Westinghouse head office at 286 Sanford Avenue North – BHR 1), and two properties listed by the City of Hamilton as significant places of worship (former Italian Evangelical Church at 388 Sherman Avenue North – BHR 4; Fah Hoy Temple at 29 Linden Street – BHR 17). The remainder of the resources are considered to be of cultural heritage interest and were identified through data provided by the City, as well as through a review of historical mapping and secondary sources.

## 5.0 KEY FINDINGS

The results of archival research and a review of secondary source material, including historical mapping, revealed a study area with Indigenous history dating back thousands of years and an agricultural land use history that dates to the early nineteenth century. Agricultural land use in the study area, however, was quickly supplanted by industrial development over the course of the nineteenth and twentieth centuries. Since the mid-nineteenth century, the landscape within the Bayfront Industrial Area has undergone dramatic changes due to industrial development and extensive land making activities associated with heavy industry.

The background research identified a number of historical themes associated with the development of the study area, each with additional sub-themes that warrant additional research and/or some form of interpretation in order to more fully understand and appreciate how the study area developed, its significance to Hamilton both in the past and in the present, and how various aspects of the study area relate to each other (e.g., transportation, workers’ housing, industrial landscapes, head offices, relationship to the bayfront, etc.). Table 3 provides a non-exhaustive list of themes and subthemes and associated cultural heritage resources, both identified and potential:

<b>Themes</b>	<b>Sub-Themes</b>	<b>Identified/Potential Cultural Heritage Resources</b>
Physiography and Geography	<ul style="list-style-type: none"> <li>Relationship of the study area to the Niagara Escarpment and how the</li> </ul>	<ul style="list-style-type: none"> <li>As Beach Road (CHL 3) does not follow the usual</li> </ul>





<b>Themes</b>	<b>Sub-Themes</b>	<b>Identified/Potential Cultural Heritage Resources</b>
	<p>natural topography shaped its development</p> <ul style="list-style-type: none"> <li>• Development of trails and later settlement roads that followed the natural topography of the area</li> </ul>	<p>grid of historically surveyed roads, it is possible that it represents an early road following the natural topography. Additional research is required.</p>
Township Survey and Early Settlement (1790-1850)	<ul style="list-style-type: none"> <li>• Early families to settle in the study area, such as the Gage and Land families</li> <li>• Early canal building</li> <li>• Early manufacturing, import/export along the southwestern shoreline</li> <li>• Workers housing</li> <li>• Relationship between the working class community within the harbour and the rest of the City of Hamilton</li> </ul>	<ul style="list-style-type: none"> <li>• Nineteenth century roads such as: CHL 2-10 and CHL 30-31</li> <li>• Potential remnants of the Gage Homestead (location presently unknown; most likely on Stelco lands)</li> </ul>
Railways and Early Industry (1850-1912)	<ul style="list-style-type: none"> <li>• Transportation development associated with the study area (roads, railways, and water)</li> <li>• Public health and the health of the natural environment</li> <li>• Recreational pursuits in the bay</li> <li>• Farming in an increasingly industrial landscape</li> <li>• Early residential subdivisions</li> <li>• Range of manufacturing and industry within the study area</li> </ul>	<ul style="list-style-type: none"> <li>• Former place of worship such as: BHR 4</li> <li>• Industrial properties such as: BHR 5, BHR 6, BHR 20, CHL 29</li> <li>• Railways: CHL 1</li> <li>• Historical subdivisions such as: CHL 12-28</li> <li>• Hamilton Pipe Line: CHL 11</li> <li>• Recreational features such as: Beach Road (CHL 3) which was the direct route to Hamilton Beach, and remnant parks</li> </ul>
Heavy Industry (1912-1980)	<ul style="list-style-type: none"> <li>• Hamilton Harbour Commission and continued expansion of the harbour lands</li> <li>• Role of the port during the Second World War</li> <li>• Role of non-steel industry in the development of the Hamilton</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative structures such as: BHR 1, BHR 2, BHR 22</li> <li>• Industrial buildings such as: BHR 3, BHR 7, BHR 9-11, BHR 18-19, BHR 21, BHR 23</li> </ul>



<b>Table 3: Bayfront Industrial Area – Historical Themes and Associated Cultural Heritage Resources</b>		
<b>Themes</b>	<b>Sub-Themes</b>	<b>Identified/Potential Cultural Heritage Resources</b>
	Harbour <ul style="list-style-type: none"> <li>Continued development of workers housing, health, and recreation</li> <li>Environmental degradation</li> </ul>	<ul style="list-style-type: none"> <li>Bridges such as: BHR 12-16</li> <li>Places of worship such as: BHR 17</li> </ul>
Environmental Rehabilitation	<ul style="list-style-type: none"> <li>Grassroots community involvement in the environmental rehabilitation of the harbour</li> </ul>	

## 6.0 RECOMMENDATIONS

As previously noted, a comprehensive cultural heritage inventory of the Bayfront Industrial Area study area was beyond the scope of this study. Accordingly, it is anticipated that additional cultural heritage resources will and should be identified in the course of future heritage studies. In addition, portions of large industrial property holdings could not be viewed from publicly accessible rights-of-way. There is the potential for additional resources of cultural heritage value within these large properties.

As part of the redevelopment of policies for the Bayfront Industrial Area Renewal Strategy, the following mitigation measures and/or alternative development approaches should be incorporated to reduce the potential for adverse impacts to the cultural heritage resources in the area. Common mitigation protocols may include, but are not limited to, the following and are suitable for consideration and application for minimizing impacts on cultural heritage resources:

- Encouraging interim tenant occupancy for properties currently vacant to help ensure security and protection of heritage resources.
- Avoidance and mitigation to allow development to proceed while retaining the cultural heritage resources in situ and intact;
- Adaptive re-use of a built heritage structures or cultural heritage landscapes;
- Alternative development approaches to conserve and enhance a significant heritage resources;
- Avoidance protocols to isolating development and land alterations to minimize impacts on significant built and natural features and vistas;
- Historical commemoration of the cultural heritage of a property/structure/area, historical commemoration by way of interpretive plaques;
- Documentation and salvage including the relocation of a structure or (as a last resort) the consideration of salvage of its architectural components;
- Architectural design guidelines for buildings on adjacent and nearby lots to help integrate and harmonize mass, setback, setting, and materials;



- Limiting height and density of buildings on adjacent and nearby lots;
- Ensuring compatible lot patterns, situating parks and storm water ponds near a heritage resource;
- Vegetation buffer zones, tree planting, site plan control, and other planning mechanisms;
- Allowing only compatible infill and additions;
- Preparation of cultural heritage impact assessments for all developments affecting a cultural heritage resource;
- Preparation of conservation, restoration, and adaptive reuse plans as necessary;
- Listing properties and landscapes of cultural heritage interest on the Municipal Heritage Register;
- Implementation of Heritage Designation and Heritage Conservation Easement;
- Preparation of security plan, letter of credit to help ensure security and protection of heritage resources.

Based on the results of the assessment, the following recommendations have been developed:

1. The Bayfront Industrial Area Renewal Strategy should incorporate policies that ensure the long-term viability and presence of built heritage resources and cultural heritage landscapes in the area.
2. Any proposed development within the Bayfront Industrial Area should require a cultural heritage resource assessment to identify all potential resources of cultural heritage value or interest that may be impacted.
3. Any proposed development on or adjacent to an identified cultural heritage resource should require a cultural heritage impact assessment to ensure that the cultural heritage resources in the study area are conserved.
4. Should future work require an expansion of the study area then a qualified heritage consultant should be contacted in order to confirm the impacts of the proposed work on potential heritage resources.



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## **APPENDIX A: Review of Historical Maps**





Figure 2: Detail of the 1842 Plan of the Town of Hamilton District of Gore Canada.



Figure 3: Detail of the 1850-1 Map of the City of Hamilton in the County of Wentworth, Canada West (Marcus Smith)

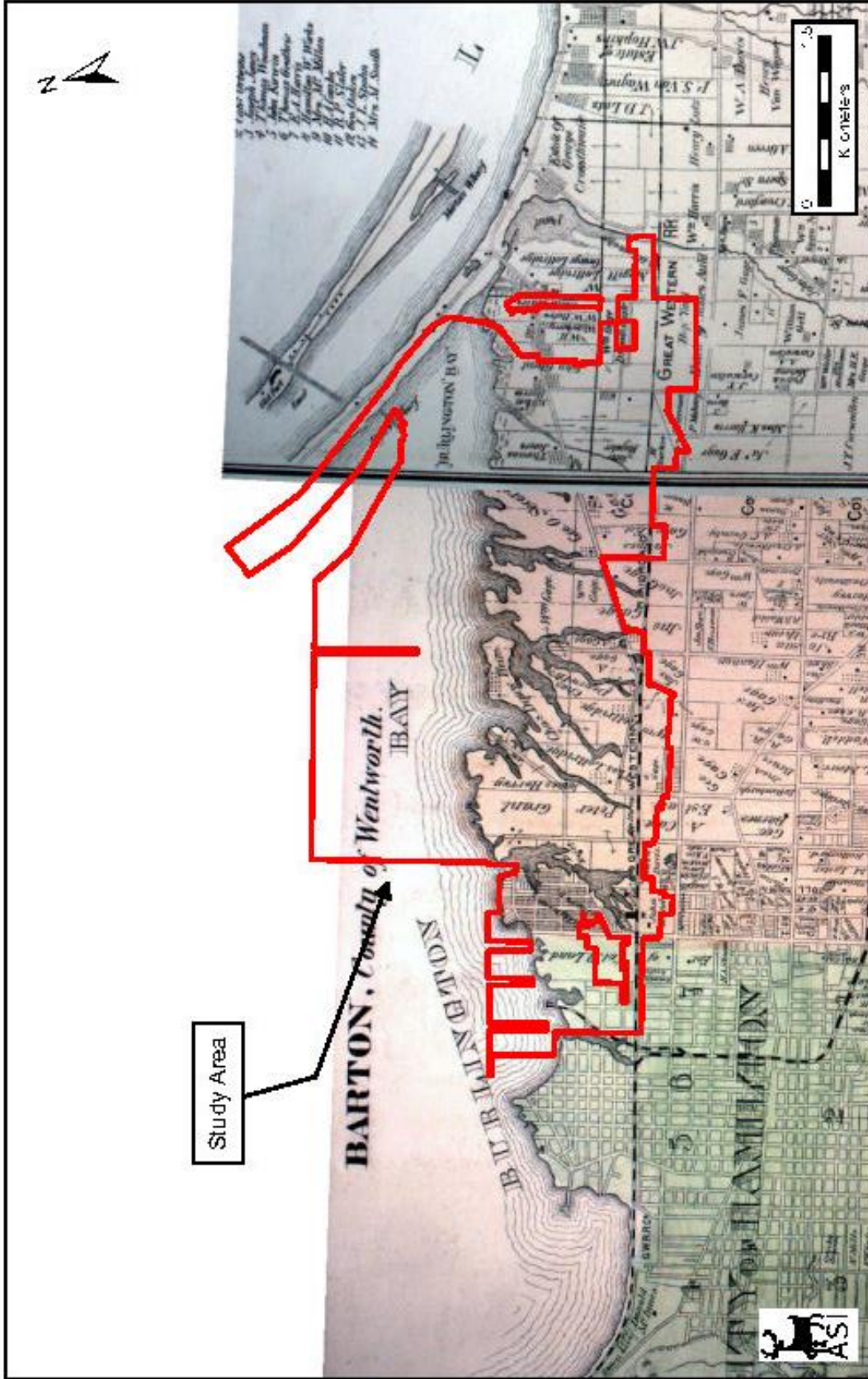


Figure 4: The study area overlaid on the 1875 Illustrated Historical Atlas

Base Map: Page & Smith 1875



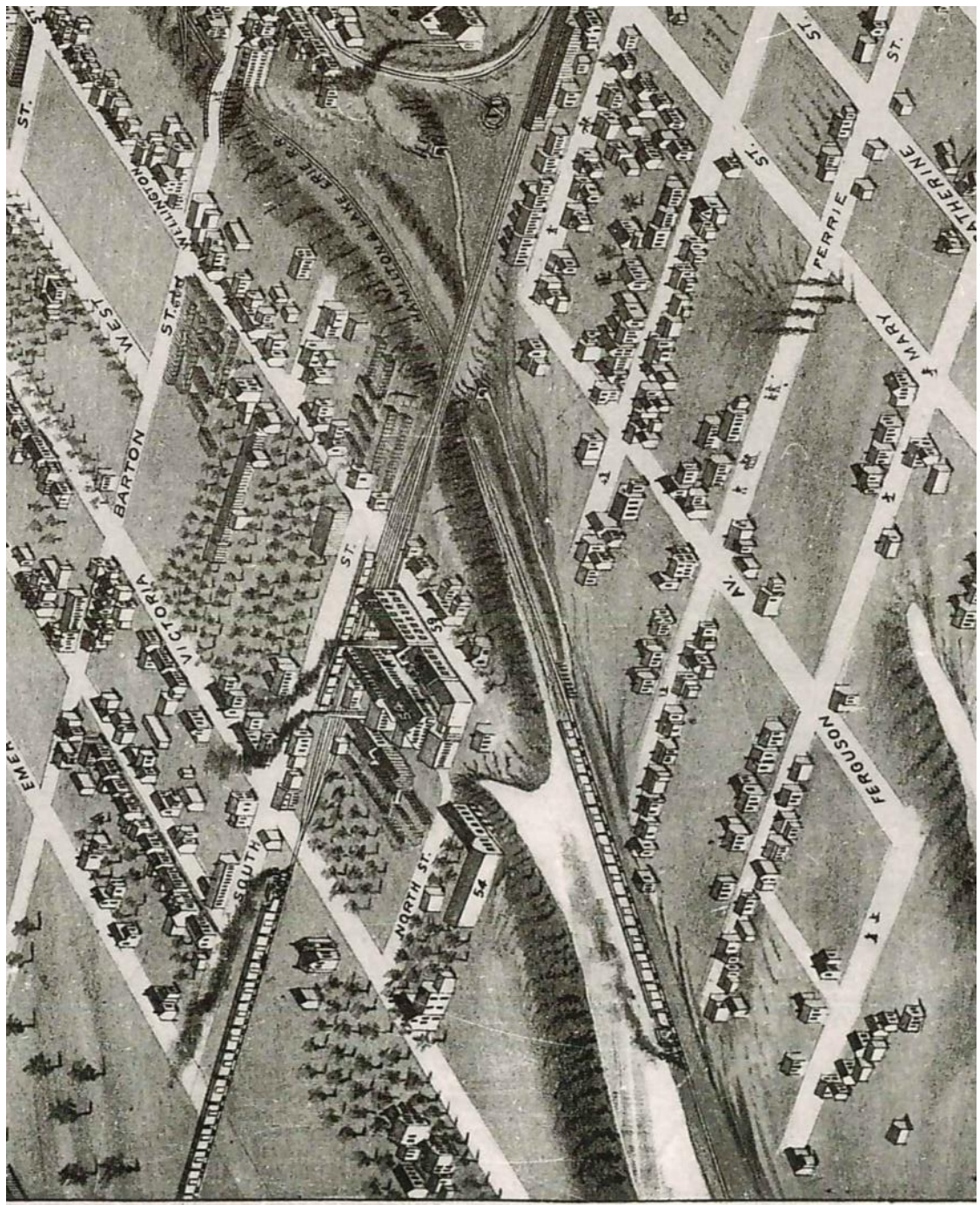


Figure 5: Detail of the 1876 *Bird's Eye View of the City of Hamilton* (Herm. Brosius).

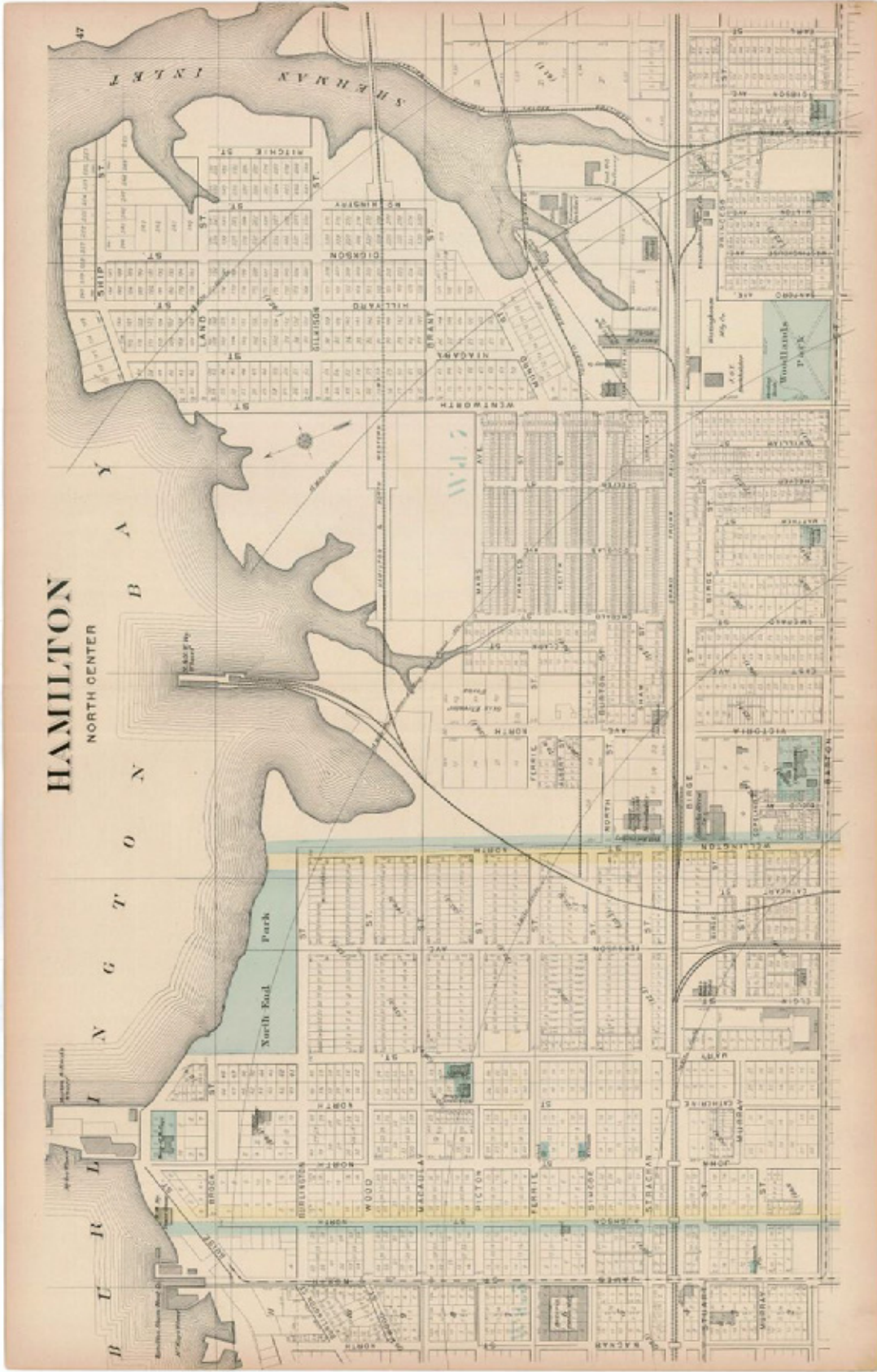


Figure 6: Detail of the 1903 map of the City of Hamilton (Tyrell)

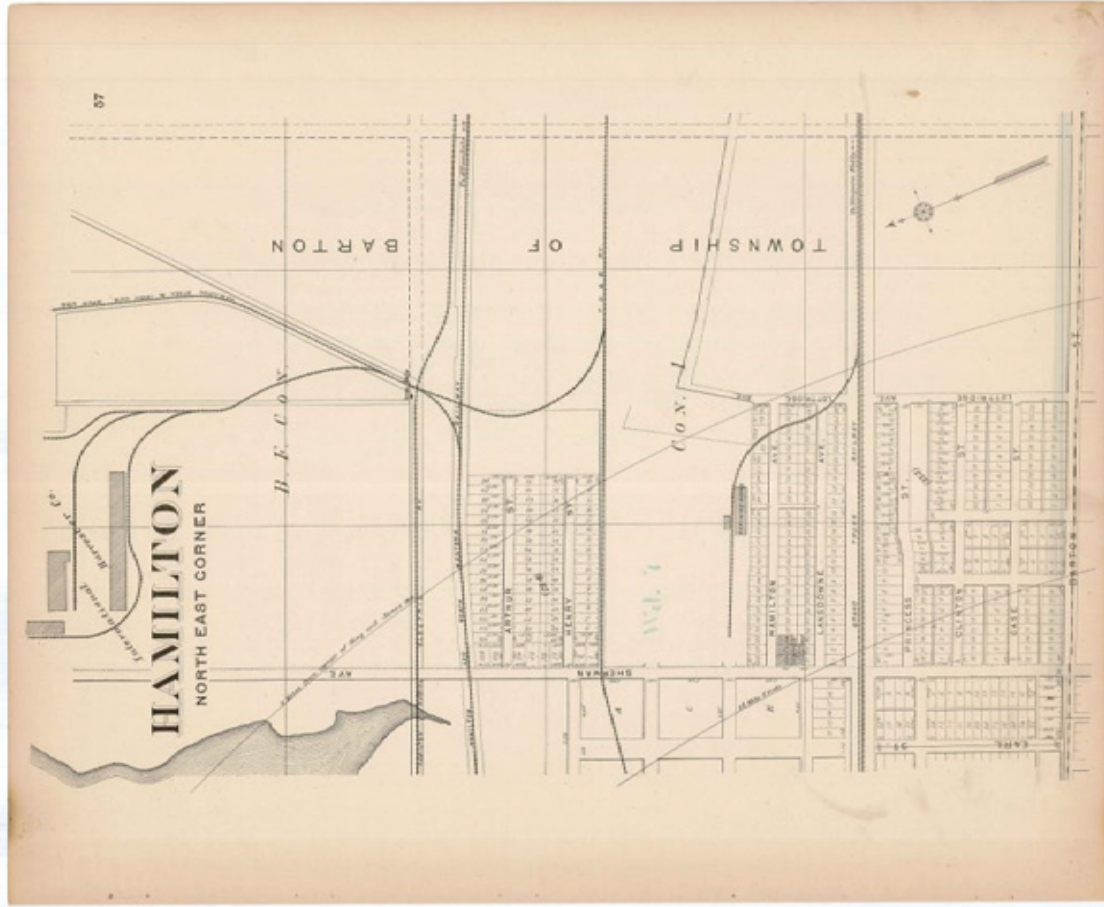


Figure 6 (continued): Detail of the 1903 map of the City of Hamilton (Tyrell)



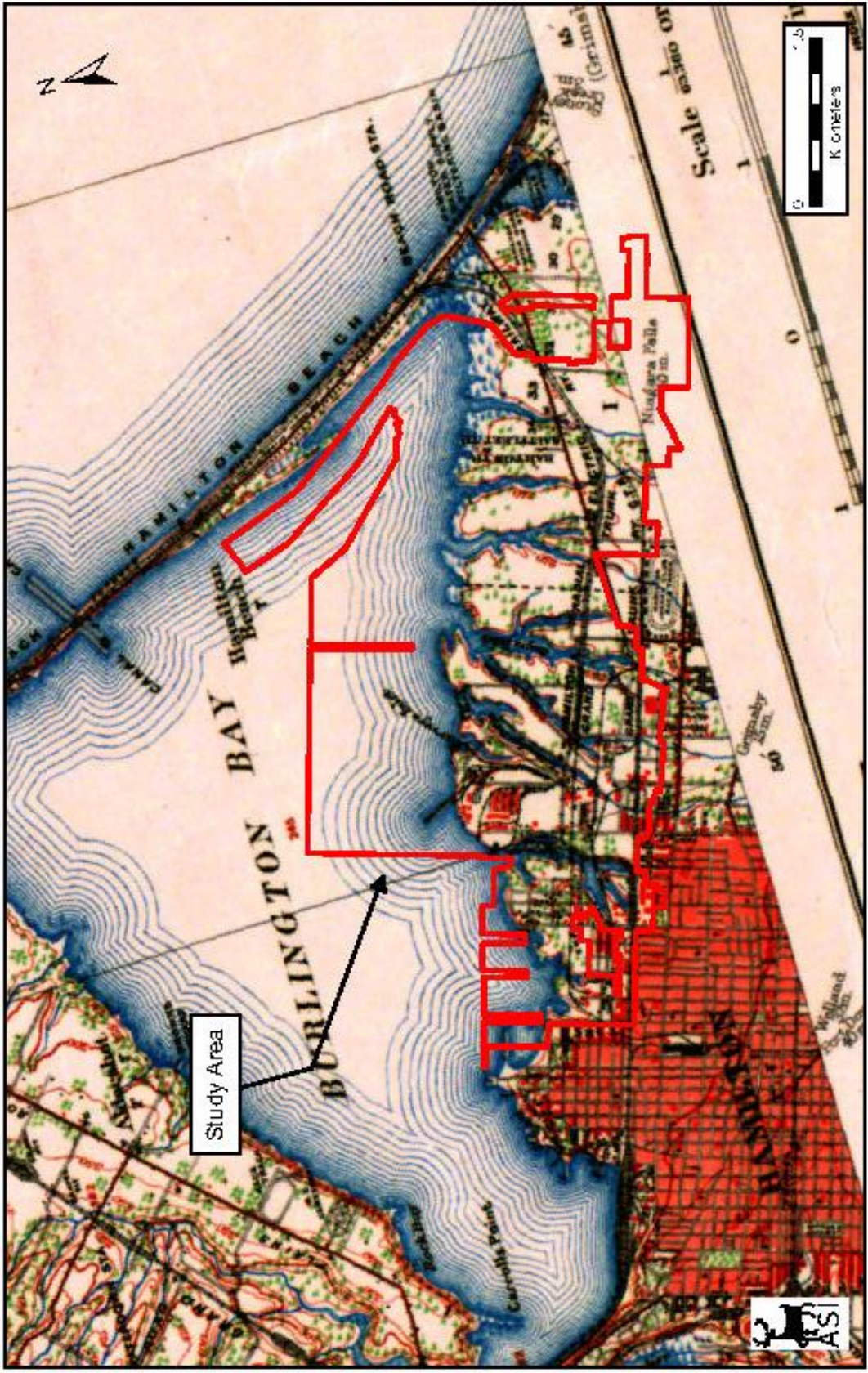


Figure 7: The study area overlaid on the 1909 topographic map of Hamilton.

Base Map: Department of Militia and Defense 1909



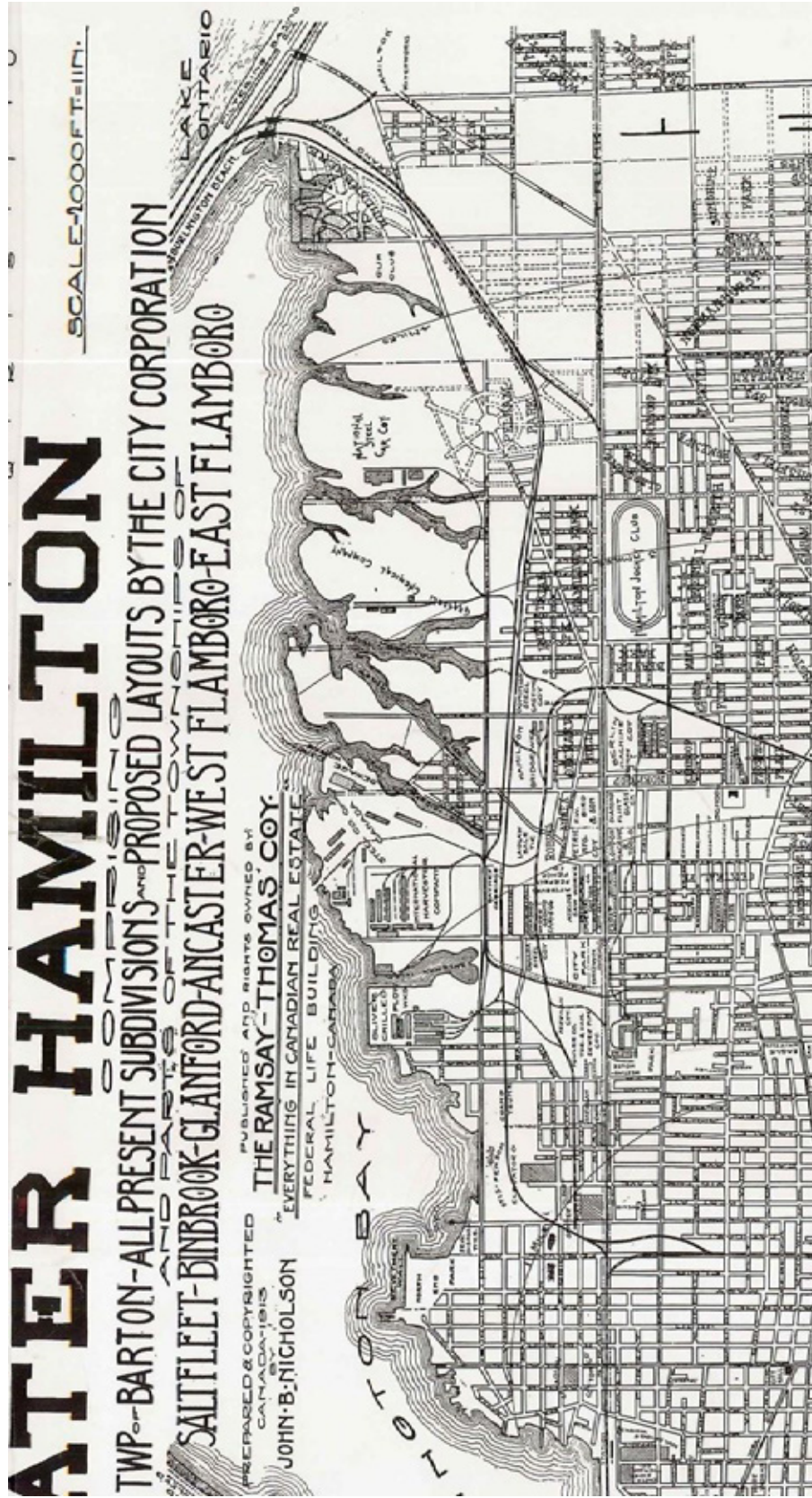


Figure 8: Detail of the 1913 Greater Hamilton Comprising... (The Ramsay-Thomas Coy “Everything in Canadian Real Estate”)

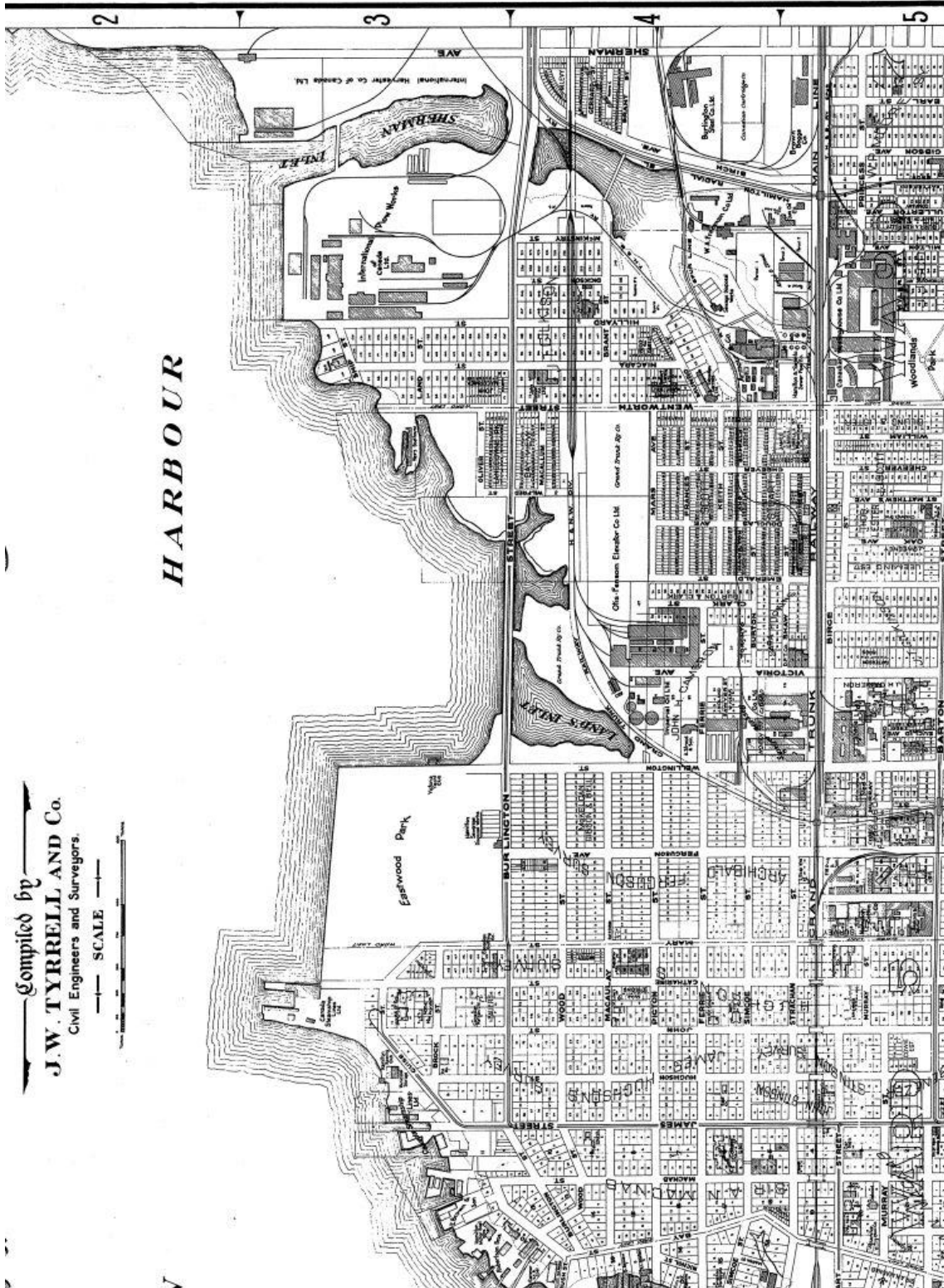


Figure 9: Detail of the 1921 City of Hamilton maps (J.W. Tyrell).

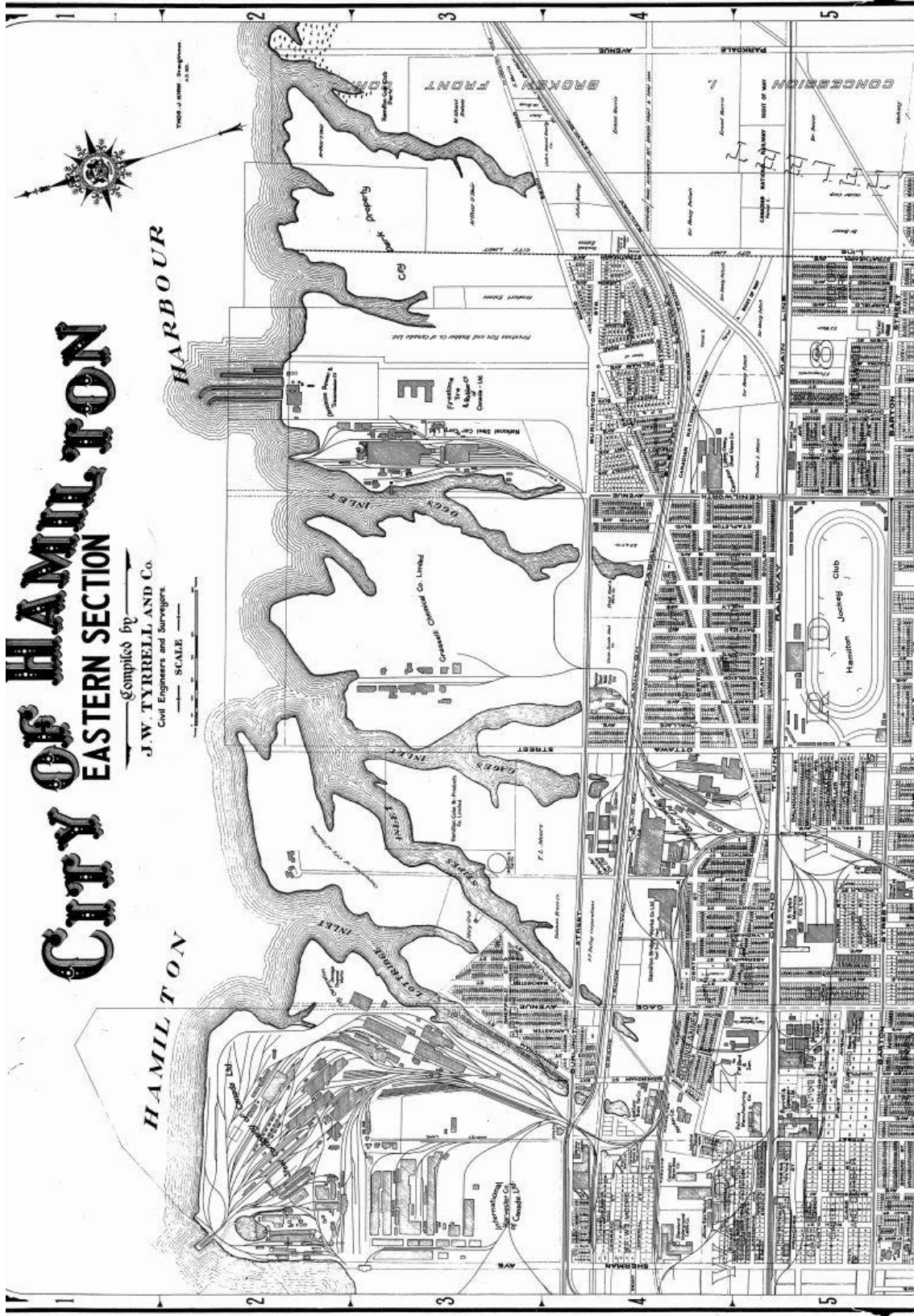


Figure 9 (continued): Detail of the 1921 City of Hamilton maps (J.W. Tyrell).





Figure 10: Study area overlaid on the 1934 aerial photo of Hamilton.

Base map: Canadian Air Force, National Air Photo Library





Figure 11: Detail of the 1936 map of Points of Interest in the City of Hamilton, Ont.

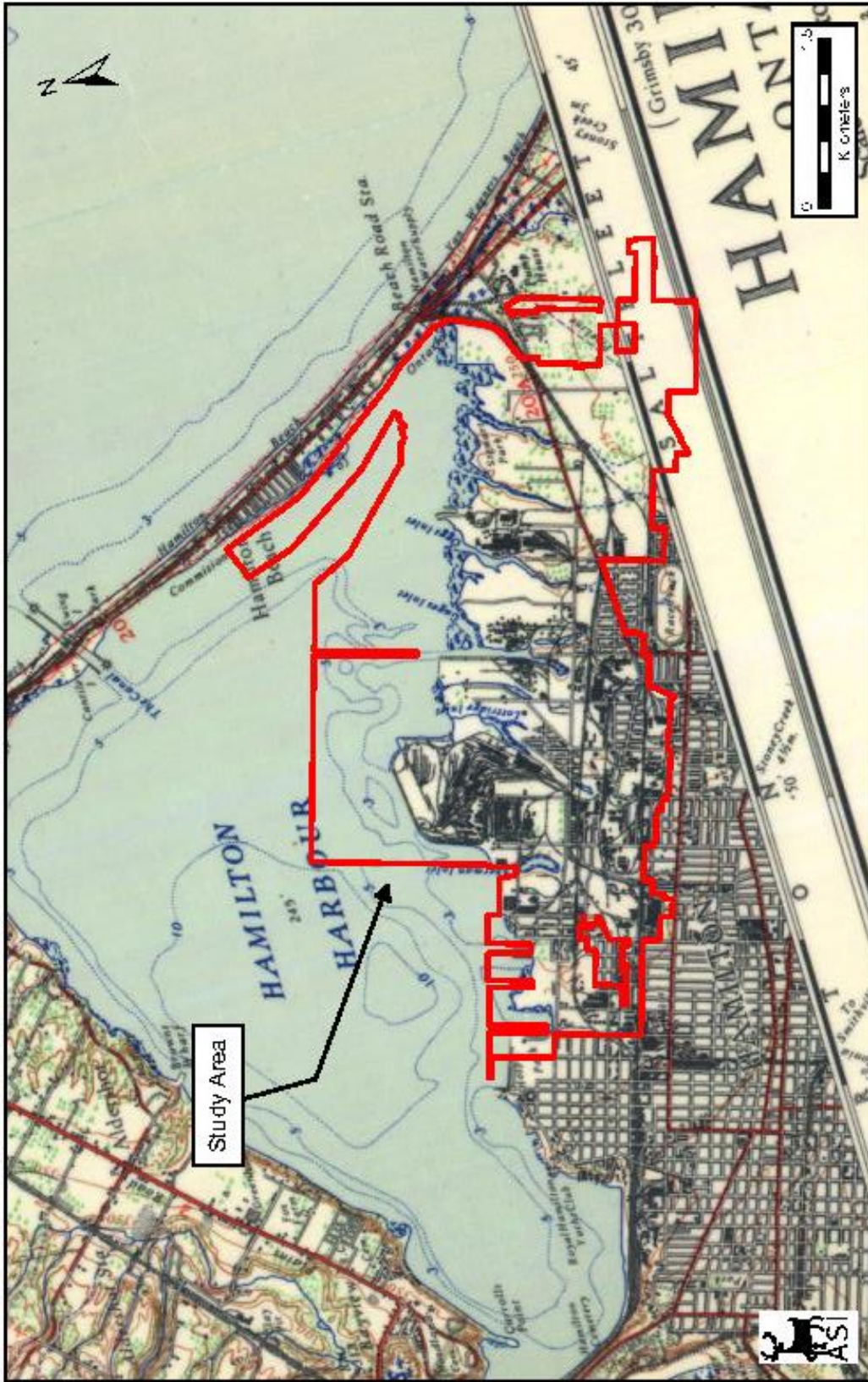


Figure 12: Study area overlaid on the 1938 topographic map of Hamilton.

Base map: Department of National Defence 1938



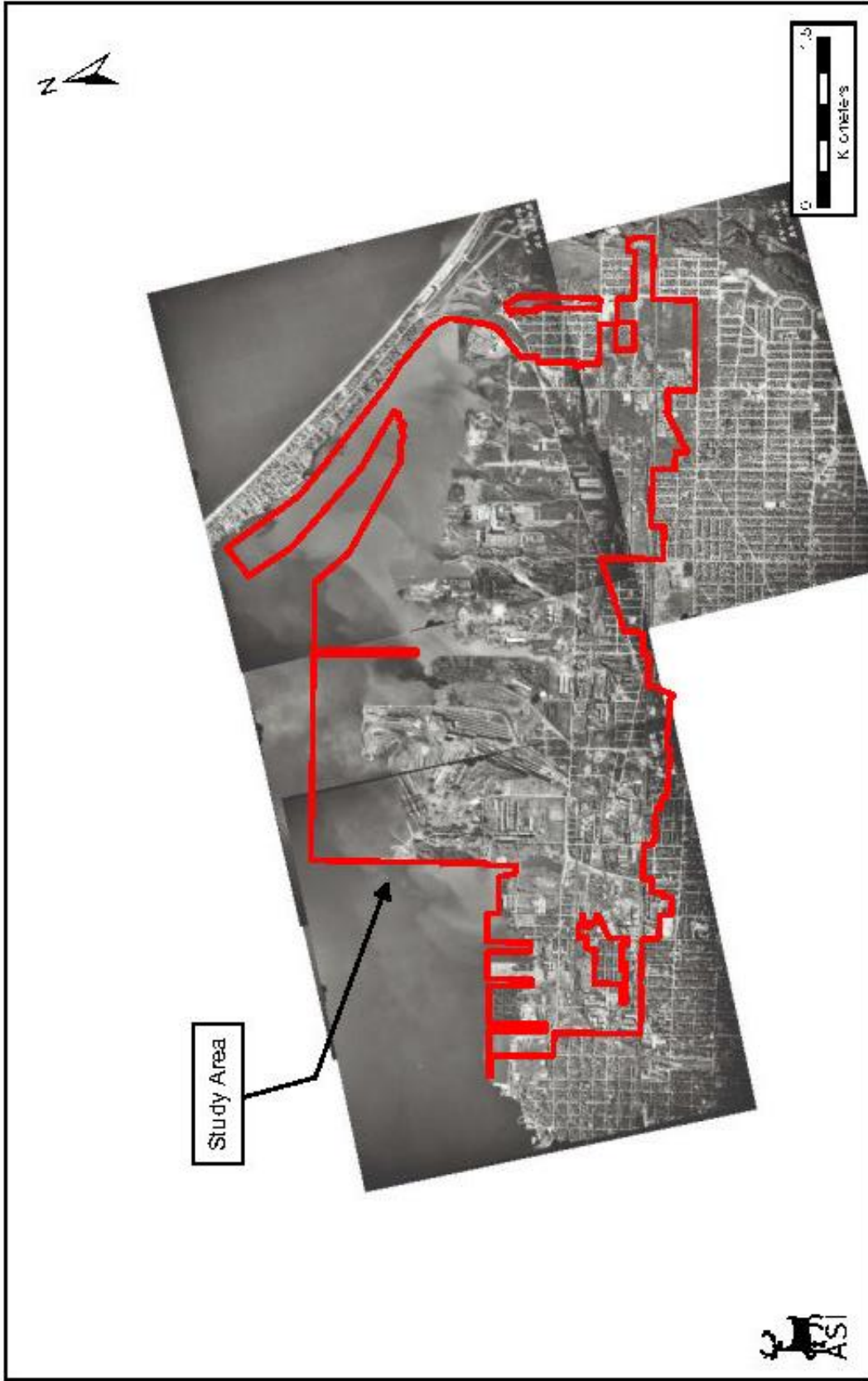


Figure 13: Study area overlaid on the 1954 aerial photo of Hamilton

Photo Reference: Hunting Survey Company 1954





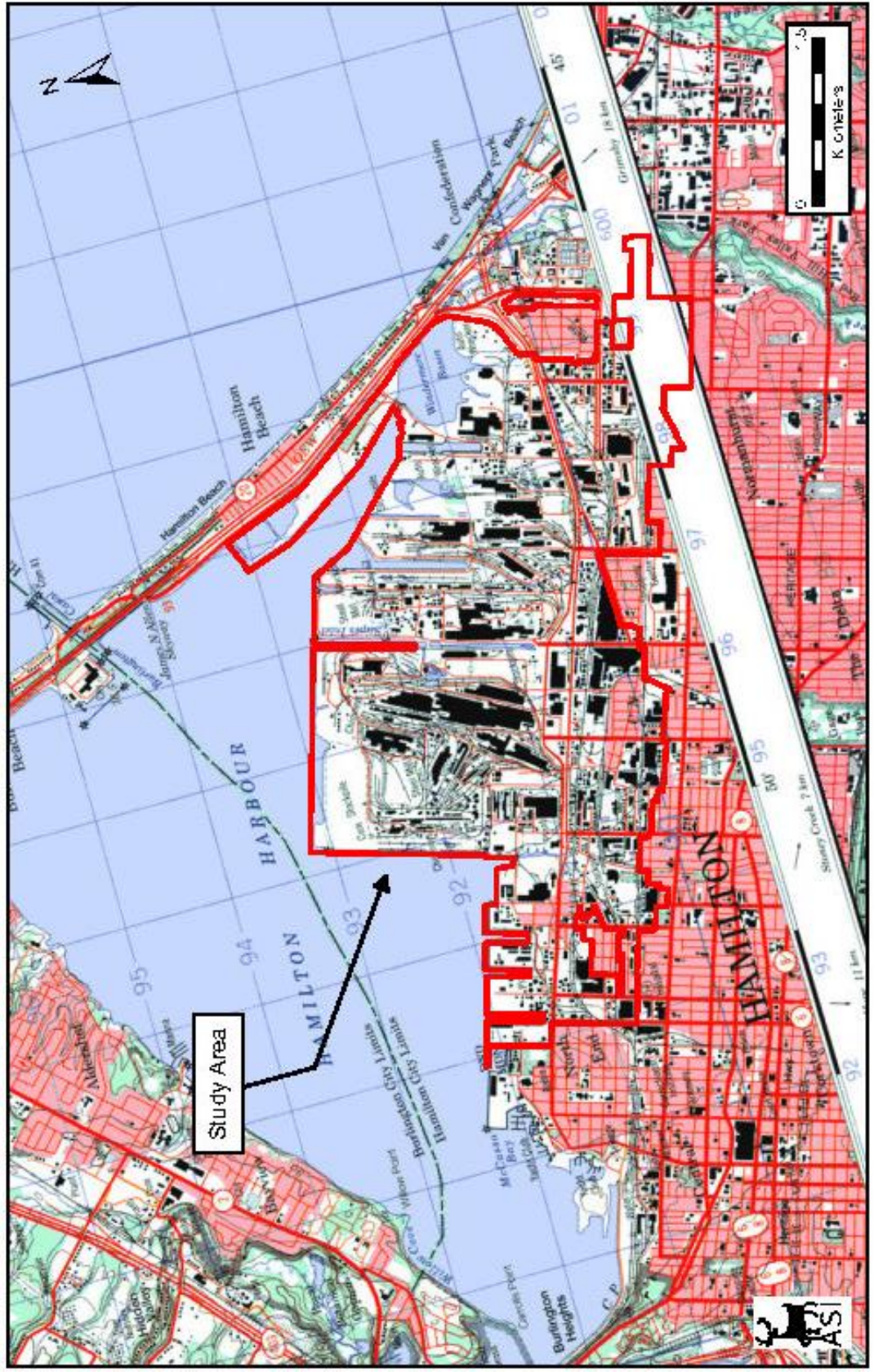


Figure 14: Study area overlaid on the 1996 NTS maps of Hamilton.

Base map: Department of Energy, Mines and Resources 1996



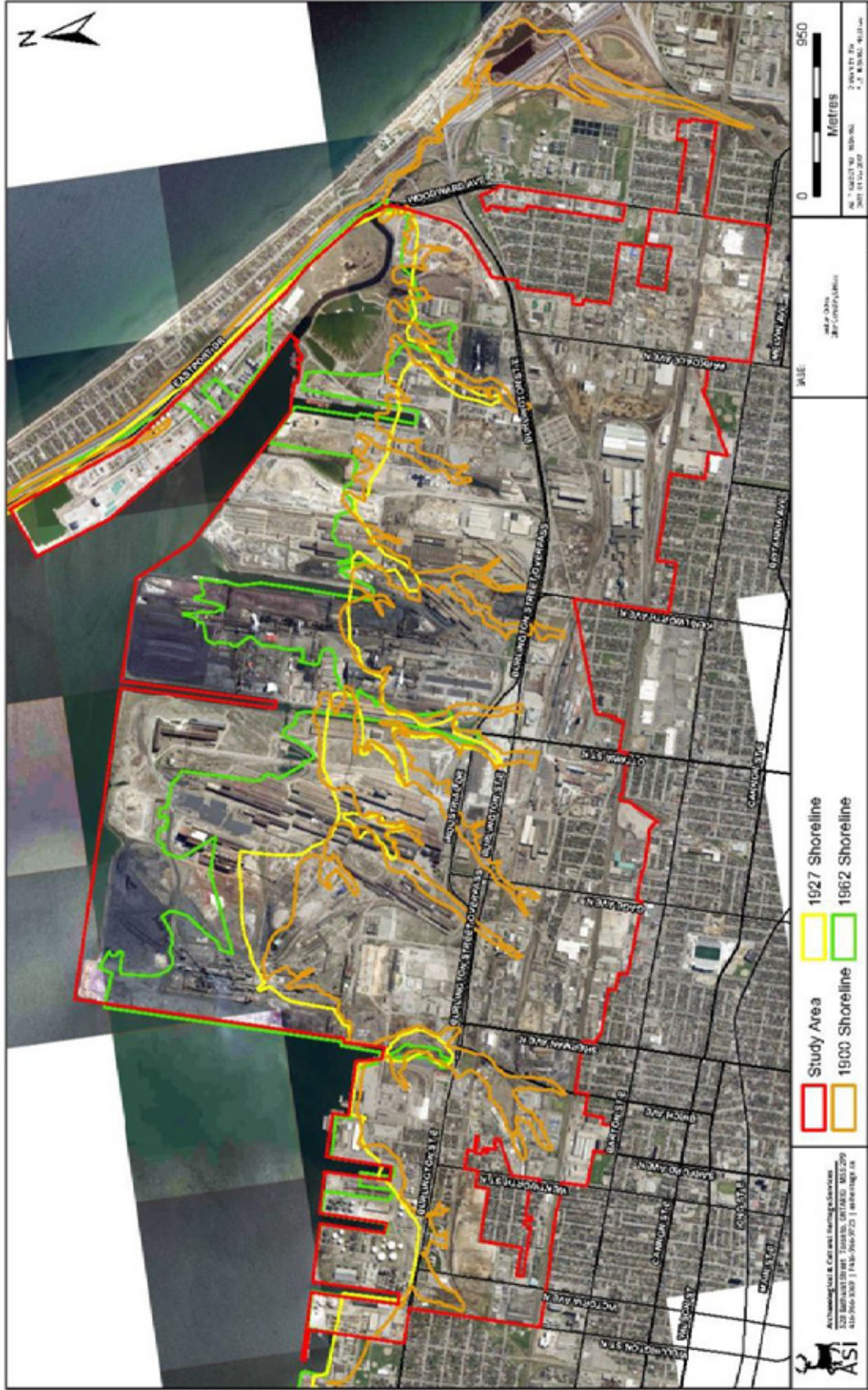
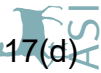


Figure 15: Historical shorelines within the study area.

## **APPENDIX B: Cultural Heritage Resource Inventory**


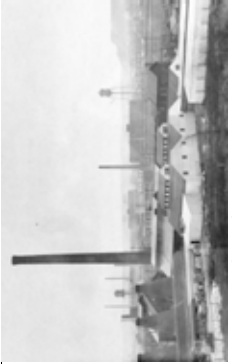








Resource	Address/ Location	Type	Recognition	Description	Photos
BHR 1	286 Sanford Ave N	Administrative (industrial)	Designated Part IV (By-law 88-202)	<ul style="list-style-type: none"> <li>Canadian Westinghouse head office (1917).</li> <li>Designed by the Hamilton architectural firm of Prack &amp; Perrine and built in 1917.</li> <li>Representative example of industrial office buildings designed by Canadian architects in the early twentieth century.</li> <li>The brick and stone-clad building features advanced reinforced concrete construction with grid-like composition.</li> <li>Traditional elements include decorative stone cornice, string courses, and arched window and door surrounds with prominent keystones.</li> <li>The Canadian Westinghouse Co. has played a major role in the industrial growth of the City of Hamilton and made an important contribution to the development of new types of electrical apparatus.</li> <li>Is a prominent landmark in the Barton Street/Sanford Avenue area.</li> </ul>	
BHR 2	440 Victoria Ave N <sup>3</sup>	Administrative (industrial)	Heritage Interest	<ul style="list-style-type: none"> <li>Otis-Fensom Office Building (1929).</li> <li>Designed by the Hamilton architectural firm of Hutton &amp; Souter.</li> <li>Edwardian design with decorative brickwork and artificial stone trim and foundation.</li> <li>Features such as the scalloped corner, rusticated base, elegant roof cornice, dramatic entablature over the main entrance.</li> <li>The office building was constructed after the company moved its head office from Toronto to Hamilton to accommodate administrative and management staff.</li> <li>The only remaining building of this industrial complex. (MHC 2012)</li> </ul>	

<sup>3</sup> A Draft Plan of Subdivision has been approved for the site.

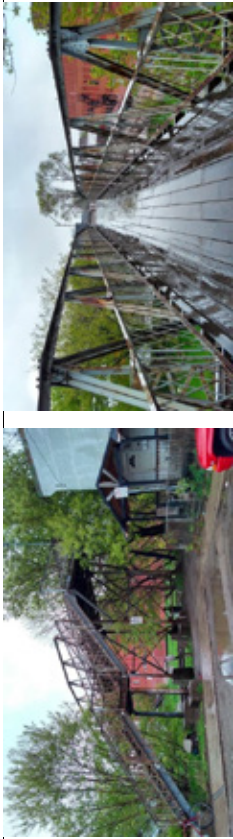


Resource	Address/ Location	Type	Recognition	Description	Photos
BHR 3	201 Burlington St E	Industrial	Heritage interest	<ul style="list-style-type: none"> <li>Originally the Peller Brewing Company (1947), now Collective Arts Brewing.</li> <li>Has also been occupied by Brading Breweries (1954), warehouse and gas station (1960s), Henniger-Brau (1973), Amstel Brewery (1981), and Lakeport Brewery (1992-2010).</li> <li>1-4 storey concrete structure with a flat roof, clad in metal siding.</li> </ul>	
BHR 4	388 Sherman Ave N	Place of worship (former)	Listed (Significant Place of Worship)	<ul style="list-style-type: none"> <li>Italian Evangelical Church (1910-1929)</li> <li>Now Seabo Carbine Tooling – Precision Tools and Dies Manufacturing</li> <li>Brick vernacular structure with front gable roof with returned eaves.</li> <li>Arched windows and doors with stone lintels and keytones.</li> </ul>	
BHR 5	284 Sherman Ave N	Industrial	Heritage Interest	<ul style="list-style-type: none"> <li>Hamilton Hydro Electric System (1911).</li> <li>One storey brick structure with concrete foundations.</li> <li>Art Deco architectural style.</li> <li>Electrical substation that allowed the Cataract Power Co. to offer long-distance transmission from its new generating plant at Decew Falls near St. Catharines.</li> </ul>	

Resource	Address/ Location	Type	Recognition	Description	Photos
BHR 6	15 Bigger Ave	Industrial	Heritage Interest	<ul style="list-style-type: none"> <li>Information provided by the City of Hamilton describes the resource as a two-storey brick structure with stone foundations and a metal gable roof. The structure is not visible from the ROW.</li> <li>Originally the Hoepfner Refining Company (1899).</li> <li>This site hosted a number of companies involved with different parts of the manufacturing world. Potters, blade and knife factories, fencing manufactures and a recycling operation used this land to produce and reuse a variety of products.</li> </ul>	 <p>Source: Google Maps</p>  <p>Source: workerscity.ca</p>
BHR 7	278 Sherman Ave N	Industrial	Heritage Interest	<ul style="list-style-type: none"> <li>One-storey brick structure with concrete foundations.</li> <li>Art Deco architectural style.</li> <li>Substantial concrete door surround with two decorative lights.</li> <li>Door(s) and windows have been blocked; front stairs have been removed.</li> </ul>	 <p>Source: Google Maps</p> 
BHR 8	270 Sherman Ave N	Industrial	Heritage Interest	<ul style="list-style-type: none"> <li>Imperial Cotton Mills (1900)</li> <li>Remaining buildings form one of the most complete historic textile mill complexes in the province</li> <li>Elegant three-storey brick masonry main building with medieval style water tower</li> <li>Adjoining two-storey buildings</li> <li>In the 1920s, the plant boasted 130 looms, 9000 spindles and 54 carding machines driven entirely by electricity generated by the factory's own steam plant. The plant employed hundreds of men and women.</li> <li>Large sections have been repurposed as an art space</li> </ul>	  <p>Source: Google Maps</p>





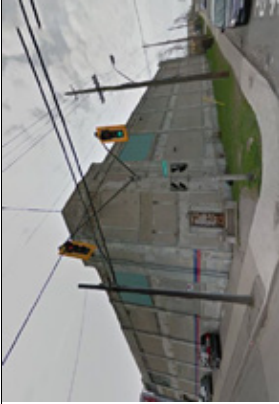
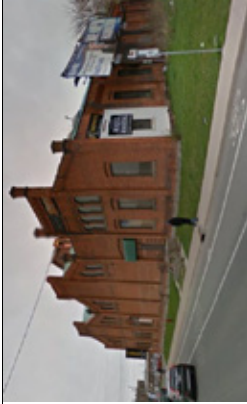

Resource	Address/ Location	Type	Recognition	Description	Photos
BHR 9	1330 Burlington St E	Administrative (Industrial)	Heritage Interest	<ul style="list-style-type: none"> <li>• ArcelorMittal Dofasco Inc.</li> <li>• Multi-storey, rectangular administrative building in the brutalist architectural style</li> <li>• Dofasco has a deep history in the industrial development of Hamilton.</li> </ul>	 
BHR 10	274 Sherman Ave N	Industrial	Heritage Interest	<ul style="list-style-type: none"> <li>• The Wallace Barnes Company Limited (1921)</li> <li>• Production focused on components for the automotive industry</li> <li>• Multi-storey brick and concrete structure with Art Deco detailing</li> </ul>	 
BHR 11	208 Hillyard St	Administrative (Industrial)	Heritage Interest	<ul style="list-style-type: none"> <li>• Originally part of the International Harvester Canada Ltd. – General Office Building</li> <li>• Now McKeil Marine Limited which has been operating in the maritime sector in Canada since 1956</li> </ul>	 

Source: University of Guelph Library Digital Collections (c.1956)



Resource	Address/ Location	Type	Recognition	Description	Photos
BHR 12	CNR tracks at Emerald St N	Bridge	Heritage Interest	<ul style="list-style-type: none"> <li>• Constructed in 1940</li> <li>• Pedestrian bridge over the CNR tracks at Emerald Street North</li> <li>• Truss bridge with timber deck</li> <li>• Associated with railway development</li> </ul>	
BHR 13	Birch Ave	Bridge	Heritage Interest	<ul style="list-style-type: none"> <li>• Constructed in 1913</li> <li>• Beam/Girder bridge</li> <li>• Associated with railway development</li> <li>• Bridge inventory provides a date of 1931</li> </ul>	
BHR 14	Birch Ave	Bridge	Heritage Interest	<ul style="list-style-type: none"> <li>• Constructed in 1920</li> <li>• Beam/Girder bridge</li> <li>• Associated with railway development</li> </ul>	









Resource Address/Location	Type	Recognition	Description	Photos
BHR 15 Birch Ave	Bridge	Heritage Interest	<ul style="list-style-type: none"> <li>Constructed in 1923</li> <li>Beam/Girder bridge</li> <li>Associated with railway development</li> </ul>	
BHR 16 Kenilworth Ave N	Bridge	Heritage Interest	<ul style="list-style-type: none"> <li>Constructed in 1915</li> <li>Beam/Girder Bridge</li> <li>Associated with railway development</li> </ul>	
BHR 17 29 Linden St	Religious	Listed (Significant Place of Worship)	<ul style="list-style-type: none"> <li>Fah Hoy Temple</li> <li>Adaptive reuse of former industrial building</li> <li>Part of the Cham Shan Temple of Canada which was founded in 1973</li> </ul>	

Resource	Address/ Location	Type	Recognition	Description	Photos
BHR 18	391 Victoria Ave N	Industrial	Heritage Interest	<ul style="list-style-type: none"> <li>• L.S. &amp; P. Sawyer &amp; Co.</li> <li>• The large structure occupies the entire area between Wellington Street North and Victoria Avenue North, between the rail line and south of Sawyer Road</li> <li>• One-storey concrete structure with flat roof (fronting Victoria Avenue North); two-storey red brick structure (fronting Wellington Street)</li> </ul>	  <p>Source: Google Maps</p>
BHR 19	Gage Ave N and Beach Rd	Industrial	Heritage Interest	<ul style="list-style-type: none"> <li>• Carr Fastener Company (1919)</li> <li>• Large two storey concrete structure with beveled front façade facing the intersection of Gage Avenue North and Beach Road</li> </ul>	 <p>Source: Google Maps</p>
BHR 20	Shaw St and Victoria Ave N	Industrial	Heritage Interest	<ul style="list-style-type: none"> <li>• Cataract Power Co.</li> <li>• The street façade is composed of three adjoining brick and stone structures that were built in stages from 1899 to 1907.</li> <li>• Notable for its decorative late-Victorian era features such as brick corbelling below the roof line and round or segmental arches above the windows and doors.</li> </ul>	  <p>Source: Google Maps</p>





Resource	Address/Location	Type	Recognition	Description	Photos
BHR 21	386 Wilcox Street	Industrial	Heritage Interest	<ul style="list-style-type: none"> <li>• Stelco</li> <li>• Originally the Hamilton Blast Furnace Company Plant headquarters featuring a four storey brick structure with a U-shaped plan and attached large square warehouse/manufacturing space of brick construction</li> <li>• High level of glazing on both structures.</li> <li>• Fenestration on the main building is symmetrical and consistent on all facades</li> <li>• Main entrance faces Wilcox Street</li> </ul>	
BHR 22	1350 Burlington St East	Industrial	Heritage Interest	<ul style="list-style-type: none"> <li>• Union Drawn Steel</li> <li>• Constructed in the 1940s</li> <li>• Single storey rectangular brick structure with art deco design elements</li> <li>• Centrally located main entrance with glazing, substantial door surround and front steps</li> </ul>	
BHR 23	356 Emerald Street North	Industrial	Heritage Interest	<ul style="list-style-type: none"> <li>• Currently occupied by Karma Candy</li> <li>• Early twentieth-century factory of brick construction</li> <li>• Structure covers most of the lot between Emerald Street and North and Cheever Street, and between Shaw Street and the rail line</li> <li>• Structure has been painted red and most of the fenestration has been covered up</li> </ul>	

Resource	Address/ Location	Type	Recognition	Description	Photos
CHL 1	Throughout study area	Railways	Heritage Interest	<ul style="list-style-type: none"> <li>The various railways are inextricably linked with the industrial development of the study area</li> <li>The earliest railway to be constructed within the study area is the Great Western Railway (GWR) which was constructed through Hamilton in 1854.</li> <li>The Hamilton Street Railway was constructed in 1874</li> <li>The Hamilton and North Western Railway was completed in Georgetown in 1876</li> <li>Between 1879 and 1888, the rail line joined Northern to operate as Northern and North Western rather than competing for Georgian Bay traffic</li> <li>The Grand Trunk Railway (GTR) subsequently acquired the lines</li> </ul>	 
CHL 2	Wellington St N	19 <sup>th</sup> Century Road	Heritage Interest	<ul style="list-style-type: none"> <li>Early surveyed road</li> <li>Former route to Land's Wharf, as identified in a document called Landsdale Lifeways prepared by the Social Planning and Research Council in 1995</li> </ul>	See historical mapping
CHL 3	Beach Rd	19 <sup>th</sup> Century Road	Heritage Interest	<ul style="list-style-type: none"> <li>Early surveyed road</li> <li>Direct route to Hamilton Beach</li> <li>Potentially followed the natural topography of the area</li> </ul>	See historical mapping
CHL 4	Wentworth St N	19 <sup>th</sup> Century Road	Heritage Interest	<ul style="list-style-type: none"> <li>Early surveyed road</li> </ul>	See historical mapping
CHL 5	Sherman Ave N	19 <sup>th</sup> Century Road	Heritage Interest	<ul style="list-style-type: none"> <li>Early surveyed road</li> </ul>	See historical mapping
CHL 6	Lottridge St	19 <sup>th</sup> Century Road	Heritage Interest	<ul style="list-style-type: none"> <li>Early surveyed road</li> </ul>	See historical mapping
CHL 7	Ottawa St N	19 <sup>th</sup> Century Road	Heritage Interest	<ul style="list-style-type: none"> <li>Early surveyed road</li> </ul>	See historical mapping
CHL 8	Kenilworth Ave N	19 <sup>th</sup> Century Road	Heritage Interest	<ul style="list-style-type: none"> <li>Early surveyed road</li> </ul>	See historical mapping
CHL 9	Parkdale Ave N	19 <sup>th</sup> Century Road	Heritage Interest	<ul style="list-style-type: none"> <li>Early surveyed road</li> </ul>	See historical mapping
CHL 10	Woodward Ave	19 <sup>th</sup> Century Road	Heritage Interest	<ul style="list-style-type: none"> <li>Early surveyed road</li> </ul>	See historical mapping
CHL 11	Hamilton Pipe Line	Industrial	Heritage Interest	<ul style="list-style-type: none"> <li>Portions of the Hamilton Pipe Line that travels northeast to the Hamilton Water Works</li> <li>Follows the path of the Pipeline Trail</li> </ul>	n/a



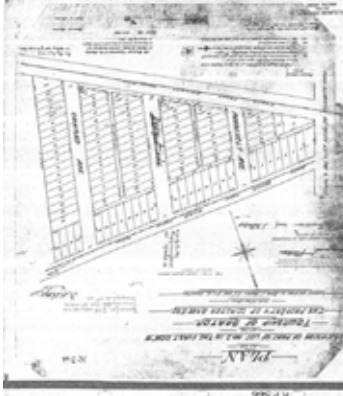



Resource	Address/ Location	Type	Recognition	Description	Photos
CHL 12	Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plan 1488</li> <li>1854 Plan of Building Lots Contiguous to the City of Hamilton (retraced in 1928)</li> <li>Property of Messrs Watkins, Galbraith &amp; Crawford Plan</li> <li>Surveyed by T. A. Blyth</li> <li>Partially extant</li> </ul>	 
CHL 13	Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plan 32 (Book 1, Plan 45)</li> <li>1856 Survey Plan</li> <li>Includes part of Wentworth, Niagara, Hilliard, Dickson, McKinsy, and Land Streets</li> <li>Partially extant</li> </ul>	 
CHL 14	Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plan 163 (Book 4, No. 77)</li> <li>1886 Hopkin Subdivision</li> <li>Resubdivision of part of Lot 12, 1<sup>st</sup> Con of the Township of Barton, the Property of Sarah Hopkin</li> <li>Includes part of Shaw and Burton Streets</li> <li>Partially extant</li> </ul>	 

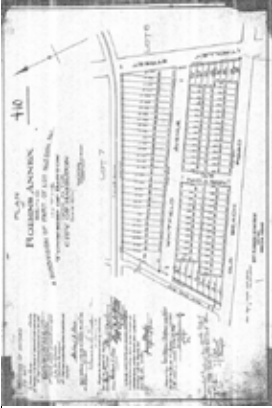





Resource	Address/ Location	Type	Recognition	Description	Photos
CHL15	Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plan 288 (Book 4, Plan 10)</li> <li>1878 John H. Cameron's Survey</li> <li>The property of Mssrs Burton and Clark</li> <li>Includes part of Clarke Avenue</li> <li>Partially extant</li> </ul>	
CHL 16	Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plan 159 (Book 4, No. 73)</li> <li>1885 Moore &amp; Moore Subdivision</li> <li>Subdivision of Part of Lot 8, in the 1<sup>st</sup> Con</li> <li>Includes part of Sherman Avenue North, and Gerrard and Imperial Streets</li> <li>Partially extant</li> </ul>	  <p style="text-align: center;">Sherman Avenue North</p>
CHL 17	Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plan 167 (Book 5, Plan 32)</li> <li>1890 Scott Subdivision</li> <li>Plan of Subdivision of Part of the South East quarter of Lot 10, Con 1, Tp of Barton, Being the Second Survey of the Property of John Jackson Scott Esq.</li> <li>Includes part of Sanford Ave N, Westinghouse Ave, and Milton Ave</li> <li>Partially extant</li> </ul>	



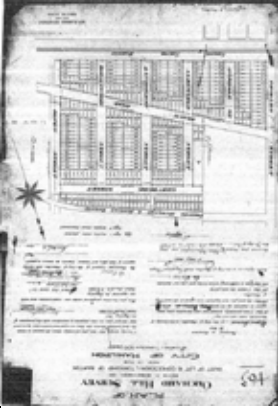
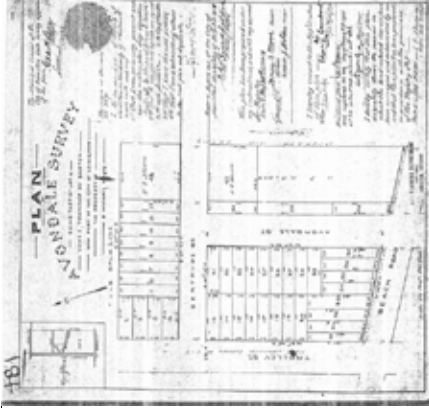
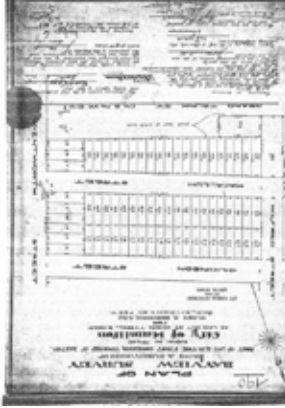
Resource	Address/ Location	Type	Recognition	Description	Photos
CHL 18	Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plan 209</li> <li>1895 Stuart &amp; Scott's Survey</li> <li>Formerly part of Lot 11, Con 1</li> <li>Includes part of Emerald, Douglas, Cheever, Wentworth, Burton and Shaw Streets</li> <li>Partially extant (most of which is outside the study area)</li> </ul>	  <p style="text-align: center;">Cheever Street</p>
CHL 19	Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plan 366</li> <li>1903 Subdivision of Walter Gage's lands</li> <li>Subdivision of part of Lot 2 in the First Con</li> <li>Includes part of Roosevelt Ave, Beach Rd, Beatty Ave, and Conrad Ave</li> <li>Partially extant</li> </ul>	
CHL 20	Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plan 374</li> <li>1903 Norwood Chas. Sohweniger's Subdivision</li> <li>Part of Lot Number 6 in the First Concession</li> <li>Includes part of Avondale Street south of the GTR</li> <li>Partially extant</li> </ul>	






Resource	Address/ Location	Type	Recognition	Description	Photos
CHL 21	Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plan 410</li> <li>1907 Robbins Annex Subdivision</li> <li>Subdivision of Part of Lot No.7, Con. No. 1</li> <li>Includes part of Whitfield Avenue and Norton Street</li> <li>Partially extant</li> </ul>	
CHL 22	Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plan 453</li> <li>1910 Brightside Subdivision</li> <li>Part of Lots 6 &amp; 7, in the Broken Front and First Concessions</li> <li>Near Gage and Burlington Streets between the former Lotridge and Stipes Inlets</li> <li>Built by W.D. Flatt</li> <li>Partially extant</li> </ul>	
CHL 23	Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plans 465 and 492</li> <li>1910 Orchard Hill Surveys</li> <li>Part of Lot 5 and 6, Con 1</li> <li>Includes part of Gertrude Street, Beach Road, Avondale Street, Albermale Street, Lyndhurst Street, Rowanwood Street, Depew Street, and Northcote Street</li> <li>Partially extant</li> </ul>	 







Resource Address/Location	Type	Recognition	Description	Photos
CHL 24 Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plan 481</li> <li>1910 Avondale Survey</li> <li>Part of Lot 6, Concession 1; property of S. Moore</li> <li>Includes part of Avondale Street</li> <li>Partially extant</li> </ul>	 
CHL 25 Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plan 490</li> <li>1911 Bayview Survey</li> <li>Subdivision of part of Lot 11 in the First Concession</li> <li>Property of Hugh S. Brennan Esq.</li> <li>Includes part of Macallum Street</li> <li>Partially extant</li> </ul>	



Resource	Address/ Location	Type	Recognition	Description	Photos
CHL 26	Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plan 493</li> <li>1911 Lansdowne Park Subdivision</li> <li>Part of Lot 11, Broken Front Concession</li> <li>Includes part of Oliver Street</li> <li>Partially extant</li> </ul>	
CHL 27	Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plan 584</li> <li>1913 Industrial Park Survey</li> <li>Part of Lot 3, Concession 1</li> <li>Includes part of Stapleton Ave</li> <li>Partially extant</li> </ul>	
CHL 28	Sec description	Historical Subdivision	Heritage Interest	<ul style="list-style-type: none"> <li>Registered Plan 606</li> <li>1914 Biggar Avenue Subdivision</li> <li>Part of Lot 8, Concession 1</li> <li>Includes part of Biggar Avenue</li> <li>Partially extant</li> </ul>	

Resource	Address/ Location	Type	Recognition	Description	Photos
CHL 29	460 Sherman Avenue North	Industrial	Heritage Interest	<ul style="list-style-type: none"> <li>• Harvester International</li> <li>• Plant completed in 1903</li> <li>• While most of the original buildings within the property have been demolished, the former Malleable Iron Foundry remains</li> <li>• The former Malleable Iron Foundry consists of a rectangular brick building featuring a gable roof with gable monitors</li> <li>• A two-storey red brick administrative building identified on aerial photography dating to 1919 remains extant</li> </ul>	 
CHL 30	Victoria Avenue North (north to Ferris Street)	19 <sup>th</sup> Century Road	Heritage Interest	<ul style="list-style-type: none"> <li>• Early surveyed road</li> </ul>	<p>See historical mapping</p>
CHL 31	Burlington Street (East to Birmingham Street)	19 <sup>th</sup> Century Road	Heritage Interest	<ul style="list-style-type: none"> <li>• Early surveyed road</li> </ul>	<p>See historical mapping</p>

## **APPENDIX C: Mapping of Identified Cultural Heritage Resources**




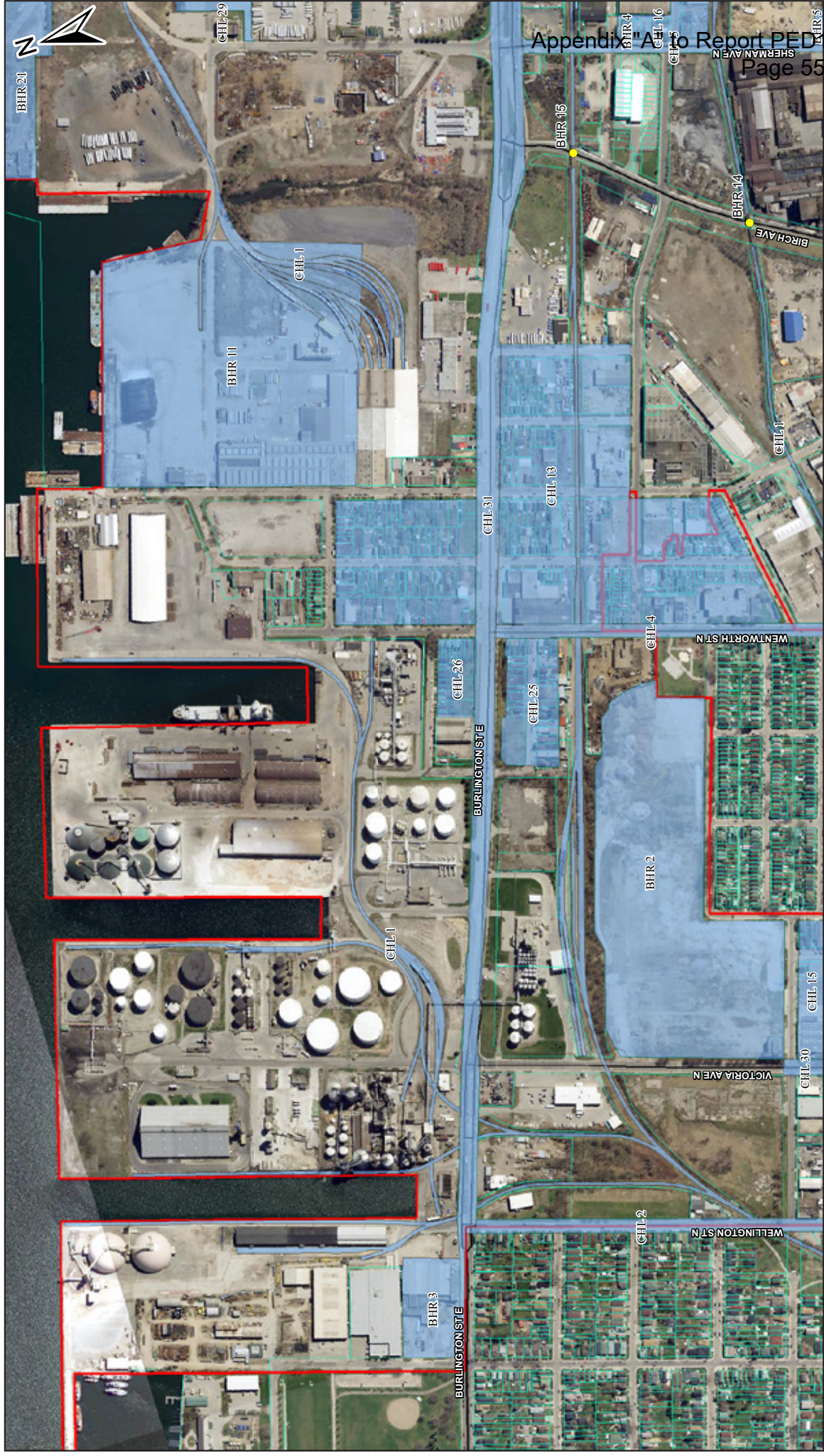
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DRAWN BY: JES/SLP  
FILE NO.: 16EA-163-APP

BASE:  
Hamilton Office  
Dillon Consulting Limited

Study Area  
 Heritage Interest (Bridge)  
 Designated Part IV Listed  
 Heritage Interest  
 Listed


**Archaeological & Cultural Heritage Services**  
 528 Bathurst Street Toronto, ONTARIO M5S 2P9  
 416-966-1069 | Fax: 966-9723 | asheritage.ca



BASE:

Hamilton Office  
 Dixon Consulting Limited

AS PROJECT NO.: 16EA-163  
 DRAWING NO.: 16EA-163-01  
 DATE: 27-Apr-16

0 450  
 Metres

**Study Area** [Red outline]

**Heritage Interest (Bridge)** [Blue fill]

**Heritage Interest** [Light blue fill]

**Designated Part IV** [Yellow fill]

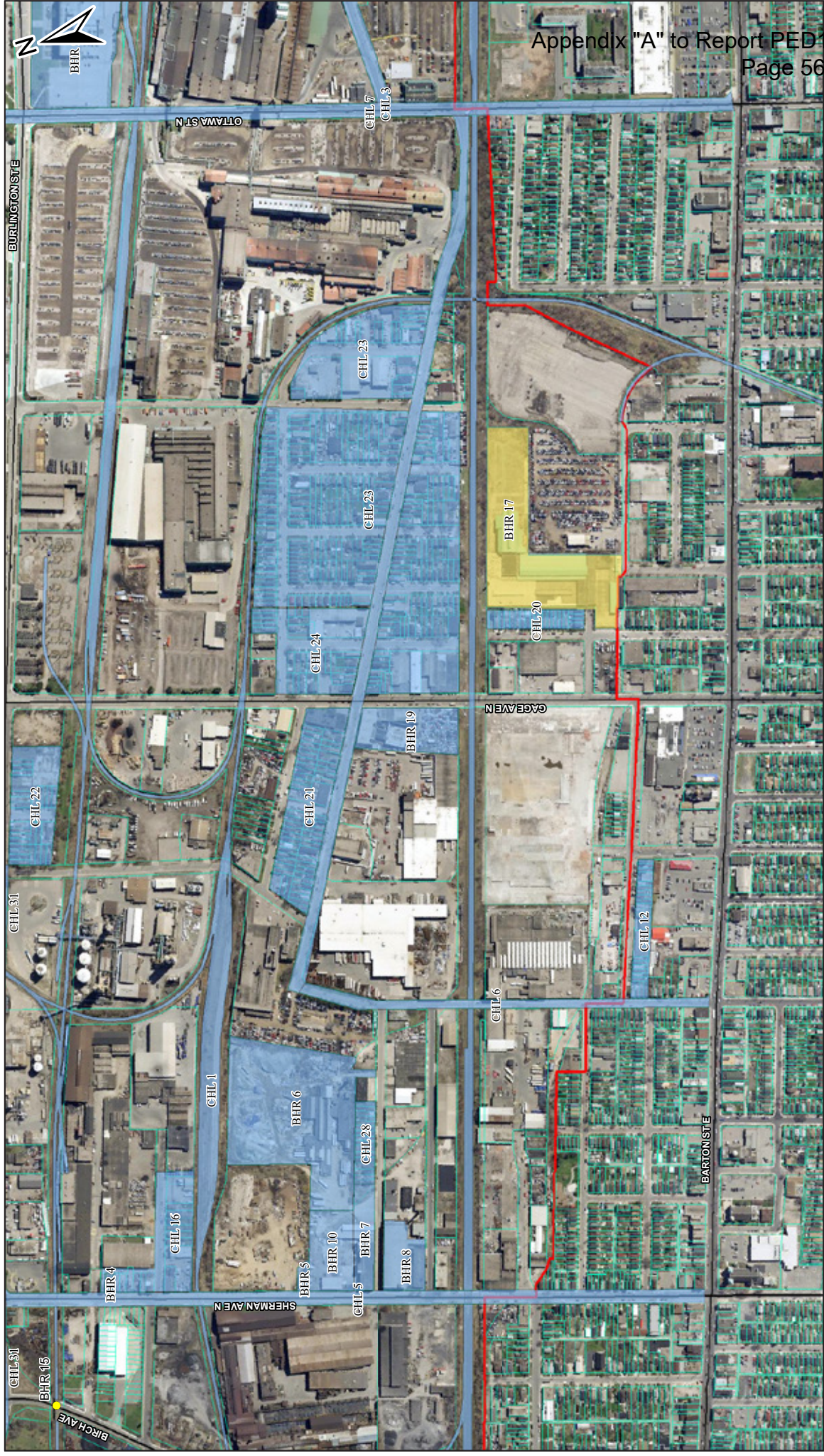
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


**Parcel Data** [Green outline]

**ASI**

Archaeological & Cultural Heritage Services  
 528 Bathurst Street Toronto, ONTARIO M5S 2P9  
 416-966-1069 | Fax: 966-9723 | asheritage.ca





<p>Archaeological &amp; Cultural Heritage Services                  528 Bathurst Street Toronto, ONTARIO M5S 2P9                  416-966-1069   Fax: 966-9723   aheritage.ca</p> 	<p>BASE:</p> <p>Hamilton Orbits                  Dixon Consulting Limited</p>	<p>  Study Area   Designated Part IV   Heritage Interest (Bridge)   Listed   Parcel Data                 </p>	<p>0 450                  Metres</p> <p>                 I:\GIS\PROJECTS\16EA-163\DRAWINGS\16EA163_033.PDF                  DATE: 27-Apr-16             </p>
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BASE:

Hamilton Office  
Dillon Consulting Limited


AS PROJECT NO.: 166A-163  
DRAWING NO.: 166A-163-005  
DATE: 27-Apr-16

0 150 300 450  
Metres

Study Area  
 Designated Part IV  
 Heritage Interest (Bridge)  
 Heritage Interest  
 Listed  
 Parcel Data

Study Area  
 Designated Part IV  
 Heritage Interest (Bridge)  
 Heritage Interest  
 Listed  
 Parcel Data

Archaeological & Cultural Heritage Services  
 528 Bathurst Street Toronto, ONTARIO M5S 2P9  
 416-966-1069 | 416-966-9723 | ash@heritage.ca


 ASI  
 Archaeological & Cultural Heritage Services

Path: X:\2016 Projects\EA\166A-163 Hamilton Bayfront\View\166A163\_workspace.mxd




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AS PROJECT NO.: 16EA-163  
 DRAWING NO.: 16EA-163-005  
 DATE: 27-Apr-16

BASE:  
 Hamilton Office  
 Dixon Consulting Limited

Study Area  
 Designated Part IV  
 Heritage Interest (Bridge)  
 Listed  
 Heritage Interest  
● Parcel Data


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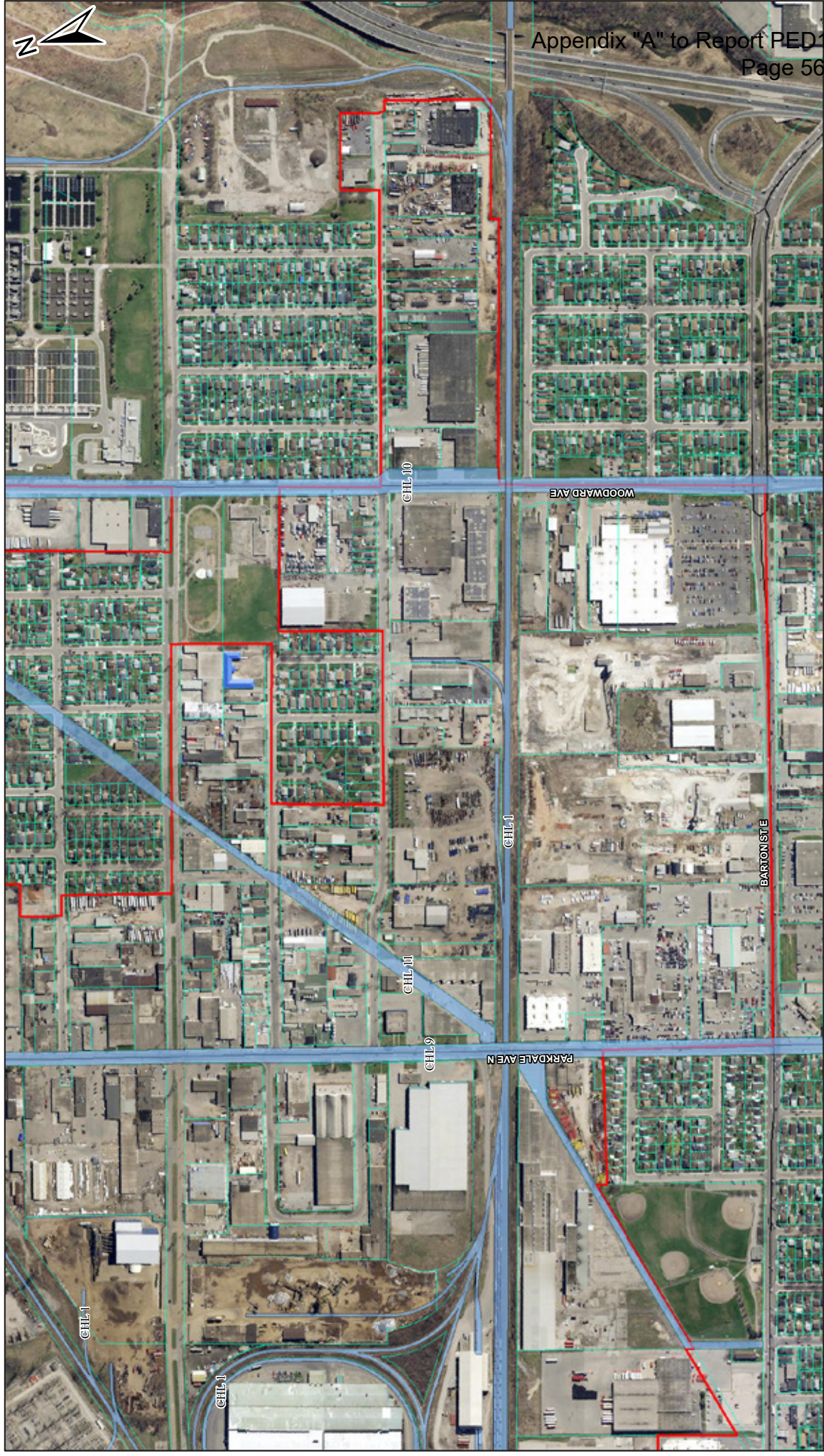
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 DRAWN BY: J. G. S.  
 DATE: 27-Apr-16

BASE:  
 Hamilton Office  
 Dixon Consulting Limited

Study Area  
 Designated Part IV  
 Heritage Interest (Bridge)  
 Listed  
 Parcel Data


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0 450 Metres

AS PROJECT NO.: 16EA-163  
 DRAWN BY: JES  
 DATE: 27-Apr-16

BASE:  
 Hamilton Office  
 Dixon Consulting Limited

Study Area  
 Designated Part IV  
 Heritage Interest (Bridge)  
 Listed  
 Parcel Data  
● Heritage Interest

  
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0 50 100 150 200 250 300 350 400 450  
Metres

AS PROJECT NO.: 16EA-163  
DRAWN BY: JES/SS  
DATE: 27-Apr-16

BASE:  
Hamilton Office  
Dixon Consulting Limited

Study Area

Heritage Interest (Bridge)

Heritage Interest

Designated Part IV

Listed

Parcel Data

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