




CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members West Harbour Development Sub-Committee
COMMITTEE DATE:	November 7, 2023
SUBJECT/REPORT NO:	Discovery Centre Strategy Framework: Preliminary Option for Discovery Centre Site (PED21090(d) (Ward 2)
WARD(S) AFFECTED:	Ward 2
PREPARED BY:	Andrea Smith, (905) 546-2424 Ext. 6256
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

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

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

EXECUTIVE SUMMARY

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

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

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

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

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

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

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

Specifically, this Report:

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

Alternatives for Consideration – See Page 21

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

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

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

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

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

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

Legal: Not applicable

HISTORICAL BACKGROUND

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

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

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

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

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

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Not Applicable.

RELEVANT CONSULTATION

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

The following departments were consulted for input:

- Planning and Economic Development Department:
 - Economic Development Division (Municipal Land Development Office (MLDO), Corporate Real Estate Office (CREO), Commercial Districts and Small Business);
 - Planning Division (Sustainable Communities; Urban Design and Heritage);
 - Tourism and Culture Division (Heritage Resource Management; Tourism and Events; Placemaking Public Art and Projects);
 - Transportation Planning and Parking (Parking Operations; Transportation Planning Services);

- Healthy and Safe Communities Department:
 - Recreation Division (Business Support);
 - Housing Services (Housing and Neighbourhood Development);
 - Children's Services and Neighbourhood Development (Indigenous Relations);and,

- Public Works Department:
 - Environmental Services (Parks and Cemeteries; Landscape Architectural Services);
 - Engineering Services (Waterfront Development Office);
 - Corporate Facilities and Energy Management (Facility Planning And Business Solutions);
 - Transit (Transit Planning and Infrastructure).

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

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

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

ANALYSIS AND RATIONALE FOR RECOMMENDATION

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

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

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

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

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

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

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

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

1.1 HPL Vision for the Discovery Centre

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

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

A successful Hamilton Discovery Centre will be:

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

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

1.2 City of Hamilton Internal Stakeholder Consultation

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

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

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

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

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

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

1.3 Indigenous Advisory Committee Consultation

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

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

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

1.4 Community Consultation: Survey Results Summary

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

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

The community was consulted by a survey to assess:

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

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

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

Survey Question Pertaining to Important Decision-Making Factors

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

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

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

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

Survey Question Pertaining to Desirable Amenities or Features

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

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

Survey Question Pertaining to Community Vision

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

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

1.5 External Stakeholder Consultation

Heritage Roundtable: Meeting Summary

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

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

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

Heritage Roundtable Meeting Minutes Highlights are below:

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

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

Hamilton Museum Citizens' (HMC) Committee

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

Feedback from various stakeholders

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

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

1.6 Directions for the Proposed Concept

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

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

1.7 Alignment to Council-Adopted Plans

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

Urban Indigenous Strategy

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

Land Theme Actions:

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

Spirit Theme Actions:

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

People Themed Actions:

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

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

Civic Museum Strategy

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

Action One: Embrace the city:

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

Action Four: Collaborate and Co-Create:

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

Economic Development Action Plan

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

West Harbour Secondary Plan “Setting Sail”

Relevant Planning Principles:

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

1.8 Discovery Centre Building Commercial Assessment

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3.0 Next Steps

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

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

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

- Detailed architectural design and construction plan;

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

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

ALTERNATIVES FOR CONSIDERATION

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

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

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

Economic Prosperity and Growth

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

Healthy and Safe Communities

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

Built Environment and Infrastructure

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

Culture and Diversity

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

APPENDICES AND SCHEDULES ATTACHED

**SUBJECT: Discovery Centre Strategy Framework: Preliminary Option for
Discovery Centre Site (PED21090(d)) (Ward 2) - Page 22 of 22**

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

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

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

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

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

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