

Bayfront Industrial Area Strategy – A Strategy and Action Plan (2022)

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.



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



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	  



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.	MEDIUM	BIA Governance Body, Transportation Planning	
38. Improve public access at key locations with advantageous views of the harbour.	MEDIUM	BIA Governance Body, Public Works	
39. Investigate locations for public water-based transportation.	LONG	BIA Governance Group, Planning & Economic Development, Transportation Planning	
40. Investigate and submit a business case to Metrolinx for a new GO Transit Station.	LONG	Planning & Economic Development, Transportation Planning	
41. Investigate opportunities and locations for curbside alternative fuel charging stations.	LONG	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	

