FOREWORD

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

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

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

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

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

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

- **Jay Carter**, Evergreen CityWorks, jcarter@evergreen.ca
- **Liz Nield**, Lura Consulting, lnield@lura.ca
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1. INTRODUCTION

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

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

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

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

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

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

Q&A
Following the presentation by Chris Phillips and Michelle Sergi, a question and answer period took place. These questions and the responses provided can be found in Appendix C.
2. SUMMARY OF PARTICIPANT FEEDBACK

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

Exercise 1: Our Goal and Audiences
1. What do you love about the West Harbour?
2. What are your core principles for engagement in the West Harbour?

Exercise 2: Engagement Tools and Techniques
3. Thinking about the tools and techniques that have been used in the past, or were presented tonight - what tools could be used to engage our community? How can we use these tools to inform, consult, involve, collaborate and empower our community?
4. Who are the audiences that we need to engage? Who is not here? As an example, how can we best engage and empower a diversity of audiences (youth, new Canadians, seniors, etc.)?
5. Are there any other ideas of comments that you would like to include?

Exercise 3: Next Steps
6. Thinking about the results of your conversations – what priority engagement tools should the City, Evergreen, the Hamilton Community Foundation, and the community groups focus on?

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

Highlights of the Discussion

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

Principles of Engagement
- Build trust by being transparent, honest, inclusive and accurate
- Create a direct and open approach
- Consult and collaborate with the public at the onset of the process - don’t wait until the idea is developed
- Participants need to believe and trust that they have a direct impact on decision-making
- Provide ongoing engagement
- Ensure there is an open line of communication between the City and the community
- Ensure there is collaboration and communication between the City and Neighbourhood Associates
- Report the results of various engagement activities back to the participants in a timely manner
- All partners in the engagement process must demonstrate a belief in a collaborative decision-making process
- Provide more opportunities for collaborative relationships and co-creation between the City and the community
- Support and encourage citizen-led projects in addition to City-led projects
- Send ‘Save the Date’ notifications out well in advance of engagement activities
• Increase transparency by having maps, signs and plans at the physical location where development is proposed
• Establish a committee or organization to ensure there is sustained engagement over time (e.g., something like the BARC that can follow through the process and ensure it keeps moving after people have left the table)
• Recognize that the principles of engagement are universal
• Communicate what the added value is for different audiences in order to motivate people to participate and commit
• Educate the community on the decision-making process

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

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

Exercise 1: Our Goal and Audiences
Participants shared what they love about the West Harbour. A number of participants identified the
welcoming atmosphere and their friendly neighbours as what they love most about the area. Access to
the waterfront and parks/open spaces were also highlighted as important features of the West Harbour.
A summary of all the positive characteristics of the Harbour are included in the following table. The
bolded points were mentioned by 5 or more participants.

<table>
<thead>
<tr>
<th>What do you love about the West Harbour?</th>
<th>Family-friendly</th>
<th>Neighbourhood conversation and engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcoming atmosphere and friendly neighbours</td>
<td></td>
<td></td>
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<tr>
<td>Trails and paths for walking and cycling</td>
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<tr>
<td>Access to water</td>
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<tr>
<td>Boating and sailing</td>
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<tr>
<td>Parks and open space</td>
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<tr>
<td>Beautiful views (water, sunset, sunrise, storms)</td>
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<tr>
<td>Greenspace and trees</td>
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<tr>
<td>Diversity of the area</td>
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<tr>
<td>Rail yards</td>
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<tr>
<td>Walkable</td>
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<tr>
<td>Bayfront Park</td>
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<tr>
<td>Quiet and calm</td>
<td></td>
<td></td>
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<tr>
<td>Ken Soble Towers</td>
<td></td>
<td></td>
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<tr>
<td>Traffic calming</td>
<td></td>
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<tr>
<td>Williams Cafe</td>
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<tr>
<td>No wholesale commercial</td>
<td></td>
<td></td>
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<tr>
<td>Proximity to downtown</td>
<td></td>
<td></td>
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<tr>
<td>Sense of scale and place</td>
<td></td>
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<tr>
<td>Safe</td>
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<tr>
<td>Places for picnics and gathering</td>
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</tbody>
</table>
What do you love about the West Harbour?

- Great neighbourhood with potential
- Gardens
- Nature
- Small town feel
- Guise Street Housing Co-op
- Central Park
- Diverse social and economic mix
- Affordable social housing
- Accessibility
- Swans and geese
- GO Station
- Accessible to surrounding areas by bike (Westdale, Cootes, and waterfront)
- Eastwood Park and Arena
- Hutches Waterfront
- The Haida
- Pier 4
- Job opportunities

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

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

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

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

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

What are your core values for engagement in the West Harbour?

- Demonstrate that the City is listening
- Direct and open approach
- Follow-up on the public meetings afterwards (ensure feedback is captured and used to
- Equal opportunities for diverse population
- Include those in affordable housing
- Engage seniors and cultural groups where they are
**What are your core values for engagement in the West Harbour?**

- Make decisions
- Provide timely access to information
- Frequent updates to the website (current)
- Fast communication and up-to-date information
- Better advertising for engagement activities
- One-on-one engagement
- Place-based engagement
- Listen to the residents
- Two-prong approach for boat owners vs. those who live there
- More influence from public and private boating communities
- Be a city-led, citizen-led, and collaborative engagement process
- Use less jargon and provide clear definitions
- Use consistent format for all studies
- Keep it informal (host picnics/BBQs)
- Seek collaboration from School Boards, community centres, neighbourhood associations, health centres, churches, etc.
- All parties need to follow these principles
- Find balance between public (residents, tourists) and private access
- Provide direct contact with City Council Sustainability
- Holistic planning

**Exercise 2: Engagement Tools and Techniques**

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

**Thinking about the tools and techniques that have been used in the past, or were presented tonight - what tools could be used to engage our community (near term and longer term – i.e. committee, storefront applications, one-window, forums, tours, open houses, online platforms, etc.)? How can we use these tools to inform, consult, involve, collaborate and empower our community?**

**Tools to Inform**

- Newspaper, flyers
- Website with dedicated URL
- Email
- Radio to inform about meetings and share results
- Post materials at community centres, arenas, pools, library, schools
- Faith organizations, cultural and social organization with translations
- Councilor reports/newsletter
- Send information from/through city communications such as tax bills
- Face-to-face engagement - ensure message is understood in a 2-way conversation especially for those not at the table (such as residents in social housing)
- Social media
- Public corkboards
- Information kiosks at marina
- Signs sharing vision of what is to be developed
- Maps and information at key locations
- Straight forward language without jargon
- Be clear and set expectations
- Fact sheets
- Targeted groups meetings
- Online incentives
- Youth, work with school groups through civics class
- Volunteers to promote
- TV commercials, cable 14 and CHCH

**Tools to Consult**

- Provide key information spots with potential interaction
- Better plans shared with everyone that are
- Storefront display panels
- Better public notices with no jargon
- Social media
Thinking about the tools and techniques that have been used in the past, or were presented tonight - what tools could be used to engage our community (near term and longer term – i.e. committee, storefront applications, one-window, forums, tours, open houses, online platforms, etc.)? How can we use these tools to inform, consult, involve, collaborate and empower our community?

<table>
<thead>
<tr>
<th><strong>Clear and Concise</strong></th>
<th><strong>Face-to-face engagement</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Receive answers to all questions</td>
<td>Door-to-door engagement – going to where people are</td>
</tr>
<tr>
<td>Electronic portal with information, comments, status updates – one-stop-shop</td>
<td>Meetings in cultural centres geared to the cultural groups in their own language</td>
</tr>
<tr>
<td>Reposition for PowerPoint presentations and reports</td>
<td>Focus groups with all parties</td>
</tr>
<tr>
<td>Online comments on the website (not a PDF form)</td>
<td>Open houses</td>
</tr>
<tr>
<td>Clarity on the purpose of consultation</td>
<td>Online forums</td>
</tr>
<tr>
<td>Public meetings and public comments</td>
<td>Online incentives</td>
</tr>
<tr>
<td>Targeted groups meetings</td>
<td>Focus group survey</td>
</tr>
<tr>
<td>Neighbourhood liaison point of contact with city of Hamilton/councilor’s office</td>
<td>Youth, work with school groups through civics class</td>
</tr>
</tbody>
</table>

**Tools to Involve**

- A space that is central to the neighbourhood for continuous engagement
- Regular meetings and project updates
- Conversations getting on the same page
- Don’t involve too many outside companies at meetings
- City to hand out information that is factual/agreed-upon
- Community events such as BBQs, community stores (i.e., Williams)
- Targeted groups meetings
- Youth, work with school groups through civics class.
- Continue to update the community at regular intervals to keep everyone informed
- Provide low-income housing with information
- Face-to-face engagement
- Door-to-door engagement
- Focus group survey
- Social media
- Consult with everyone at all key decision points
- Host multiple meetings to accommodate everyone
- Provide enough time or notice for the meetings
- Host pop-ups
- Have storefronts
- Involve community members at health centres, schools, arenas, recreation spaces, places of worship, etc.

**Tools to Collaborate**

- Follow-up on promises and focus on accountability
- Collaborate on a project plan for every project with the whole group
- Need for more accurate reflection of neighbourhood opinions in decisions
- Predictable stakeholder meetings with “Save the Date” notices
- Provide answers to the questions from previous meetings, with a cumulative approach
- Need for more dialogue and connection-building between opposing citizens
- Social media
- Community agencies and room for individuals
- Face-to-face engagement
- Piggyback on programs that are well-attended
- Create a Civic Advisory Council with a Terms of Reference
- Youth, work with school groups through civics class
- Include Beasley and Strathcona residents
- Provide enough time for Q&A at meetings with no jargon rather than listening to people from Evergreen speak
Thinking about the tools and techniques that have been used in the past, or were presented tonight - what tools could be used to engage our community (near term and longer term – i.e. committee, storefront applications, one-window, forums, tours, open houses, online platforms, etc.)? How can we use these tools to inform, consult, involve, collaborate and empower our community?

- City-organized meeting where everything is put on the table
- Use storefronts as they cannot be monopolized
- Reach out to all stakeholders
- Be clear about decision-making criteria

<table>
<thead>
<tr>
<th>Tools to Empower</th>
<th>Trust is broken because of previous engagement on the West Harbour where there was 15 pages worth of recommendations from the community but nothing was changed in the Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision-making with Council</td>
<td>Social media</td>
</tr>
<tr>
<td>Maintain this delicate balance</td>
<td>Place stakeholder list in hands of community rather than consultant</td>
</tr>
<tr>
<td>Prioritize residents</td>
<td>Allow referendums</td>
</tr>
<tr>
<td>Include residents in the design phase</td>
<td>Youth, work with school groups through Civics Class</td>
</tr>
<tr>
<td>Allow for participatory budgeting</td>
<td>Transparency and trust</td>
</tr>
<tr>
<td>Use of hubs or citizen juries</td>
<td>Peer educators (building capacity)</td>
</tr>
<tr>
<td>Hold committee votes</td>
<td></td>
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<tr>
<td>Voting power</td>
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</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Who are the audiences that we need to engage?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth</td>
</tr>
<tr>
<td>Seniors</td>
</tr>
<tr>
<td>Ethnic/cultural groups</td>
</tr>
<tr>
<td>Multi-language households (e.g., create multi-language documents)</td>
</tr>
<tr>
<td>Social housing residents</td>
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<tr>
<td>Residents</td>
</tr>
<tr>
<td>Individuals with disabilities</td>
</tr>
<tr>
<td>Religious leaders in the community</td>
</tr>
<tr>
<td>Young families (provide child care at meetings)</td>
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<tr>
<td>LGBTQ</td>
</tr>
<tr>
<td>Community members of all income levels</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Where and how can we engage these audiences?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage youth during civic classes, through presentations, school newsletters, breakfast clubs, etc.</td>
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</tbody>
</table>

- Social media
Where and how can we engage these audiences?

- Engage seniors through the establishment of Seniors Advisory Groups and having a presence at Health Centres and Recreation Centres/Arenas
- Identify groups that aren’t participating and go where they are (e.g., places of worship, community centres, schools, shopping plazas)
- Have conversations at libraries
- Post information in Health Centres/ medical offices
- Host pop-up conversations in booths in parks
- Have conversations at grocery stores and Arenas
- Host conversations in coffee shops
- Post information to Sunday Bulletins

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

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

Work with your group to pick your top 2-3 to report back on.

- Structure/organization to ensure sustained engagement over time (i.e., BARC)
- Engagement tools that will increase trust between the public, the City and the developer
- Educate the community on the decision-making process (e.g., timelines)
- Communicate what the added value is for different audiences in order to motivate people to participate and commit
- Storefronts and pop-up location suggestions: places of worship, schools, recreation centers
- Collaborating with the public early and constantly
- Prioritize the quality of life in the community
- Ensure the waterfront is accessible to all people for all water uses
- Engagement meetings with the Neighbourhood Associations
- Plan for a mixed income, low-rise community with waterfront access for all
- Committing to and demonstrating a belief that collaborative decision-making gets the best results
- Trust your partners at all stages in the process
- Mixed media (e.g., social media, newspaper, flyers, corkboards)
- Face-to-face engagement (i.e., meeting people where they are): o Door-to-door, phone, survey, workshops and smaller groups (helps to build relationships with City staff and neighbours), small neighbourhood events
- Centralized stakeholder list using the City’s data base and event/project list
- Electronic West Harbour portal with timelines, updates on milestones/phases, visuals, FAQs, presentations, key contacts and the opportunity to leave comments o Send email updates when the portal is updated
- Outreach tools targeted to high school engagement
- Predictable stakeholder meetings - “Save the Date”
- Cumulative approach with answers to questions from previous meetings + status updates
- Fact sheets on all the plans and projects with clear expectations
- Signs/maps/plans at each development area with information on what will be coming and the opportunity to provide comments
- Post communication via kiosks
- Post information using informal and formal notice/message boards at:
Thinking about the results of your conversations – what priority engagement tools and action items should the City, Evergreen, the Hamilton Community Foundation, and the community groups focus on? Work with your group to pick your top 2-3 to report back on.

- James St. and Strachan St.
- Strachan St. and Bay St.
- Strachan St. and Mary St.
- Bay St. and Burlington St.
- Boat clubs
- Recreation centers
- Health centers

- Community booths at local community centers, plazas, health centers, pier 4
- Follow-up with people who participate in consultation with information on decisions using public participation gathered
- Having a variety of tools is important
- We are getting better at online engagement
- Need to be creative
- Offer incentives at meetings/events (e.g., provide food, offer prizes)
- Tools that reach people that don’t have a voice
- All areas of the IAP2 spectrum are important
3. NEXT STEPS
Over the course of the next six months, City of Hamilton staff with the support of Evergreen CityWorks will be working directly with neighbourhood associations and community groups, local engagement leaders, service providers, not-for-profits, and individual residents to test and implement a variety of recommended tools of engagement. The following list outlines the variety of methods that will be implemented and tested over the next six months within the West Harbour. This list does not include all of the tools that will be included in the final strategy to be prepared by Evergreen in December:

- **Development of a West Harbour City of Hamilton Directory** – It was identified that it is difficult to know who to contact for specific West Harbour activities led by the City, so we are putting together a directory of all past, present, and future projects with the appropriate staff person(s) contact information provided. This will be available online at [www.hamilton.ca](http://www.hamilton.ca).

- **Central Contact Service** – The West Harbour communities asked for more accessible and streamlined communication channels with the City of Hamilton, so we have created a single email and phone number at the City of Hamilton that is available for anyone interested in learning more about ongoing City-led activities taking place in the West Harbour. This will be set up by September and communicated at the first Community Conversation meeting.

- **West Harbour Community Conversation Meetings** – Residents have asked for more detailed and holistic meetings that were open to all and involved as many voices as possible. Starting in September, the City will be hosting monthly West Harbour Community Conversation that will feature all City projects taking place in the West Harbour with the staff available to provide updates, gather input, and hear concerns. Mark your calendars now! These will take place during the last Thursday of every month beginning on September 24th and taking place again in October, November, and January at 294 James St. North.

- **Pop Up Engagement - The Conversation Couch** – We’ve heard that you want to see as many people engaged and informed as possible about the future of the West Harbour. So one initiative that we will be piloting is The Conversation Couch. City staff will utilize a traveling, visible, and welcoming couch located in public areas within the West Harbour to provide information, seek input on specific projects, and discuss existing or proposed plans, policies, and other West Harbour activities taking place.

- **Opening of a physical engagement hub at 294 James St. North** – The West Harbour communities told us that they would like to see a physical hub of community engagement to better inform and involve a broad diversity of community stakeholders on their own time. The City is partnering with Evergreen to launch such a space at 295 James St. North, just south of Barton Street. This collaboratively-designed space is meant as a testing ground for new forms of community- and City-led engagement activities: a place that works to increase information and participation in the West Harbour’s development; fosters new relationships to collaboratively solve problems; and to provide a space for a diversity of community and City uses.

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

West Harbour Engagement Planning - Stakeholder Workshop Agenda
Thursday, May 28th, 2015, 6:00pm – 9:00pm
LiUNA Station – Continental Express Room, 360 James Street North

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

6:00 Welcome from Jason Farr, Hamilton City Councillor
6:05 Introductions and Purpose of Meeting from Jason Thorne, City of Hamilton
6:15 Agenda Overview from Liz Nield, Lura, Facilitator
6:20 Updates & Presentation: Brief update on current and ongoing projects – projects, plans, and activities that have happened in the West Harbour as well as the projects and plans that are currently underway – Chris Phillips and Michelle Sergi, City of Hamilton
6:45 Possibilities for Engagement: Overview of possibilities for engagement, what we have heard through our conversations, ideas for tools, and topics and questions for discussion – Jay Carter, Evergreen
7:00 Facilitated Discussion – Co-Creating an Approach for Engagement for the West Harbour

Exercise 1: Our Goal and Audiences
1) What do you love about the West Harbour?
2) What are your core principles for engagement in the West Harbour?

Exercise 2: Engagement Tools and Techniques
3) Thinking about the tools and techniques that have been used in the past, or were presented tonight - what tools could be used to engage our community (near term and longer term – i.e. committee, storefront applications, one-window, forums, tours, open houses, online platforms, etc.)? How can we use these tools to inform, consult, involve, collaborate and empower our community?
4) Who are the audiences that we need to engage? Who is not here? As an example, how can we best engage and empower a diversity of audiences (youth, new Canadians, seniors, etc.)?
5) Are there any other ideas of comments that you would like to include?

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

8:25 Report Back
8:55 Next Steps
9:00 Adjourn
Appendix B – City of Hamilton Slides

“West Harbour”
Engagement Planning

Waterfront Re-Development

• It’s a journey.
  o Waterfront Re-Development is a “journey” with Long Term Benefits.

• It’s dynamic.
  o It’s the realization that Waterfront Re-Development is a dynamic process.

• It’s ever changing.
  o Circumstances can and will change over time.

• It’s about our future.
  o Investments made upfront lead to future City-Building benefits.
Our Achievements

- Approval of the “Setting Sail” Secondary Plan;
- North End Transportation Management Plan;
- Termination of lease for Pier 7 and 8 lands
- Transition of the city-owned Marina
- Land assembly in the “Barton-Tiffany” area
- Approval of Class EA - Sanitary pumping station on Pier 8
- Approval of the Barton-Tiffany Urban Design Study
- Complete Servicing Strategy and Development Business Plan for proposed Pier 7&8 private-sector development
- 2014-2018 City Capital Budget Financing Strategy
- Termination & Re-location of Pipeline leases
- Environmental Testing on Piers 5-8 lands
West Harbour Waterfront
Re-Development Plan
2015-2018 Implementation Plan

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

Waterfront
Official Plan and Zoning By-law Amendments
Barton Tiffany Area
Preferred Urban Design Concept

Barton-Tiffany Area
City Owned Lands (shown in blue)
Corridors of Gradual Change

James Street North Go Station Mobility Hub Study

Pier 7 and 8 Urban Design Study
Appendix C – Questions of Clarification

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

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

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

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

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

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

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

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

A. In order to protect the intended use, the City of Hamilton designated the waterfront lands as “Public Space” in the “Setting Sail” Secondary Plan, which limits the number and type of additional uses that can
be added to the park space. Within the West Harbour area, there is no large scale development intended in either Bayfront Park or Pier 4 Park. Re-development is exclusively concentrated within the Piers 7&8 and “Barton-Tiffany” lands. Through an extensive public consultation process, City Council approved the West Harbour Waterfront Recreation Master Plan which foresees small-scale amenities to be added at Bayfront Park to facilitate multiple uses, but these would be very tightly controlled by the City, similar to those contained in other City owned-parks and recreational destinations across the City.

Q. Those representing power and sail boat operators in the area, are concerned about and opposed to any new bridge structure that may be built across Macassa Bay (as shown on slide 2 of Appendix B). Specifically they are concerned about the negative impact of any structure that would limit the size of sail masts and/or vessels in this area. Does the City have a plan to build a structure or a bridge in this location?

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

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

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