November 9, 2016

To: Diedre Beintema, Special Advisor Community Engagement, City of Hamilton Planning and Economic Development Department

From: Jay Carter, Hamilton Project Manager, Evergreen CityWorks

Re: West Harbour Engagement Recommendations

Overview:

January – August, 2015: Strategy Co-Creation

In January 2015, Evergreen CityWorks launched a partnership with the City of Hamilton’s Planning & Economic Development (PED) Department to support the development of a Community Engagement and Public Consultation Strategy for Hamilton’s West Harbour as part of a larger Hamilton City Building Action Campaign. Although the West Harbour redevelopment project will transform and benefit the entire City of Hamilton, the greatest impacts fall within the active West Harbour neighbourhoods of Central, Beasley, Strathcona, and the North End. As such, residents, community groups, businesses, and service providers within these areas were identified and involved as key stakeholders throughout the process.

Between January and May 2015, more than 50 interviews, presentations, and meetings were hosted with resident groups, City of Hamilton staff and established organizations within the West Harbour neighbourhoods to gain a better understanding of opportunities and challenges regarding the City of Hamilton’s approach to engagement. The results of these interviews and group conversations were compiled (Appendix A) and utilized to develop a community workshop to collectively create an engagement process for City of Hamilton projects in the area.

On May 28th, 2015, Evergreen hosted an interactive workshop at Liuna Station with more than 120 residents from the affected neighbourhoods, with presentations and table facilitation provided and supported by City of Hamilton staff. City staff in attendance were all involved in West Harbour redevelopment in some way and came from a diversity of departments including PED, Public Works, Community and Emergency Services, and the City Manager’s Office. The purpose of this workshop was for the City of Hamilton to clarify the West Harbour Redevelopment Project and for residents to identify how they would like to be informed and engaged in future projects. The results of this workshop (Appendix B) identified resident challenges and priorities for engagement.

September – April, 2016: Testing and Implementation

Based on resident recommendations, multiple new tools and approaches to engagement were developed and implemented beginning in September 2015, including:

- Monthly “Community Conversation” meetings
- A shared Community Storefront at 294 James Street North
- A central web platform for all on-going and up-coming West Harbour projects
- Pop-up engagement activities – the ‘Conversation Couch’ and community event attendance
- Regularly monitored central dispatch email and hotline
- E-newsletters and mailing list development
Throughout the next eight months of testing, these community engagement tools were implemented (Appendix C) and regularly evaluated and adjusted to ensure value to residents and efficiency for City staff. A physical storefront managed by Evergreen in the centre of the West Harbour district served as a hub for in-person consultations related to the West Harbour redevelopment and a shared space for resident groups, organizations, and the City of Hamilton. Though not all activities in the storefront were specific to West Harbour redevelopment, nearly 200 different groups utilized the space for more than 250 unique animations, providing information and opportunities to provide feedback on West Harbour projects to 20,000 residents and visitors between September 2015 and September 2016.

In February, the City of Hamilton created a new position within the PED Department – Special Advisor, Community Engagement – to increase the capacity of City staff to create and lead quality and meaningful engagement exercises. This position greatly improved internal coordination of City of Hamilton projects in Hamilton’s West Harbour and public working groups, workshops, and branding exercises contributed to further enhancing public understanding and involvement of the projects.

In April 2016, after eight months of hosting and supporting City- and community-led conversations, meetings, workshops, charrettes, community events, and other initiatives, Evergreen proposed an engagement framework to residents at the monthly West Harbour Community Conversation meeting based on the feedback heard and observations made throughout the process (Appendix D). Residents were invited to provide feedback at the meeting and in an online-survey distributed to past participants.

May - November 2016: Evaluation and Recommendations

Resident feedback and online survey data was collected between May and July 2016 and presented back to the community at the Community Conversation meeting at the end of July (Appendix E). Resident comments were predominantly positive, with the community storefront and regular check-in opportunities identified as the most valuable tools tested over the last year. A final ‘Conversation Couch’ was hosted in September 2016, providing a forum for group discussion and feedback on the proposed recommendations.

This memorandum provides Evergreen’s final observations and recommendations for the City of Hamilton as they continue to engage residents and stakeholders within Hamilton’s rapidly changing West Harbour.

Observations and Recommendations:

1) **Equitable access to correct, timely, and consistent opportunities for information is a shared priority**

   A common theme identified by both residents and City of Hamilton staff is the need to access information about the status of projects taking place within the precinct and opportunities for public participation. Methods for clearly and concisely communicating the most up to date information have been greatly improved by the addition of a new series of monthly meetings, the development of a growing mailing list, and the establishment of a dedicated West Harbour webpage on the City of Hamilton website, but feedback suggests that updates are inconsistent and project-specific information can be difficult to find. However, shared resources – such as regularly scheduled and collaboratively planned update meetings between City staff and residents, or online, interactive web platforms with opportunities for both public and City staff to provide updates – can greatly help
streamline information distribution for both residents as well as City of Hamilton staff. Without access to the most up to date and accurate information, residents will be unable to fully participate in higher consultation or collaboration exercises due to potential misunderstanding of the projects or processes.

Recommendations:

a. Establish a regular West Harbour-wide e-newsletter with project updates, upcoming meetings, and opportunities for involvement;

b. Explore options for improved web navigation and interactivity and pilot a new platform for residents to provide online feedback and public discussions between themselves and with City of Hamilton staff to improve the multi-directional flow of information;

c. Continue hosting regular update meetings and improve the involvement of residents and stakeholders by co-creating agendas, collaboratively planning sessions, recording questions for next meetings, and sharing of both community and City updates.

2) Projects without clearly established goals and objectives will be costly to City of Hamilton staff and decrease trust and participation

Without clearly articulated engagement goals for each project, the purpose of some City-led engagement activities was unclear and participants identified they were unable to see how their involvement impacted the decisions and left some feeling like their involvement was meaningless, endless, or inconsequential after learning that certain decisions had already been made. Similarly, when City of Hamilton staff lead engagement exercises without identifying the purpose, they find it too time consuming and not valuable as less information from the public is collected and the information that is gathered is of less relevance or usefulness. In such cases, staff veered towards levels of engagement with less public impact in order to conform to time constraints, leaving residents and stakeholders feeling even more uninformed and uninvolved. By establishing goals, residents can clearly see what they are getting involved in, why they are being involved, and what they can expect to see by participating and City of Hamilton staff can know what tools they should best utilize and when to change approaches in order to collect public input that is valuable and enhances project outcomes.

Recommendation:

a. City staff need to establish goals and objectives of engagement for each project taking place within the West Harbour;

b. City of Hamilton staff should use the established goals to identify what level of engagement – Inform to Empower – they need to reach and which tools to use;

c. The level of engagement needs to be clearly articulated at the very beginning of any project – not all projects will or should move beyond the ‘Inform’ stage based on previous resident and stakeholder participation and government responsibilities of implementation - but articulation is key to maintaining stakeholder trust and ongoing participation.

3) A diversity of tools are required for a diversity of participation

There is no single engagement tool or technique that can be used to reach every individual; some residents prefer online opportunities, while others depend on traditional print media to obtain information and learn about upcoming meetings. The neighbourhoods within Hamilton’s West Harbour are greatly mixed and rapidly changing, and therefore require a diversity of online,
traditional, and creative tools to ensure the diversity of participants reflect the diversity of the
neighbourhoods. The proposed framework not only acts as a suggested process for staff to utilize
when beginning engagement around a project by establishing goals, but also includes community-
recommended tools at each of the different levels of engagement. However, it should be noted that
these are non-exhaustive lists and a more fulsome representation can be seen in Appendix B.

Recommendations:

a. A minimum of three tools should be used for each level of engagement (i.e. if consulting, a
minimum of three tools to inform should be used, as well as three tools to consult);
b. The thousands of knowledgeable, dedicated, and creative individuals who live, work, and
play in the West Harbour and their unique and diverse networks need to be leveraged. Depending on the level of engagement, targeted communication to local mailing lists (i.e. community newspapers, service-provider newsletters, etc.) will help to inform; additionally, a series of pilot ‘Community Advisory Committees’ with staff and a diversity of local representatives could be established for specific projects to further strengthen information sharing, dialogue, and collaboration;
c. More regular and creative usage of local spaces to host engagement installations and
exercises should be utilized to provide regular opportunities to build community relationships (i.e. office hours at the Community Storefront, participation in Art Crawls, or leaving drop-in engagement opportunities in public spaces).

Next Steps
Evergreen has been pleased to assist the City of Hamilton in identifying, developing, implementing, and
evaluating a broad variety of engagement approaches within Hamilton’s West Harbour and beyond.
Since January of 2015, more than 20,000 individuals have been directly engaged on local redevelopment
in the precinct and numerous new tools have been established to continue increasing City staff capacity
and resident involvement.

Through Evergreen’s additional initiatives such as 100in1Day Hamilton, the Community Skill Building
Network, and Imagine My Sustainable Hamilton, more than 50,000 residents from a diversity of
experiences and backgrounds have in some way been engaged in sustainable city building, changing how
residents interact with and contribute to a sustainable Hamilton and its rapid transformation.

As Evergreen’s work in Hamilton continues to expand, the Community Storefront at 294 James Street
North, which was established as part of this work, will continue to operate as Evergreen Hamilton’s
home office. The core functions of the space will be to build local capacity for driving change, increase
community awareness and involvement in sustainable and inclusive city-building, and to facilitate
collaboration through co-created programming and the demonstration of new and thought-provoking
ideas, and we look forward to discussions of the City of Hamilton’s continued involvement in this work.

Our work in Hamilton is part of a broader Mid-Sized City Program that is working with municipalities
across Ontario to develop new strategies for local prosperity and to raise the profile of Mid-Sized Cities
as critical to the prosperity of all Canadians. We hope to keep engaging with the City through our work
and this program as participants in Action Planning and Lab exercises, large-scale conferences and
forums, and as partners in a diversity of projects that encourage and foster meaningful dialogue between
the City and civil society.
(More) Possibilities for Engagement in Hamilton

Jay Carter
Hamilton Project Coordinator
Evergreen CityWorks
What is Evergreen?
National Reach
Moving ideas into action through multi-sectorial engagement, collaboration, and experimentation

The idea here? Improved forms of community engagement for the City of Hamilton and West Harbour communities to inform, involve, and empower as broad a diversity of residents and stakeholders as possible.
Evergreen in Hamilton & Work to Date

• Community Engagement & Action
  – 100in1Day Hamilton
  – Community & School-Ground Greening
  – Adaptive Re-use

• Capacity Building
  – Grant Programs & Recipient Support
  – Workshops & Roundtables

• Convening & Connecting
  – HWDSB School Partnership
  – Stakeholder Collaborations

On June 6, how will YOU transform YOUR city?
Consultation & Outreach to Date

- Hamilton Chamber of Commerce
- CityHousing Hamilton
- Hamilton Dist. Apartment Association
- Hamilton Wentworth District School Board
- Social Planning & Research Council
- Hamilton HIVE & Groups
- ReNew Hamilton
- CoBalt Connects
- Ontario Trillium Foundation
- Hamilton Victory Gardens
- Raise the Hammer
- Hamilton Waterfront Trust
- EMPower Strategy Group
- Welcome Inn
- Earth Day Hamilton Burlington
- Hamilton Community Land Trust
- Hamilton Arts Council
- Green Venture
- North End Neighbours Association
- Central Neighbourhood Association
- Jamesville Hub
- Stratchona Community Council
- Beasley Neighbourhood Association
- Harbour West Neighbours Inc.
- Progressive North End Residents Association
- Volunteer Hamilton
- Hamilton Community Developer Network
- Environment Hamilton
- McMaster University
- Mohawk College
- BARC
- Centre for Community Study
- Hamilton Wentworth Catholic District School Board
- City of Hamilton Staff
- Hamilton Community Foundation
- Hamilton Conservation Authority
- Hamilton Naturalists’ Club
- Hamilton Community Land Trust
- Hamilton Arts Council
- Green Venture
Community Engagement & Action in Hamilton

And lots, lots more
Hamilton Engagement Committee’s Engagement Charter Core Principles

1. Transparency and Trust
2. Accountability and Action
3. Inclusion and Diversity
4. Create Opportunities for Active Participation
5. Collaboration, Co-operation and Shared Purpose
6. Ongoing Engagement and Open Communication
7. Learning, Reflection and Evaluation
8. Capacity for Engagement

Core Principles of Public Engagement
Defining Engagement

• Inform
  – Providing information
    • Website, flyers, posters

• Consult
  – Seeking to obtain feedback
    • Surveys, focus groups, meetings

• Involve
  – Working directly with the community in an ongoing way to understand hopes, fears, and concerns
    • Workshops, needs assessments

• Collaborate
  – Partnering with the public to incorporate as many community decisions as possible
    • Advisory committees,

• Empower
  – Implementing what the community decides
    • Elections, participatory budgeting

IAP2 Spectrum of Public Participation

Inform
- To provide the public with balanced and objective information to assist them in understanding the problem, alternatives and/or decisions.

Consult
- To obtain public feedback on analysis, alternatives and/or decisions.

Involve
- To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Collaborate
- To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

Empower
- To place final decision-making in the hands of the public.

Promise to the Public
- We will keep you informed.
  - We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.
  - We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

Example Techniques
- Fact sheets
- Public comment
- Workshops
- Deliberative polling
- Citizen advisory committees
- Consensus-building
- Participatory decision-making
- Web sites
- Focus groups
- Workshops
- Deliberative polling
- Citizen juries
- Open houses
- Surveys
- Public meetings
- Citizen juries
- Balloons
- Delegated decision
What We’ve Heard From You

• It’s nearly impossible to get an idea of everything that is going on in our neighbourhood – it feels like there is a new City project, plan, or development daily and there is no easy way to learn about them, let alone have influence

• There needs to be a way to get messages across to and feedback from everyone in my community, not just my immediate network

• I feel like we’ve been shut out by the City and that decisions have already been made

• It takes a lot of time out of our lives to attend every meeting, focus group, open house, etc.

• I would love to see a physical hub of engagement

• I want my voice to be heard

• The neighbourhood feels under siege
What We’ve Heard from City Staff

• There are a lot of new and creative ways I would like to engage with the community, but sometimes it isn’t seen as a priority

• It can be very difficult to find out about all the other City projects led by different departments and divisions

• We need new and better ways to work with the community – even the language around ‘PICs’ needs to change

• How can we reach people who are being impacted, but don’t attend meetings, participate in events, understand the effects, etc?

• We need a new toolkit that we can use, but that also meets the needs of the entirety of Hamilton – we are a very diverse city

• Our current forms of engagement are not reaching nearly as many people as they should be – we need a program, not “thanks for coming”
So what?
So let’s try something new
Example #2: Online Platforms

- Citizen Consultation and Engagement
- Reviewed Ideas
  - PROJECT DETAILS
    - About the Project
    - How It Works
    - Who’s Listening?
    - Privacy Collection Statement
    - Rules of Engagement
- WHO’S LISTENING?
  - Jenny Setterfield
    - Transportation Engineering Technologist
    - Contact: goyourway@burlington.ca
  - Lynn Robichaud
    - Senior Sustainability Coordinator
    - Contact: environment@burlington.ca

Note: Images and text examples are illustrative of online platforms for consultation and engagement.
Example #3: Charrettes & Round Tables
Example #4: On-Site and Drop-In Engagement
Example #5: ‘One-window, one-door’

- A combination of online (one window), in-person (one door) and traditional tools (meetings, focus groups, liaison committees, etc.) to create a consistent forum of engagement allowing all residents and stakeholders the opportunity to present, review, comment on, and approve City and community initiatives on regular intervals.

- Integrates the various consultations and initiatives underway in to improve the understanding of how they relate and connect.
And many, many more!

- Surveys
- Newspapers
- Radio & TV
- Phone calls
- Blogs
- Door to door
- Teletown Halls
- Festivals & event attendance
- City visits
- Collaborative summits
- Incentives with online gaming
- City-voices “wiki” and ideas
- Computer applications
- Video games
- Webinars/online committees
  - Map my City app
- Informed asset mapping
- Photos sent to public page about things to celebrate or challenges to overcome
- Common and consistent messaging
- One stop shop for all you need to know
- Communication partners
- Well know speaker series

- Message/story boards
- Information streaming
- Community coffee shops
- Neighbourhood/advisory committees
- Tactical urbanism, Flashmob
- Direct invitations to marginalized groups and individuals
- GPS hunt – bury information in neighbourhood, pieces of a puzzle
- Puzzles – of city of Hamilton, every piece of puzzle give new information
- Gamification/competition between...
- Free “Celebrate Hamilton” events in City-owned spaces currently off-limited to residents
- Teletown Halls
- “Drop in” engagement - post-its on boards - not staffed to reduce barriers Incentives for participation
- Community driven art projects
- Fishbowl meetings
- Public challenges (i.e. ALS ice-bucket)
- Tours
- Scavenger hunts
- Participatory budgeting
- Text to vote event
- Coffee/backyard bbq/any other event with your Councilor
- Neighbourhood Get-togethers
- Cross-community discussion
- Workshops
- Classroom exercises
- Electronic billboards to create awareness, or direct traffic to an engagement site or interactive site

List developed by Hamilton’s Engagement Committee
Community Vision Working Group
So, what would you like to see?
Final Thoughts

• Need a broad diversity of tools and tactics to engage a broad diversity of residents and stakeholders

• Out of all levels of government, municipalities have the most direct influence on our daily lives – we also have the most direct influence on our local government

• Think of who isn’t in the room – how can they become aware and involved? Why aren’t they here?

• Learn by doing – it can be tough to take risks, but worth it!
Thank You!

www.evergreen.ca
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](mailto:jcarter@evergreen.ca)
**Liz Nield**, Lura Consulting, [lnield@lura.ca](mailto:lnield@lura.ca)
# Table of Contents

FOREWORD ................................................................................................................................. i

1. INTRODUCTION ......................................................................................................................... 1
   Meeting Purpose .......................................................................................................................... 1
   Welcome and Introductions ........................................................................................................... 1
   Presentation ................................................................................................................................. 1
   Q&A ............................................................................................................................................. 1

2. SUMMARY OF PARTICIPANT FEEDBACK ............................................................................... 2
   Highlights of the Discussion ........................................................................................................ 2
   Feedback from Small Table Discussions .................................................................................... 4

3. NEXT STEPS ............................................................................................................................ 11
   Appendix A – Meeting Agenda .................................................................................................. 12
   Appendix B – City of Hamilton Slides ....................................................................................... 13
   Appendix C – Questions of Clarification .................................................................................... 18
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
  - 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):
  - Timelines of processes, phases and milestones
  - Opportunities to provide comments and engage in online discussions (e.g., moderated Facebook chats)
  - Visuals
  - Key staff members and their contact information
  - Repository of information/feedback gathered at meetings
  - 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/social 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></th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcoming atmosphere and friendly neighbours</td>
<td>Family-friendly</td>
</tr>
<tr>
<td>Trails and paths for walking and cycling</td>
<td>Neighbourhood conversation and engagement</td>
</tr>
<tr>
<td>Access to water</td>
<td>Convenient services and amenities</td>
</tr>
<tr>
<td>Boating and sailing</td>
<td>Multiple recreation opportunities (ice rink, roller blades, Dragon Boat racing)</td>
</tr>
<tr>
<td>Parks and open space</td>
<td>Hamilton Waterfront Trust</td>
</tr>
<tr>
<td>Beautiful views (water, sunset, sunrise, storms)</td>
<td>Waterfront is not over-built</td>
</tr>
<tr>
<td>Greenspace and trees</td>
<td>Public volunteers</td>
</tr>
<tr>
<td>Diversity of the area</td>
<td>Tree-lined streets</td>
</tr>
<tr>
<td>Rail yards</td>
<td>Low skyline</td>
</tr>
<tr>
<td>Walkable</td>
<td>Book boxes/pop-up libraries</td>
</tr>
<tr>
<td>Bayfront Park</td>
<td>Time for reflection</td>
</tr>
<tr>
<td>Quiet and calm</td>
<td>Serenity of the space</td>
</tr>
<tr>
<td>Ken Soble Towers</td>
<td>“In Memory of” benches in park</td>
</tr>
<tr>
<td>Traffic calming</td>
<td>Cohesiveness</td>
</tr>
<tr>
<td>Williams Cafe</td>
<td>Social capital</td>
</tr>
<tr>
<td>No wholesale commercial</td>
<td>Scoops Ice Cream Bar</td>
</tr>
<tr>
<td>Proximity to downtown</td>
<td>Public art</td>
</tr>
<tr>
<td>Sense of scale and place</td>
<td>Light Rail Transit</td>
</tr>
<tr>
<td>Safe</td>
<td>Sarcoa Restaurant Bar</td>
</tr>
<tr>
<td>Places for picnics and gathering</td>
<td>Hamilton Harbour Queen Cruise</td>
</tr>
</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?

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

**Tools to Involve**

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

**Tools to Collaborate**

| 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 |
| Provide answers to the questions from previous meetings, with a cumulative approach | with no jargon rather than listening to people from Evergreen speak |
| Need for more dialogue and connection-building between opposing citizens | 

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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
- 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

Tools to Empower

- Decision-making with Council
- Maintain this delicate balance
- Prioritize residents
- Include residents in the design phase
- Allow for participatory budgeting
- Use of hubs or citizen juries
- Hold committee votes
- Voting power
- Social media
- Place stakeholder list in hands of community rather than consultant
- Allow referendums
- Youth, work with school groups through Civics Class
- Transparency and trust
- Peer educators (building capacity)

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>
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<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>
</tr>
<tr>
<td>Residents</td>
</tr>
<tr>
<td>Individuals with disabilities</td>
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<tr>
<td>Religious leaders in the community</td>
</tr>
<tr>
<td>Young families (provide child care at meetings)</td>
</tr>
<tr>
<td>LGBTQ</td>
</tr>
<tr>
<td>Community members of all income levels</td>
</tr>
<tr>
<td>Community members that are not part of Neighbourhood Associations</td>
</tr>
<tr>
<td>Business community</td>
</tr>
<tr>
<td>Boating community</td>
</tr>
<tr>
<td>People living below the poverty line</td>
</tr>
<tr>
<td>Natural heritage clubs</td>
</tr>
<tr>
<td>Dofasco Angling Club</td>
</tr>
<tr>
<td>SoBi</td>
</tr>
<tr>
<td>Builders and developers who will be involved in the projects and who will be benefiting from the projects</td>
</tr>
<tr>
<td>Bankers/investors</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>
</tr>
<tr>
<td>Use multiple avenues for engagement (offline and online)</td>
</tr>
<tr>
<td>Provide information in newspapers</td>
</tr>
</tbody>
</table>
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 | Post information in Health Centres/ medical offices |
| Identify groups that aren’t participating and go where they are (e.g., places of worship, community centres, schools, shopping plazas) | Host pop-up conversations in booths in parks |
| Have conversations at libraries | Have conversations at grocery stores and Arenas |
| Post information in Health Centres/ medical offices | Host conversations in coffee shops |
| Host pop-up conversations in booths in parks | 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) | Outreach tools targeted to high school engagement |
| Engagement tools that will increase trust between the public, the City and the developer | Predictable stakeholder meetings - “Save the Date” |
| Educate the community on the decision-making process (e.g., timelines) | Cumulative approach with answers to questions from previous meetings + status updates |
| Communicate what the added value is for different audiences in order to motivate people to participate and commit | Fact sheets on all the plans and projects with clear expectations |
| Storefronts and pop-up location suggestions: places of worship, schools, recreation centers | Signs/maps/plans at each development area with information on what will be coming and the opportunity to provide comments |
| Collaborating with the public early and constantly | Post communication via kiosks |
| Prioritize the quality of life in the community | Post information using informal and formal notice/message boards at: |
| Ensure the waterfront is accessible to all people for all water uses | |
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
Waterfront Re-Development

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

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

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

• **It’s about our future.**
  - 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

- Marine Recreational to Waterfront Commercial
- Medium Density Residential 2 to Waterfront Commercial
- Local Commercial to Waterfront Commercial
- Prime Retail to Waterfront Commercial
- Open Space to Waterfront Commercial
- Special Policy Area 1a and 1b
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.

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting Type</th>
<th>Participants</th>
<th>Topics / Comments Received</th>
<th>Level of Public Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>12-May-15</td>
<td>Workshop</td>
<td>88</td>
<td>• Pier 7 &amp; 8 Urban Design Study</td>
<td>Involve</td>
</tr>
<tr>
<td>28-May-15</td>
<td>Workshop</td>
<td>120</td>
<td>• West Harbour community engagement approaches and tools</td>
<td>Consult</td>
</tr>
</tbody>
</table>
| 24-Sep-15  | Community Conversation | 40     | • Project status update  
• Pier 7 & 8 Urban Design Study  
• City Housing Hamilton  
• LRT  
• Central Park Master Plan  
• West Harbour Engagement Strategy | Inform                |
| 29-Oct-15  | Community Conversation | 80      | • Pier 7 & 8 Urban Design Study  
• Real Estate & Land Disposition Strategy                                                      | Inform                |
| 26-Nov-15  | Community Conversation | 130     | • Public Works waterfront redevelopment projects (Marina, transient docks, breakwater structure, Pier 8 parking/traffic, boat storage)  
• Investment Strategy                                                                     | Inform                |
| 09-Dec-15  | Workshop          | 130          | • Pier 7 & 8 Urban Design Study                                                               | Involve                |
| 28-Jan-16  | Community Conversation | 148     | • West Harbour Vision  
• West Harbour Projects & Study Schedule  
• Central Park                                                                           | Inform                |
| 25-Feb-16  | Community Conversation | 150     | • West Harbour Vision  
• Deloitte Report on City-owned Properties                                                      | Inform                |
| 01-Mar-16  | Conversation Couch | 7            | • Affordable housing, gentrification, provincial investment in local social housing stock       | Inform/Consult         |
| 08-Mar-16  | Conversation Couch | 2            | • Affordable housing, unit sizes  
• Future of Barton Tiffany lands  
• Water quality issues                                                                      | Inform/Consult         |
| 10-Mar-16  | Vision Group Meeting | 15      | • West Harbour Vision                                                                       | Involve                |
| 24-Mar-16  | Vision Group Meeting | 15      | • West Harbour Vision                                                                       | Involve                |
| 31-Mar-16  | Community Conversation | 100     | • Pier 7 & 8 Urban Design Study  
• West Harbour Vision discussion exercise                                                      | Consult                |
| 11-Apr-16  | Vision Group Meeting | 15      | • West Harbour Vision                                                                       | Involve                |
| 28-Apr-16  | Community Conversation | 60      | • March 31 discussion results  
• Community updates  
• Preliminary Results of McMaster’s West Harbour Redevelopment Study  
• West Harbour Vision Next Steps  
• Public Works Update                                                                    | Inform                |
| 02-May-16  | Public Meeting    | 130          | • Pier 7 & 8 Urban Design Study                                                               | Inform                |
| 10-May-16  | Vision Group Meeting | 15      | • West Harbour Vision  
• Pier 7 & 8 UDS/Vision alignment                                                             | Involve                |
| 26-May-16  | Community Conversation | 45      | • LRT  
• Pier 8 Re-zoning and Subdivision Application - Applicant (Public Works) Perspective  
• Pier 8 Re-zoning and Subdivision Application - Planning Dept. Perspective          | Inform                |
| 16-Jun-16  | Vision Group Meeting | 15      | • West Harbour Vision  
• Pier 7 & 8 Land Solicitation Workshop                                                         | Involve                |
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<tr>
<th>Date</th>
<th>Meeting Type</th>
<th>Participants</th>
<th>Topics / Comments Received</th>
<th>Level of Public Impact</th>
</tr>
</thead>
</table>
| 23-Jun-16  | Community Conversation | 23           | • Plan Local  
• Project schedule  
• Pier 8 Land Solicitation Process  
• Pier 7 & 8 Traffic and Parking Study                                              | Inform                 |
| 25-Jun-16  | Engagement Booth | 60           | • Opportunities for investment on Hamilton's waterfront                                       | Inform/Consult         |
| 25-Jun-16  | Engagement Booth | 41           | • Waterfront redevelopment project overview  
• Pier 7 & 8 Urban Design Study, proposed subdivision and rezoning application             | Inform/Consult         |
| 30-Jun-16  | Vision Group Meeting | 15           | • Pier 7 & 8 UDS/Vision alignment  
• Pier 7 & 8 Land Solicitation Workshop                                                   | Involve                |
| 01-Jul-16  | Engagement Booth | 30           | • Waterfront redevelopment project overview  
• Pier 7 & 8 Urban Design Study, proposed subdivision and rezoning application             | Inform/Consult         |
| 02-Jul-16  | Engagement Booth | 40           | • Waterfront redevelopment project overview  
• Pier 7 & 8 Urban Design Study, proposed subdivision and rezoning application             | Inform/Consult         |
| 07-Jul-16  | Conversation Couch | 9            | • Pier 8 Re-zoning and Subdivision Application  
• Environmentally sustainable development  
• Environmental remediation  
• Parking, alternative transportation  
• Affordable housing, inclusionary zoning  
• Noise mitigation                                                               | Inform/Consult         |
| 09-Jul-16  | Engagement Booth | 59           | • Waterfront redevelopment project overview  
• Pier 7 & 8 Urban Design Study, proposed subdivision and rezoning application             | Inform/Consult         |
| 14-Jul-16  | Workshop        | 18           | • Pier 8 Land Solicitation Process  
• Pier 8 Re-zoning and Subdivision Application                                                |                       |
| 16-Jul-16  | Engagement Booth | 25           | • Waterfront redevelopment project overview  
• Pier 7 & 8 Urban Design Study, proposed subdivision and rezoning application             | Inform/Consult         |
| 20-Jul-16  | Engagement Booth | 40           | • Waterfront redevelopment project overview  
• Pier 7 & 8 Urban Design Study, proposed subdivision and rezoning application             | Inform/Consult         |
| 21-Jul-16  | Conversation Couch | 5            | • Pier 8 Re-zoning and Subdivision Application                                                | Inform/Consult         |
| 23-Jul-16  | Engagement Booth | 30           | • Waterfront redevelopment project overview  
• Pier 7 & 8 Urban Design Study, proposed subdivision and rezoning application             | Inform/Consult         |
| 28-Jul-16  | Community Conversation | 11           | • Community updates  
• Public Works update (Pier 7 dock & boardwalk project timeline and next steps)  
• Community Engagement Evaluation                                                    | Inform                 |
| 03-Aug-16  | Engagement Booth | 37           | • Waterfront redevelopment project overview  
• Pier 7 & 8 Urban Design Study, proposed subdivision and rezoning application             | Inform/Consult         |
| 04-Aug-16  | Conversation Couch | 4            | • Pier 8 Re-zoning and Subdivision Application  
• Future of the Navy League  
• Open & inviting public spaces  
• Affordable housing  
• Activities for all ages                                                          | Inform/Consult         |
| 11-Aug-16  | Workshop        | 10           | • Pier 8 Land Solicitation Process  
• Pier 8 Re-zoning and Subdivision Application                                                | Involve                |
<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting Type</th>
<th>Participants</th>
<th>Topics / Comments Received</th>
<th>Level of Public Impact</th>
</tr>
</thead>
</table>
| 13-Aug-16   | Engagement Booth                                 | 152          | • Waterfront redevelopment project overview  
• Pier 7 & 8 Urban Design Study, proposed subdivision and rezoning application | Inform/Consult         |
| 18-Aug-16   | Conversation Couch                               | 14           | • Pier 8 Re-zoning and Subdivision Application                                             | Inform/Consult         |
| 26-Aug-16   | Engagement Booth                                 | 68           | • Waterfront redevelopment project overview  
• Pier 7 & 8 Urban Design Study, proposed subdivision and rezoning application | Inform/Consult         |
| 07-Sep-16   | Intercept Survey with Places & Spaces Display    | 19           | • Bayfront Beach Study                                                                    | Consult                |
| 07/09/2016  until 03/10/2016 | Online Survey                                           | 439          | • Bayfront Beach Study                                                                    | Consult                |
| 08-Sep-16   | Workshop                                          | 10           | • Pier 8 Land Solicitation Process  
• Pier 8 Re-zoning and Subdivision Application                                             | Involve                |
| 10-Sep-16   | Engagement Booth                                 | 80           | • Waterfront redevelopment project overview  
• Pier 7 & 8 Urban Design Study, proposed subdivision and rezoning application | Inform/Consult         |
| 16-Sep-16   | Engagement Booth                                 | 20           | • Waterfront redevelopment project overview  
• Pier 7 & 8 Urban Design Study, proposed subdivision and rezoning application | Inform/Consult         |
| 29-Sep-16   | Community Conversation                          | 30           | • City Housing Hamilton West Harbour properties  
• Bayfront Beach Study  
• Subdivision Application & Rezoning Process  
• Land Solicitation Workshop Results                                         | Inform/Consult         |
| 04-Oct-16   | Intercept Survey with Places & Spaces Display    | 33 (was tbd in report) | • Bayfront Beach Study                                                                    | Consult                |
| 13-Oct-16   | Bayfront Beach Conversation Couch                | 13 (not included in report) | • Bayfront Beach Study                                                                    | Consult/Involve        |
| 20-Oct-16   | Conversation Couch                               | 9            | • West Harbour Engagement Evaluation                                                          | Consult                |
| 27-Oct-16   | Community Conversation                          | N/A          | CANCELLED                                                                                  | N/A                    |
| **Total Participants** |                                                | **2649**     |                                                                                             |                        |

Please note that this list is non-exhaustive and only includes PED-led engagement events, and does not include drop-in exercises or events, workshops, monthly Art Crawl participation, meetings, and other engagement initiatives hosted by other City of Hamilton departments, Evergreen, storefront user groups, neighbourhood associations, and other groups engaging on West Harbour topics supported by Evergreen staff.
GOALS

What do we want to achieve?

MEASUREMENT

How will we know?

TIMEFRAME

When will it happen?

1. O/M/T
2. O/M/T
3. O/M/T
4. O/M/T

OUTCOME

MEASUREMENT

TIMEFRAME

1. O/M/T
2. O/M/T
3. O/M/T
4. O/M/T

RESULTS

What did we actually achieve?

OUTCOME

MEASUREMENT

TIMEFRAME

1. O/M/T
2. O/M/T
3. O/M/T
4. O/M/T

PARTICIPATING GROUPS*

This is not intended as a comprehensive list, since many other community groups made use of the Evergreen storefront space for topics other than the West Harbour.

FUNDING PARTNERS
WEST HARBOUR COMMUNITY CONVERSATION

Thursday July 28, 2016
294 James St N
<table>
<thead>
<tr>
<th>Start Time</th>
<th>Agenda item</th>
<th>Presenter / Facilitator</th>
<th>Participation Style</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00</td>
<td>Welcome &amp; Agenda Overview</td>
<td>Diedre Beintema</td>
<td></td>
</tr>
<tr>
<td>7:05</td>
<td>Community updates (if any)</td>
<td>Community members</td>
<td>Inform</td>
</tr>
<tr>
<td>7:20</td>
<td>Implementation of Public Space Projects</td>
<td>Ed English &amp; Chris Phillips</td>
<td>Inform</td>
</tr>
<tr>
<td>7:40</td>
<td>Community Engagement Evaluation</td>
<td>Jay Carter &amp; Diedre Beintema</td>
<td>Inform</td>
</tr>
<tr>
<td>8:00</td>
<td>Q &amp; A</td>
<td>Diedre Beintema</td>
<td>Inform</td>
</tr>
<tr>
<td>8:20</td>
<td>Key Upcoming Dates</td>
<td>Diedre Beintema</td>
<td>Inform</td>
</tr>
<tr>
<td>8:30</td>
<td>Close</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
COMMUNITY UPDATES
IMPLEMENTATION OF PUBLIC-SPACE PROJECTS

Guidelines to Conceptual Design to Construction
IMPLEMENTATION OF PUBLIC-SPACE PROJECTS

1. Framework for Implementing Public-Space Projects
   • General Framework
   • Framework for the Pier7 Boardwalk & Public Dock Project

2. Where does Community Input fit into the Process?

3. Explanation of the Pier 7 Boardwalk & Public Dock Project
FRAMEWORK FOR WEST HARBOUR PROJECTS

Policy Documents & Guidelines

- “Setting Sail” Sec. Plan
- West Harbour Waterfront Rec. Master Plan
- Pier 7&8 Urban Design study

Conceptual Design

- The Plan takes shape from a vision to a scaled model
- Priorities are established
- Conceptual Design will lead to a high-level budget estimate

Detailed Design

- Takes a Conceptual Plan and turns it into detailed construction drawings
- Allows for the project to be tendered for construction
- Requires technical expertise
- Revisions at this stage normally impact construction timing and budget
COMMUNITY INPUT AT EACH STAGE

- **Policy Documents & Guidelines**: Community Input
  - Consult-Style
  - Involve-Style

- **Conceptual Design**: Community Input
  - Consult-Style
  - Involve-Style

- **Detailed Design**: Community input
  - Inform-Style
  - Consult-Style

- **Construction**: Community input
  - Inform-Style
BALANCE OF INTEREST

- Policies
- Public Consultations
- Technical Input

Concept Design

Detailed Design
PIER 7 BOARDWALK & DOCK PROJECT


- Capital Budget Approved
  Jan. 2013

- Detailed Design

- Construction
  Sept. 2015 - June 2016

- Conceptual Design
  Sept. 2013 - July 2014

- Pier 7+8 UDS
  Mar. 2015 - May 2016

- Official Opening
  June 20, 2016
CONCEPTUAL DESIGN

NOTES:
The proposed street layout and building massing shown are derived from the Setting Sail Secondary Plan and the Hamilton West Harbour Waterfront Recreation Master Plan. The buildings represent potential development and are subject to change.

OPTION #1: KEY ELEMENTS
- Entrance Plaza & Water Feature
- Limestone Retaining Wall
- Potential Bridge Connection to Shoreline
- Curvilinear Boardwalk connecting Fishing Docks
- Central Open Space
- Combined Pumping Station, Ticket Booth and Restroom Building with Shade Structure and Paved Paving
- Lower Dock System separate from Boardwalk

HAMeTON PIER 7 SHORELINE & PIER8 PARK
PARK CONCEPT PLAN – PREFERRED OPTION (2014.07.28)
DETAILED DESIGN

PIER 7 SHORELINE IMPROVEMENTS & TRANSIENT DOCKS

1. Plan shown is for the top of pier #8 work is the future dock plan for this area and it will provide the information only. Future work to be determined.
PIER 7+8 UDS

0.11. EXECUTIVE SUMMARY OVERVIEW PLAN

Proposed Community Structure:
1. Waterfront Park: Future Corridor
2. Waterfront Park: Existing
3. Gateway Park
4. The Greenway (Storm Water Garden and pedestrian walkway)
5. Green Roofs (Throughout as shown)
6. Marina Expansion
7. Institutional Building
8. Residential Building
9. Mixed-Use Building with Central Public Parking Structure
10. Mixed-Use Building with Residential Above
11. Community Plaza
12. Continuous Waterfront Cycling and Pedestrian Trail
13. Mid-Block Connection
14. Pump Station and Park Pavilion

Future Programming Considerations:
15. Sunset Amphitheatre
16. Sunrise Gathering Circle
17. View Terminus Plazas
18. Programmable Park Areas
19. Beach Area
20. Green Park
21. Retail Park Pavilions
22. Cultural Plaza
23. Splash Pad / Water Feature
24. Playground

Existing Area Features:
25. Skating Rink
26. William’s Coffee Pub
27. Hamilton Waterfront Trust Centre

LAKE ONTARIO
QUESTIONS?

Ed English
Senior Project Manager, Waterfront Development Office
City of Hamilton
ed.english@hamilton.ca
905-546-2424 ext. 5461

Chris Phillips
Senior Advisor, Planning & Ec. Dev.
City of Hamilton
chris.phillips@hamilton.ca
905-546-2424 ext. 5304
COMMUNITY ENGAGEMENT EVALUATION
ENGAGEMENT STRATEGY WORKSHOP

- Key Recommendations:
  - West Harbour City of Hamilton Staff Directory
  - Central Contact Service
  - West Harbour Community Conversation Meetings
  - Pop Up Engagement Activities
  - Physical Community Engagement Hub
YEAR IN REVIEW

- Online staff directory
- Central Contact Service
- West Harbour Community Conversation Meetings
- 294 James St N
- Community Engagement staff person
- Pop-up activities
- Project branding

- Webpage improvements
- Events schedule & timeline
- Vision working group
- UDS and Pier 7 boardwalk
- Summer workshops
KEY SURVEY RESULTS

• All tested tools identified as “Valuable” – some more than others

• Many great comments, suggestions for improvement & new tool ideas:
  o Open & transparent online discussion forum;
  o Inclusive stakeholder committee(s);
  o Collaboratively planned & delivered sessions;
  o Live-recording & live-streaming of meetings;
  o Consultant, Topic Specific, & Community Forums/Open Houses;
  o More frequent, early, & community-led engagement with City & decision-makers;
  o Traditional media – radio, posters, TV, etc.
Key Survey Results

• Desire for greater partnership, trust, & collaboration
• More awareness & understanding about West Harbour redevelopment & local planning issues
• Appreciation for City staff willingness to listen & provide opportunity for dialogue and conversation
• People noted that they have had mixed experiences (positive and negative) & would like a check-in to discuss and confirm next steps
• Many people noted a concern that they still feel that they have not had as much influence on decisions as they would like, or are unsure about what is on & off the table for impact & consultation
OBSERVATIONS

• City of Hamilton, hired consultants, developers, & community at large all have a **duty to engage**
• Without clearly communicated **goals** of engagement, participation can feel meaningless and endless
• Goals help to determine the **level of engagement required**, and clarity of which level of engagement we’re at in the process is critical – what decisions have been made and what is up for discussion?
• **Investment in previous levels of engagement is crucial** in order to move to through the spectrum – i.e. can’t consult without informing
OBSERVATIONS

• On-going & consistent opportunities for dialogue and information help reduce tension & mistrust
• Meaningful engagement requires a broad diversity of tools to ensure a broad diversity of participants
• There are lots of opportunities for testing of new approaches & learning by doing;
• Collective & regular check-ins / evaluation help to clarify where we are in the process & how it’s going.
• Need to link between local engagement and broader city-wide engagement
• A small formalized group of residents and stakeholders can play an advisory role to City staff, act as a sounding board for new ideas and assist to bridge the gap between community priorities/concerns and City’s mandate
WEST HARBOUR COMMUNITY ENGAGEMENT FRAMEWORK

WEST HARBOUR BOUNDARIES

294 JAMES STREET NORTH STOREFRONT

PIERS 6, 7 & 8

PUBLIC ENGAGEMENT MODEL

<table>
<thead>
<tr>
<th>LEVEL 1</th>
<th>LEVEL 2</th>
<th>LEVEL 3</th>
<th>LEVEL 4</th>
<th>LEVEL 5</th>
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<tbody>
<tr>
<td>Inform</td>
<td>Consult</td>
<td>Involve</td>
<td>Collaborate</td>
<td>Empower</td>
</tr>
<tr>
<td>&quot;Let you know&quot;</td>
<td>&quot;Get your feedback&quot;</td>
<td>&quot;Get your ideas &amp; input&quot;</td>
<td>&quot;Determine together&quot;</td>
<td>&quot;Let you decide&quot;</td>
</tr>
</tbody>
</table>

BALANCE OF RESPONSIBILITY

DEGREE OF INDEPENDENCE

Level of Public Engagement

- Low: websites with dedicated URL, online & offline surveys, public meetings & focus groups, drop-in & pop-up engagement opportunities, interactive web platform with public comment options, community event attendance
- High: design charrettes & workshops, pre-scheduled & ongoing dialogue opportunities & check-in intervals, co-created meetings & agendas, stakeholder outreach & training

Sample Engagement Tools

<table>
<thead>
<tr>
<th>1. O/M/T</th>
<th>2. O/M/T</th>
<th>3. O/M/T</th>
<th>4. O/M/T</th>
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</table>

GOALS

OUTCOME
What do we want to achieve?

MEASUREMENT
How will we know?

TIMEFRAME
When will it happen?

1. O/M/T
2. O/M/T
3. O/M/T
4. O/M/T

RESULTS

What did we actually achieve?

OUTCOME MEASUREMENT TIMEFRAME

1. O/M/T
2. O/M/T
3. O/M/T
4. O/M/T

PARTICIPATING GROUPS*

- Sea Cadets
- Benetto Hess Street Elementary Schools
- Public Health
- Hamilton Waterfront Trust
- Hamilton Chamber of Commerce
- Strathcona Community Council
- Environment Hamilton
- North Hamilton Community Centre

FUNDING PARTNERS

- Hamilton Community Foundation
- Hamilton
NEXT STEPS FOR CITY STAFF

1. Evaluate existing engagement tools using Evergreen framework
2. Do a “Stop, continue or start” review with the community
3. Establish a workplan for implementation
## SAMPLE “STOP, CONTINUE, START” REVIEW

<table>
<thead>
<tr>
<th>STOP</th>
<th>CONTINUE</th>
<th>START</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which engagement methods...</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Are not working?</td>
<td>• Work best for this community?</td>
<td>• Have been recommended by Evergreen?</td>
</tr>
<tr>
<td>• Are not having the desired outcome?</td>
<td>• Should we keep doing but with changes or improvements?</td>
<td>• Were suggested but currently aren’t being used?</td>
</tr>
<tr>
<td>• Have proven to be impractical?</td>
<td></td>
<td>• Haven’t been considered before?</td>
</tr>
</tbody>
</table>
THANK YOU!

QUESTIONS / COMMENTS?

Jay Carter
Hamilton Project Manager
Evergreen CityWorks
jcarter@evergreencityworks.ca
905-577-2995

Diedre Beintema
Special Advisor Community Engagement
City of Hamilton
Diedre.beintema@hamilton.ca
905-546-2424 ext. 3283
GENERAL Q & A
UPCOMING DATES

WEST HARBOUR SUB-COMMITTEE
• Thursday, August 4 (10:00 AM at City Hall)

CONVERSATION COUCH SESSIONS
• Thursday, August 4 and Thursday August 18 (3:30-5:30 PM at 294 James St N)

LAND SOLICITATION WORKSHOPS
• Thursday, August 11 (6:30 – 8:30 PM at New Beasley Community Centre, 145 Wilson St)
• Thursday, September 8 (6:30 – 8:30 PM at Good Shepherd Bishop Tonnos Apartments, 10 Pearl St)

COMMUNITY CONVERSATION MEETING
• Thursday, September 29 (7:00 – 9:30 PM at 294 James St N)
THANK YOU!
PUBLIC ENGAGEMENT CHARTER

Hamilton’s Engagement Committee
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>THE PURPOSE OF THE PUBLIC ENGAGEMENT CHARTER</td>
<td>3</td>
</tr>
<tr>
<td>ENGAGING THE PUBLIC</td>
<td>5</td>
</tr>
<tr>
<td>THE ROLE OF RESIDENTS</td>
<td>7</td>
</tr>
<tr>
<td>HAMILTON’S ENGAGEMENT CHARTER</td>
<td>9</td>
</tr>
<tr>
<td>VISION, MISSION AND CORE PRINCIPLES</td>
<td></td>
</tr>
<tr>
<td>APPENDIX 1: International Association of Public Participation (IAP2)</td>
<td>17</td>
</tr>
<tr>
<td>Spectrum of Public Participation</td>
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<td>APPENDIX 2: Glossary</td>
<td>18</td>
</tr>
<tr>
<td>APPENDIX 3: References</td>
<td>20</td>
</tr>
<tr>
<td>APPENDIX 4: Members of Hamilton’s Engagement Committee</td>
<td>21</td>
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</table>
Hamilton’s Engagement Committee is recommending that Hamilton City Council:

A. Make a commitment to engage all of the people of Hamilton in the decisions that impact quality of life by endorsing this Charter’s engagement vision, mission, and principles.

B. Direct staff to develop a City of Hamilton Engagement Policy based on the vision, mission and principles of this Charter to be implemented by all City staff.
INTRODUCTION
A Message from Hamilton’s Engagement Committee

Hamilton’s Engagement Committee (HEC) is a volunteer committee of local residents established by the City of Hamilton in the spring of 2014.

HEC is comprised of over forty members (see Appendix 4) who were selected through an open call process and asked to partner with City staff to give advice about how to actively involve the residents of Hamilton in City Council decisions that impact quality of life.

This Engagement Charter is the result of that call from the City and outlines the key elements to involve residents in decisions made at the City of Hamilton.

HEC members are a diverse group of residents from different age groups, cultural backgrounds, neighbourhoods, and include your friends, neighbours, colleagues, co-workers, and constituents.

Members are united by their passion for Hamilton.

The active involvement of residents in a democracy is vital to Hamilton’s growth and success. This community wants a stronger voice in how City government works and a say in decisions that impact quality of life.

Better ways for local government and residents to listen and learn from each other need to be developed. Everyone has a responsibility to work together to make that happen.

This engagement charter is only the first step in creating better ways for residents to engage in decisions that affect their life and their community.
Engagement is about involving people in the decisions that affect them.

– HEC Member
PURPOSE OF THE PUBLIC ENGAGEMENT CHARTER

An engagement charter is a promise. It sets the ground rules for local government on how the City should actively involve its residents in issues that affect their lives.

This is fundamental to living in a democratic society.

Trust and confidence in local government increases when residents are engaged in the decisions that affect them.

Many cities have policies for public engagement. Today, several are taking it a step further by creating engagement experiences that better meets the needs of residents.

A rapidly evolving, diverse community like Hamilton needs an active and engaged population. A variety of engagement tools and strategies will promote greater public engagement and make it easy for residents to participate in civic activities.

Many opportunities need to be created for mutual discussion, problem solving and future planning for Hamilton's growth and success now and in the future.

This Engagement Charter outlines the key points to:

- improve participation in civic activities
- improve interaction and participation between residents, stakeholders, elected representatives, City staff
- create opportunities for making the City of Hamilton and its residents more accessible and accountable to each other
Everyone wants their voice to be heard.

– HEC Member
ENGAGING THE PUBLIC

When residents, stakeholders and government are actively involved in co-creating their community, it strengthens civic pride and commitment to making Hamilton a city of choice where people can live, work, play, and learn together.

Engaging Hamilton’s residents:

- allows for responsible decision-making through a range of perspectives, experience, and knowledge
- involves sharing ideas in ways that support learning and the creation of sustainable solutions

When making decisions that impact Hamilton, no one person has all of the answers. There is no single way of engagement that will meet the needs of everyone.

Achieving the greatest results through engagement requires:

- different ways of engaging people to tap into the innovation, creativity and wisdom that exists in our city
- access to the right information at the right time
- understanding the decision making process
- understanding how input from residents influences end results
Let your pride in your city prompt you to take action.

– HEC Member
THE ROLE OF RESIDENTS

All residents have a responsibility to participate in civic activities that influence quality of life decisions made by those elected to local government.

Residents can be actively involved by responding to opportunities to:

- learn how city government works and being aware of issues
- take steps to be informed on the issues that impact the growth and sustainability of programs and services
- listen with an open mind
- share knowledge and information with friends, family, co-workers, City staff, and elected representatives
- make suggestions for improvements and positive change
“Involved communities are empowered communities. Empowered communities are strong communities.”

– HEC Member

“An open and accessible government unlocks opportunity.”

– HEC Member
HAMILTON’S PUBLIC ENGAGEMENT CHARTER

Vision, Mission and Core Principles

The Vision, Mission and Core Principles in this Charter will:

a. Confirm for residents, City Council and City staff, the principles of public engagement that will foster and cultivate a city that is:
   • informed
   • involved
   • accountable
   • transparent
   • inclusive
   • engaged

b. Inform and guide the future development of an Engagement Policy for the City of Hamilton. This engagement policy will impact City planning processes going forward. This policy must be implemented by all City staff in order to be effective and successful.

c. Inform the development of engagement tools to involve the residents of Hamilton. This will be done in a variety of ongoing and future consultation opportunities with residents.
Vision Statement

Our Vision is our dream: A city where everyone is valued and engaged.

Mission Statement

Our Mission describes what engagement between the people of Hamilton and the City of Hamilton will do: Empower all residents of Hamilton to be actively involved in shaping an engaged and inclusive community.

Core Principles

The Charter includes the principles and beliefs that should happen in public engagement. These principles set the tone and direction for successful engagement.

While final decisions rest with City Council, open and responsible engagement of residents is based on a belief that those affected by a decision have:

- important contributions to make
- opportunities to influence the final decisions that impact quality of life
When more people are included in making decisions, it improves everyone’s understanding of issues, both by those who are making decisions and by the people affected by decisions.

— HEC member

Principle # 1: Transparency and Trust

Being transparent means that:

• decisions are made after wide-spread consultation and discussions with residents
• residents have access to public records
• residents have access to information in a variety of ways so they can be involved in decision making and outcomes
• elected officials and City staff clearly describe and publicly share how and why decisions are made

Trust becomes stronger when residents are given opportunities early and throughout, to be actively involved in their city on an ongoing basis.

Principle # 2: Accountability and Action

Effective engagement occurs when residents, elected representatives, City staff:

• are responsible for their actions, decisions and roles
• have a mutual understanding that everyone has an important role
• actively participate in discussions that result in positive action
• see that their feedback and input is used and has helped direct the decisions made
Transparent processes encourage people to be involved in making decisions about issues that affect them.

– HEC member

Principle # 3: Inclusion and Diversity

Inclusion and diversity is supported and strengthened by:

- creating opportunities for residents from different backgrounds to work together through the use of appropriate engagement methods and tools
- recognizing and eliminating barriers to ensure participation is inclusive, diverse and balanced

Collaboration that is inclusive and diverse will enable the successful achievement of goals.

Principle # 4: Create Opportunities for Active Participation

Active participation in decision making happens by:

- providing opportunities for ideas to be openly shared
- seeking, supporting and encouraging all residents to share their ideas
- asking, listening and responding to one another
- including Hamilton’s institutions, agencies, service providers, businesses and organizations from across the various private and public service sectors, in the discussions
Principle # 5: Collaboration, Co-operation and Shared Purpose

Lasting and positive change happens by:

- supporting and strengthening collaboration amongst all stakeholders
- creating a shared sense of purpose and future direction
- treating all stakeholders as equal partners

Principle # 6: Ongoing Engagement and Open Communication

Clear, consistent and effective communication occurs by:

- providing opportunities for residents to give feedback using different methods and tools
- encouraging and valuing residents’ ideas
- recognizing that resident input is a community asset
- providing timely and relevant information so residents can give input in a meaningful way
- sharing the outcomes of community engagement discussions

“We all have an equal responsibility – we are all in this together.”

- HEC member
Principle # 7: Learning, Reflection and Evaluation

Learning, reflection and evaluation are valued components of public engagement when:

- opportunities for reflective discussion and feedback are created
- learning is applied to create new options
- outcomes are carefully reviewed and regularly evaluated to determine how well the City of Hamilton is engaging with residents and stakeholders

Principle # 8: Capacity for Engagement

City of Hamilton and community capacity to sustain quality public engagement increases when:

- information and engagement opportunities enable all people to share their ideas and participate in proactive conversations
- information is accessible to residents and meet their information needs
- residents have access to a variety of resources that enable them to fully participate

“People are Hamilton’s greatest assets.”

– HEC Member
This engagement charter is only the first step in creating better ways for residents to engage in decisions that affect their life and their community. It is important for everyone to become actively involved to help shape the future of Hamilton.
APPENDIX 1:
International Association of Public Participation (IAP2) Spectrum of Public Participation, 2007

IAP2 Spectrum of Public Participation

Inform
To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

Consult
To obtain public feedback on analysis, alternatives and/or decisions.

Involve
To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Collaborate
To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solutions.

Empower
To place final decision-making in the hands of the public.

Promise to the public
We will keep you informed. We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.

We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

We will implement what you decide.

Example techniques
- Fact sheets
- Web sites
- Open houses
- Public comment
- Focus groups
- Surveys
- Workshops
- Deliberative polling
- Citizen advisory committees
- Consensus-building
- Participatory decision-making
- Citizen juries
- Ballots
- Delegated decision
APPENDIX 2:
Glossary

**Accountability:** A commitment to being timely and cost-effective when engaging the public, and to ensure that results and outcomes are consistent with expectations, (for example, demonstrating responsibility to citizens and stakeholders for decisions made, policies implemented, actions or inactions).

**Advise:** To offer an opinion or suggestion, to recommend, to offer counsel.

**Charter:** An agreement between and among the City and the community, concerning public engagement with local government that establishes the commitments, responsibilities, and fundamental concepts of this relationship.

**Communicate/Inform:** To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.

**Community:** Individuals or groups who have an interest in Council’s decision-making and who are affected by Council’s decisions.

**Consult:** To obtain public feedback on analysis, alternatives, and/or decisions. The appropriate level of engagement when input, views or feedback is sought to better inform a decision-making process, or to help inform the direction of a proposed plan or project.

**Collaborate/Co-create:** To partner with the public in each aspect of decision including the development of alternatives and the identification of the preferred solution. The appropriate level of engagement when decision-making powers are mutually shared with various levels of government, community groups, stakeholders or the public. Support and encourage participants, government, community institutions, and others to work together to advance the common good.

**Collaborative Leadership:** An innovative way of building partnerships to solve civic problems too big for anyone to solve alone. Leadership that brings together diverse stakeholders to problem solve.

**Decision Making:** The process followed by City Council to reach decisions on items and recommendations presented in staff reports.

**Empower:** To place the final decision-making power in the hands of the public, when the community and stakeholders are provided with the skills, information, authority and resources in order to make the final decision.
**Engagement:** The act of involving the community in the decision making process.

**Guidance:** to offer instruction, advice or direction.

**Inclusion:** Every citizen has the right to participate in community engagement regarding issues of concern to them. Equitably incorporate diverse people, voices, ideas, and information to lay the groundwork for quality outcomes and democratic legitimacy.

**Involve:** To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. This level of engagement is selected when the community is included early in the planning process to ensure all concerns and aspirations are both heard and understood.

**Mutual respect:** Exemplified by listening with an open mind; showing consideration and value for another person’s point of view; valuing the role each person plays in engagement processes.

**Public:** Individuals, residents, not for profits, community, and private/corporate organizations.

**Resident:** Individual who lives in the City of Hamilton and is entitled to its rights and services, including a right to take an active part in community decision-making.

**Stakeholder:** An individual, organization, or group that has an interest in an issue, will be or is likely to be affected, or has the ability to affect a decision or outcome. Organizations include non-governmental organizations, government, institutions and businesses.

**Transparency:** Decision-making processes that are open and clear to the public and participation by the community that is actively encouraged and facilitated. A demonstration of openness when engaging the community so that participants are clear about the reasons they are being involved, the objectives and scope of the project, and what their roles and responsibilities are. Be clear and open about the process, and provide public records of the organizers, sponsors, outcomes, and range of views and ideas expressed.
APPENDIX 3:
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National Coalition for Dialogue and Deliberation *Resource Guide on Public Engagement* 2010
## APPENDIX 4:
Members of Hamilton’s Engagement Committee

<table>
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<tr>
<th>Name</th>
<th>Role</th>
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<td>Abir Abdulla</td>
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<td>Adrian Hodgson</td>
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<td>Zara Hafid</td>
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