

## Hamilton's Bayfront Industrial Area Strategy

*Steering Committee Meeting#1 Notes*  
The City of Hamilton

March 27th, 2018 Meeting

# Agenda

## Hamilton's Bayfront Industrial Area Strategy - Steering Committee Meeting #1

Item	Subject	Led by	Time
1.	<b>Introduction</b>	Christine Newbold, City of Hamilton	20 minutes
	Background & Steering Committee Framework	Sheila Botting, Deloitte	
2.	<b>Hamilton Bayfront in context</b>		15 minutes
	Current situation	Paddy Kennedy, Dillon	
	Project scope, deliverables		
3.	<b>Activities toward common vision</b>	Sheila Botting, Deloitte	55 minutes
	Bayfront In Context	All	
	Dimensions of Change activity		
4.	<b>Wrap up &amp; next steps</b>	City of Hamilton, Dillon, Deloitte	20 minutes

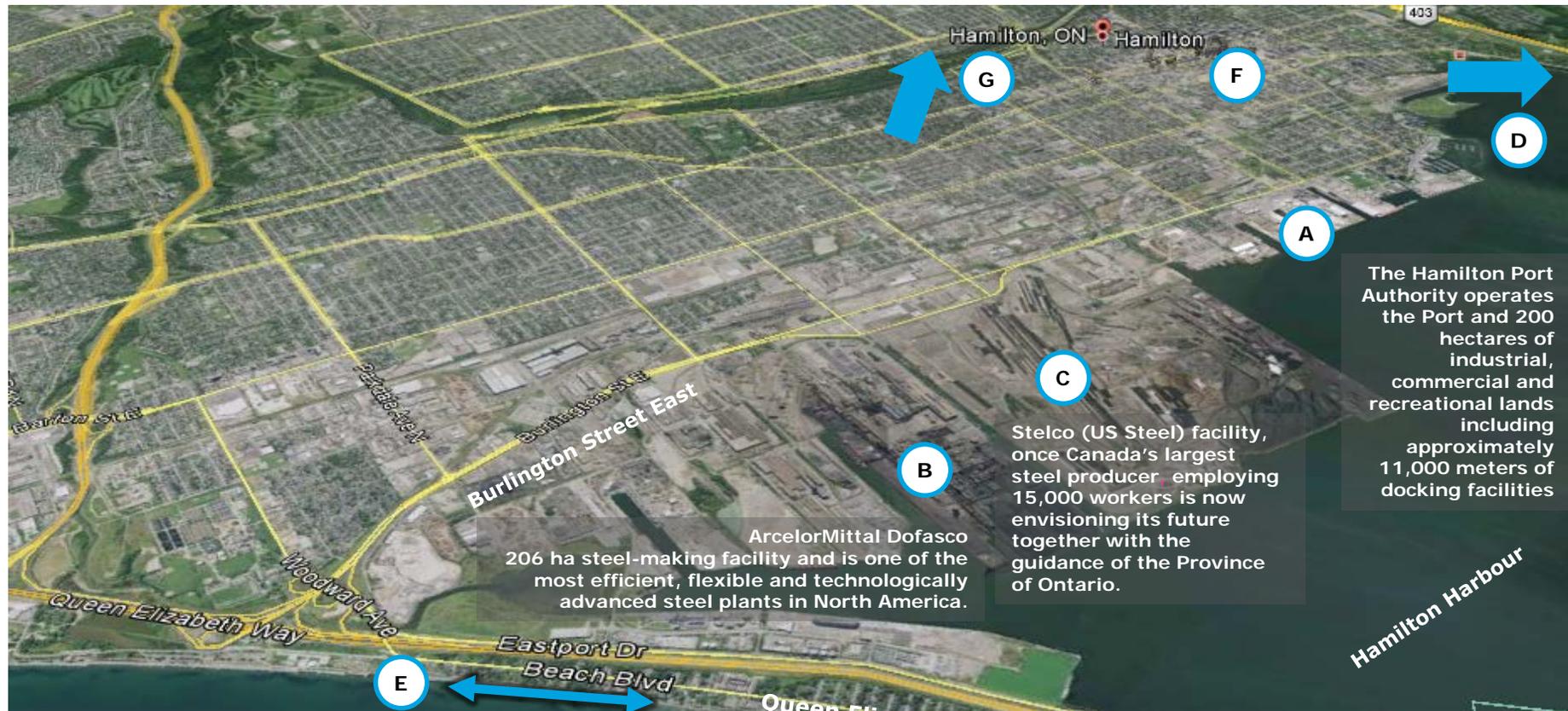


# Hamilton's Bayfront Industrial Area Steering Committee - Background

# Background – Hamilton Bayfront Renewal

## Hamilton Bayfront – Integrated Waterfront Area with prime assets

Hamilton benefits from an **integrated north-Hamilton waterfront area** containing major industrial users, the Port of Hamilton, older residential communities and outdoor recreational uses. It is proximate to the **new GO Station along James Street North** and the West Harbour (**Setting Sail**) area: The future location of the City-planned mix of significant residential and commercial redevelopment. Through 2011-2017, the City has completed numerous studies to advance the Hamilton Bayfront. At this point, the city wishes to establish a Steering Committee to provide input and guidance regarding the long term plans and strategies.



- A** The Port of Hamilton (Piers 10 - 15, 22 - 28 & 34)
- B** ArcelorMittal Dofasco (Piers 20 & 21)
- C** US Steel (Stelco) (Piers 16 & 18)
- D** West Harbour
- E** The Beach
- F** Go Station and Via Rail Train Station
- G** Hamilton Airport

# Hamilton's Bayfront Industrial Area

## Comprehensive strategy required

### A comprehensive strategy for revitalizing the Bayfront Industrial Area requires:

- 1  
Recognition of the significant short, medium and long term economic development opportunities in the Bayfront Industrial Area.
- 2  
A bold new vision which is supported by Council, residents (both local and city wide), stakeholders and industry.
- 3  
A detailed multi-disciplinary action plan which leverages on-going work and is affordable to implement.
- 4  
A framework which considers the impacts and opportunities for addressing climate change.
- 5  
A thorough investigation into the wide range of issues, opportunities and constraints in the Bayfront Industrial Area – including land use, urban design, transportation, infrastructure, cultural heritage and economic development.

The Steering Committee is envisaged to provide input and guidance to the City of Hamilton as it navigates the clear choices to transform and modernize the Bayfront Industrial Area toward economic development opportunities and prosperity for the region.



# Background - Bayfront Industrial Area Strategy Steering Committee Workshop

Christine Newbold, City of Hamilton, Paddy Kennedy, Dillon Consulting Ltd., & Sheila Botting, Deloitte LLP

1

## Hamilton's Bayfront Industrial Area in context

- Bayfront Industrial Area is a unique area in many ways due to its close proximity to key prime assets...new West Harbour GO station, west harbour area – future mix of significant residential and commercial redevelopment
- This phase of the study picks up on the economic evaluation that was completed in phase 1 and moves forward into creating an action plan and strategy to meet a vision for the area
- This vision is being created through meetings with the Steering Committee, and community engagement meetings we've had with our Focus Group and general public consultation meetings
- So far one Focus Group meeting has been held and we anticipate at least 2 more once we've established more on the vision and scenario options

2

## What we've heard from the Focus Group (key themes)

- More attractive green spaces & parks
- Cultural heritage importance – telling the story of the Bayfront history
- More tree coverage – area has less than 3% tree coverage
- Stormwater improvements

Most public feedback has clearly indicated that residents are proud of the steel industry and history of this area. They do not want to see these companies go. There is more interest in how spaces in between and around industries can be improved.

There is interest in changes to how the area feels and implications to physical changes more in the peripheral areas.

3

## What we've heard from the public (key themes)

- Leverage the Port
- Protect employment
- Attract more clean industry
- Beautify streetscapes – improve urban design

4

## Next steps

- Next steps consist of finalizing a draft vision and draft scenarios depicting short, medium, and long term changes for some areas within the Bayfront Industrial Area where we see factors that lead to the possibility for change.



# Hamilton's Bayfront Industrial Area

## Setting the vision in context

# Advancing Hamilton's Bayfront Industrial Area Vision

This portion of the workshop focused on advancing the Steering Committee's vision for the Hamilton Bayfront Industrial Area, and building consensus among the participants. Key components are identified below, and elaborated in the pages that follow:

## 1 Bayfront in Context presentation by Deloitte

- Deloitte identified trends causing disruption across all industries. A Disruptor is an innovation that creates a new market and value network and eventually disrupts an existing market and value network, displacing established market leading firms, products, and alliances. More studies, literature, and summaries can be found on Deloitte's website under the "Future of Canada". [www.deloitte.ca](http://www.deloitte.ca)
- In 2015 the biggest trend showed only 13% of Canadian organizations were prepared for disruption, and by 2017 it was found that Canadian businesses can become more courageous to drive success within the global competitive marketplace. .
- What are major companies starting to address in the age of digital disruption? They focus on the user experience, especially with the focus on the War for Talent and employee recruitment and retention.
- Real estate however doesn't lend itself to flexibility within this age of disruption and change, as its structure of buildings and physical environment requires long term investment.
- Digital disruption can have impacts to commercial real estate and property– more now than ever since the industrial revolution – how can we take advantage of these potential disruption changes in the Bayfront?

## 2 Dimensions of Change Activity – facilitated by Deloitte

- Our goal is to try and categorize similarities and differences between participants and their businesses in order to identify themes in opportunities for change
- The Dimensions of Change activity required participants to tag items along the dimensions with "current state" orange sticker, and "future state" with blue sticker.
- This highly engaging activity allowed participants to understand similarities in terms of the long term vision for the Hamilton Bayfront Industrial Area, and start to articulate common themes and ideas.
- Most participants agreed on the key themes and opportunities. Details are described in the pages that follow.

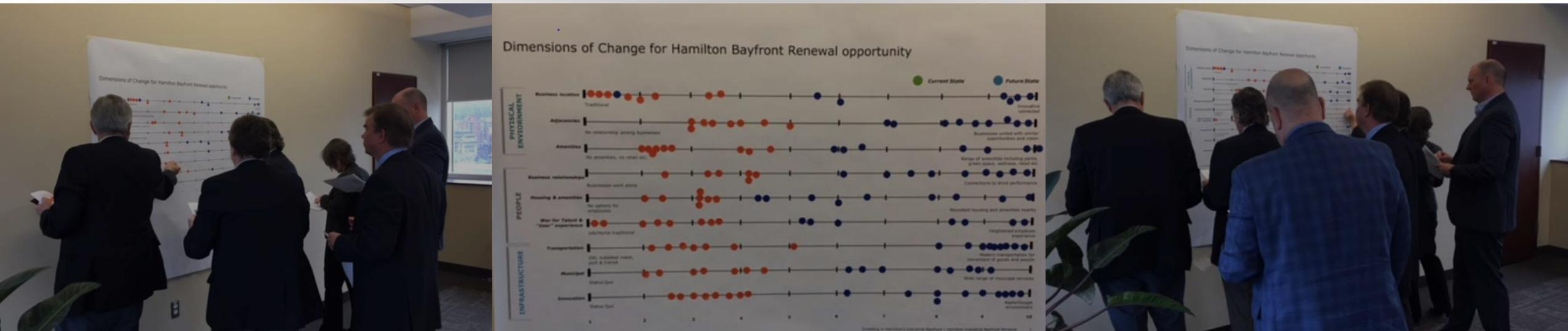
# Dimensions of Change – Toward a Future Vision for Hamilton’s Bayfront Industrial Area

## Workshop participants engaged in a dynamic activity intended to align toward the future Bayfront Industrial Area Vision

The Bayfront Industrial Area Strategy Steering Committee participated in a unique “Dimensions of Change” activity that had the goal of aligning stakeholders toward a common vision for the Bayfront Industrial Area. The major components of considered included:

- Physical environment
- People considerations
- Infrastructure

Participants were asked to place an “orange” dot on the current state, and “blue” dot on desired future state. As shown in the chart below and following, workshop participants agreed that the Bayfront needs to transform and modernize toward the new economic, business, community and environmental realities of the region and city. In the pages that follow, we describe the key themes identified by workshop participants.



# Advancing Hamilton's Bayfront Industrial Area Vision

## Business Location/Adjacencies Discussion

- We are in a 1940-1950s land use paradigm
- Steel manufacturing in particular isn't going to change drastically in terms of locational needs given the magnitude and size of investment in the Hamilton Port area.
- Some advances and changes are being made in other areas of the business due to innovation and automation, but the physical footprint remains the same and is likely to be that way for the foreseeable future.
- There is some potential change in terms of office space needs as we move more towards digital technology allowing flexible work spaces and working remotely, but how you make steel is again not changing fast
- Changes in the industry are mainly in how we gather and utilize big data, automation, better customer delivery/order interfaces – so they can track their coils and know exactly when they will have it.
- With efficiencies there are opportunities to shrink the footprints and existing assets can start to be repurposed.
- However, only modest footprint changes to operations may be made in the next 40 years.
- Digital advancements have increased the need/want to attract digitally savvy employees to advance other components of the business
- Employee retention is difficult. A large proportion of employees have less than 5 years of experience. Retention is not what it used to be. This is probably one of the hardest things these industries are currently facing.
- Newer employees have different experience and have ideas to share on efficiencies.
- Want to focus on more synergies. Can we imagine a future where the steel created in the Bayfront isn't the final stage in the Bayfront? When we go back to manufacturing actual goods like we used to right in the Bayfront? Focusing on creating synergies locally instead of shipping all of the steel out. Steel as the first step in a local manufacturing line.
- Railway use by the Bayfront is currently segregated and arranged as separate orders which is not efficient. There is an opportunity to create a campus-like approach to recognize existing potential synergies and coordinate shipping needs to reduce individual costs and time.

## Potential Bayfront Industrial Area Campus Components



# Advancing Hamilton's Bayfront Industrial Area Vision

## Amenities Discussion

- Transportation systems creating easy access are key to the success of Hamilton's Bayfront Industrial Area companies.
- Greenspace – public open green spaces that capitalize on the proximity to the waterfront for workers to take a break and that is easily accessible to the general public are needed.
- Amenities – infill retail development to provide restaurants and coffee shops for the use of shift workers are important. These uses can also be used by the residential pockets within the Bayfront.
- Need some desirable commercial retail spaces for workers and the surrounding community to access and create a destination in the Bayfront (other than going to and from work only).
- Removal of the overpass at Burlington Street is a major opportunity to change the perception of the Bayfront and Hamilton overall.
- Greenscaping / street front - streetscape improvements and introduction of stormwater infrastructure (swales, rain gardens) to help soften and add a more attractive and aesthetic view from the road of industries once overpass is down.
- The area could see some buffered residential/multiunit development including retail at grade. New residential infill would be more on the fringes of the area and would be necessary to help support future retail businesses when the industrial businesses are not in operation. Opportunities for this exist along Ottawa and Barton Street.
- When LRT is built, the north south connectors will revitalize and densify Ottawa Street as well as Barton Street.
- Other amenities such as gyms and daycare services to service both residential and working population area needed. Amenities help with retention.
- Enhanced signage opportunities.
- Use of greenwalls for noise control buffering and privacy fencing.
- Potential for murals/art/different colour of paint to add a bit more life to the monochrome Bayfront buildings.
- All day GO service will impact how people travel to the area potentially.
- Currently there are no connections to/from the GO station and the Bayfront Industrial Area, so enhanced HSR service is needed.
- Connections to transit could be solved by a campus mentality again. Uberbus, shuttle services for these businesses to and from the GO station.
- Opportunities for industries to provide amenities or campus style housing.
- Opportunities for industries to set-up a fund for mortgages to assist employees in buying a home.
- Global case studies have shown these types of socio-economic initiatives for a "campus" being taken on by public, public/private partnerships, or non-profits.



# Advancing Hamilton's Bayfront Industrial Area Vision

## Municipal Services Discussion

- Green energy, like deep water cooling etc.
- Enhanced public transportation initiatives – better HSR service to area
- Carpooling, ridesharing or shuttle services
- There have been issues with getting young talent to their offices
- Some firms have left Hamilton to Burlington as valued staff are having significant difficulty getting into work at Bayfront and many used the GO Transit
- Enhanced brand and waterfront image from Burlington skyway bridge to promote Hamilton & Bayfront opportunity
- After this meeting or at the next meeting, will we be summarizing what the qualitative items are that the industry needs in terms of municipal improvements?

McMaster has completed some recent work with Burlington in collaboration with a group from Germany on creating innovation districts following this campus approach and best practices from Europe.



# Hamilton Industrial Bayfront Area Vision – Next Steps

## Advancing the Campus Theme

### Key next steps for the Steering Committee:

#### 1. Expand and diversify the Bayfront Industrial Area Strategy Steering Committee

The business community overall is embracing key themes of diversity and inclusion. It has long been identified that further diversification can contribute new ideas and thought leadership, and strengthen a business plan and overall performance. To this end, the Steering Committee agreed to include additional diversity including:

- Next generation of aspiring leaders from 2-3 organization;
- Gender and cultural diversity; and,
- Technical innovation or business diversity – to target businesses for the Bayfront.

#### 2. Co-Create and advance a Hamilton Bayfront Industrial Area Campus theme and vision.

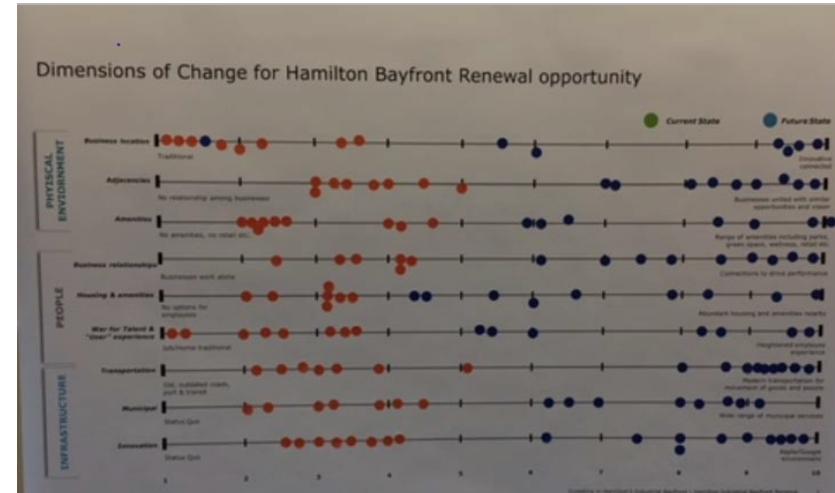
Workshop #1 launched the discussion toward a Bayfront Industrial Area Campus which all participants provided a solid anchor/framework from which the overall Bayfront Industrial Area Strategy could be developed. To this end, Steering Committee participants agreed to research their own organization, find other examples, and develop case studies or ideas to advance the Bayfront Industrial Area theme and vision.

#### 3. Develop ideas and brainstorm for Campus theme as it relates to your organization's requirements

For the next meeting, all Steering Committee participants will confirm specific requirements for their own organization including, but not limited to, the three key components:

- Physical environment
- People/Talent
- Infrastructure

#### 4. Steering Committee's next meeting will focus on exploring a Bayfront Industrial Area Campus theme, and developing the vision further. The Steering Committee will also be reviewing scenarios for change in the Bayfront Industrial Area.



# Hamilton's Bayfront Industrial Area Strategy - Steering Committee

## Workshop Participants – March 27<sup>th</sup> 2018

	<b>Organization</b>	<b>Participants</b>
1	Hamilton Port Authority	Ian Hamilton, President & CEO
3	Stelco Canada	Trevor Harris, VP of Corporate Affairs
4	ArcelorMittal Dofasco	Tony Valeri, VP of Corporate Affairs
5	LandCo	Terry Charters
6	McMaster Regional Innovation Systems	Nick Markettos, Assistant VP McMaster University, CEO (interim), McMaster Innovation Park
7	City of Hamilton Council	Councilor Matthew Green
8	Avison Young Commercial Real Estate Brokerage	Jeff Flemington, Principal, Broker, Avison Young
9	City of Hamilton Planning & Economic Dev't	Christina Newbold, Manger of Community Planning & GIS Norm Schleeahn, Manager of Business Development, Economic Dev't Tiffany Singh, Planner, City of Hamilton Christine Strupat, Planning Technician City of Hamilton
10	Dillon Consulting	Patrick Kennedy, Partner' Melissa Kosterman, Planning
11	Deloitte LLP	Sheila Botting, Senior Partner & Canadian Real Estate Leader

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