Hamilton’s Bayfront Industrial Area Strategy
Steering Committee Meeting#2 Meeting Minutes
The City of Hamilton

July 18th, 2018 Meeting
## Agenda
### Hamilton Bayfront Industrial Area Strategy - Steering Committee Meeting #2

<table>
<thead>
<tr>
<th>Item</th>
<th>Subject</th>
<th>Led by</th>
<th>Time</th>
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<tbody>
<tr>
<td>1.</td>
<td><strong>Introduction</strong>&lt;br&gt;Background &amp; Steering Committee Framework&lt;br&gt;Last meeting Refresh</td>
<td>Christine Newbold, City of Hamilton&lt;br&gt;Sheila Botting, Deloitte</td>
<td>10 minutes</td>
</tr>
<tr>
<td>2.</td>
<td><strong>Global Case Studies</strong>&lt;br&gt;Overview &amp; Lessons Learned</td>
<td>Nick Markettos, McMaster Innovation Park</td>
<td>15 minutes</td>
</tr>
<tr>
<td>3.</td>
<td><strong>Study Process to date</strong>&lt;br&gt;Process, Public Participation, Key Areas</td>
<td>Paddy Kennedy, Dillon</td>
<td>20 minutes</td>
</tr>
<tr>
<td>3.</td>
<td><strong>Accelerating Campus Vision Activity</strong>&lt;br&gt;Campus vision – Activity</td>
<td>Sheila Botting, Deloitte</td>
<td>60 minutes</td>
</tr>
<tr>
<td>4.</td>
<td><strong>Wrap up &amp; next steps</strong></td>
<td>City of Hamilton, Dillon, Deloitte</td>
<td>15 minutes</td>
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Hamilton’s Bayfront Industrial Area Strategy
Steering Committee – Refresh
Sheila Botting, Deloitte
The Bayfront study area - context

1,607 ha.
Study Area

Once housed over **50%** of the City’s employment

Today home to over **18,000** jobs with increasing mix of employers
Hamiton Bayfront Renewal
Comprehensive strategy required with Steering Committee Engagement

A comprehensive strategy for revitalizing the Bayfront requires:

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

The Hamilton Bayfront 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 area toward economic development opportunities and prosperity for the region.
Innovation District Concepts
New Urban Systems and Land Development
Nick Markettos, McMaster Innovation Park
McMaster Innovation Park, Summary Presentation Innovation Parks

- Presented on global examples of innovation districts and examples from the McMaster Innovation Park.
- Innovation Districts are generally created when 3 main aspects exist:
  - Economic Assets
  - Networking Assets
  - Physical Assets
- There are several components/elements that all innovation districts seem to have in common:
  - Individual office and research spaces
  - Flagship building that is interdisciplinary and iconic in terms of architecture and design (usually includes sustainable infrastructure)
  - Business hotels and micro apartments
  - Co-Working space for small start-ups and researchers
  - Shared event space
  - Advanced manufacturing and software hub/interdisciplinary labs
  - Recreational communal public space
  - Social infrastructure (ie. daycare, food services/restaurants, dining space, lounge, theatre area for conferences or events)
  - Shared Infrastructure (ie. mobility hubs, energy generation storage)
  - Themed district (ie. healthcare innovations, green technology, transportation/mobility innovations etc.)
- For creating an innovation district in the Bayfront Industrial area we would need to start with determining existing strengths, establishing a vision for the district, and pinpoint a theme to essentially brand the district with. It doesn’t mean that other types of research, start-ups or business couldn’t exist in the district, just that the focus marketing/branding would be in line with the theme chosen.
- Key Factors of Successful Innovation Districts Include:
  - Interdisciplinary collaboration – productivity and innovation as a result of proximity and collaboration between research businesses
  - Livability – Creation of a livable environment in terms of being near or within a mixed-use neighbourhood (this seems to be a catalyst to quickly establishing a district)
  - Visibility – International branding through events, media coverage, and strong public relations
  - Creativity – support of start-ups through coaching and incentive programs
  - Knowledge Transfer – Creative clustering and interdisciplinary work spaces
  - Flexibility/Resilience – Responsive to societal and technological changes (ie. stand-alone power systems)
  - Smart Infrastructure – Optimized urban management (smart lighting, smart metering, driverless transportation systems)
  - Environmental Sustainability – Competitiveness and attraction of workers and companies through cutting-edge environmental technologies
- Q: How are the projects funded, what model is used?
  - A: It varies, many of the European nations reserve public funds for these innovation districts. Taiwan government set aside millions of dollars for innovation parks. Rarely do these initiatives succeed without public funding.
Impulse – The Rise of Innovation Districts 2014

Being an early mover for economic strategies...

“The trend is to nurture living, breathing communities rather than sterile remote, compounds of research silos.”

Pete Engardio, “Research Parks for the Knowledge Economy,” Bloomberg Businessweek

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Key Components and highlights

- Individual office & research space
- Flagship tower for interdisciplinarity
- Business hotel and micro apartments
- Green roof tops for recreation

Level A

Level B

Co-Working space for start ups/small companies/researchers
Shared event space
Advanced Manufacturing and software hub/interdisciplinary Labs
Space for recreation and social infrastructure e.g. childcare, kiosk

Infrastructure
- Mobility hub
- Energy generation/storage
### Best Practice Analysis

**Identification of success factors for Innovation Districts**

<table>
<thead>
<tr>
<th>Innovation District</th>
<th>Status</th>
<th>Scale</th>
<th>Start Incubator</th>
<th>Universities</th>
<th>Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berlin Moritzplatz</td>
<td>Built</td>
<td>-</td>
<td>2009 Community</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>NDSM Wharf, Amsterdam</td>
<td>Built</td>
<td>2 ha</td>
<td>2002 Community</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>22@Barcelona</td>
<td>Built</td>
<td>200 ha</td>
<td>2000 City</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Berlin TXL</td>
<td>Planned</td>
<td>495 ha</td>
<td>2008 Community</td>
<td>1</td>
<td>several</td>
</tr>
<tr>
<td>NeuMarx, Vienna</td>
<td>Built</td>
<td>37 ha</td>
<td>1992 City Business</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Bad Aibling, City of Wood</td>
<td>Under Construction</td>
<td>70 ha</td>
<td>2007 B&amp;O Group</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Boston’s ID</td>
<td>Built</td>
<td>405 ha</td>
<td>2010 City</td>
<td>1</td>
<td>200</td>
</tr>
<tr>
<td>Berlin Adlershof</td>
<td>Built</td>
<td>120 ha</td>
<td>1991 City</td>
<td>1</td>
<td>&gt;800</td>
</tr>
<tr>
<td>Waterloo Research &amp; Technology Park</td>
<td>Built</td>
<td>109 ha</td>
<td>2001 City</td>
<td>1</td>
<td>450</td>
</tr>
<tr>
<td>HOLM House of Logistics &amp; Mobility</td>
<td>Built</td>
<td>1,7 ha</td>
<td>2009 City, Bundesland Hessen</td>
<td>4</td>
<td>2</td>
</tr>
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## Innovation District – Best Practices Analysis

### Dimensions of Success factors

<table>
<thead>
<tr>
<th>Number</th>
<th>Key Success Factors for Innovation Districts</th>
</tr>
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<tbody>
<tr>
<td>01</td>
<td>Interdisciplinary Collaboration</td>
</tr>
<tr>
<td>02</td>
<td>Liveability</td>
</tr>
<tr>
<td>03</td>
<td>Visuality</td>
</tr>
<tr>
<td>04</td>
<td>Creativity</td>
</tr>
<tr>
<td>05</td>
<td>Knowledge transfer</td>
</tr>
<tr>
<td>06</td>
<td>Smart Infrastructure</td>
</tr>
<tr>
<td>07</td>
<td>Flexibility/Resilience</td>
</tr>
<tr>
<td>08</td>
<td>Competitiveness and attraction of workers and companies through cutting-edge environmental technologies</td>
</tr>
</tbody>
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- **08**: Competitiveness and attraction of workers and companies through cutting-edge environmental technologies
- **07**: Flexible and resilient urban structures responsive to societal/technical changes, i.e., stand-alone power systems
- **06**: Smart infrastructures for optimized urban management (i.e., smart lighting, smart metering, driverless transport systems)
- **05**: Knowledge transfer through clustering and interdisciplinary work spaces
- **04**: Creativity—support of start ups through coaching and incentive programs
- **03**: Visibility—international branding and marketing through demonstration facilities, media coverage and public relations (i.e., events)
- **02**: Creation of a livable environment in terms of a mixed-use neighborhood
- **01**: Productivity and Innovation as a result of proximity and interdisciplinary collaboration between research business, business-business
### Innovation Modules - Overview

<table>
<thead>
<tr>
<th><strong>Innovation Space</strong></th>
<th><strong>Flagship District</strong></th>
<th><strong>Resilience</strong></th>
<th><strong>Smart Infrastructure</strong></th>
<th><strong>Smart Community</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Urban Lab</td>
<td>• Mixed Use</td>
<td>• Biomass Production</td>
<td>• Autonomous Systems</td>
<td>• Integrated Social Infrastructure</td>
</tr>
<tr>
<td>• Co-Working Space</td>
<td>• Architectural Visibility</td>
<td>• Micro Smart Grid</td>
<td>• Pneumatic Waste Collection System</td>
<td>• Networking and Support</td>
</tr>
<tr>
<td>• Innovation Labs</td>
<td>• Integrated Building Management</td>
<td>• Decentralized Water Management</td>
<td>• Smart Sensor Infrastructure</td>
<td>• Co-Innovation/Participation of Local Stakeholders and Community</td>
</tr>
<tr>
<td>• Architecture for Innovation</td>
<td>• LifeCycle Architecture</td>
<td>• Micro Housing</td>
<td>• Advanced Mobility Hub</td>
<td>• Micro Mobility</td>
</tr>
<tr>
<td>• Shared Space for Community Building/Networking</td>
<td></td>
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Hamilton's Bayfront Industrial Area Strategy
Hamilton’s Bayfront Industrial Area Strategy
Study process, participation and planning updates
Paddy Kennedy, Dillon Consulting
Patrick Kennedy, Dillon Consulting

Study process, participation and planning updates

• Paddy presented the study process regarding Phase 1 and Phase 2 and where we are within Phase 2, including the drafted vision and objectives for the Bayfront Industrial Area

• Elaborated on two key pieces to think about that tie in the campus theme that has emerged to the scope of Phase 2 of the Bayfront Industrial Area Strategy project:
  – Strategies for creating flexibility and creating a flagship project to rebrand the area and be a catalyst for change creating both an innovation district, but overall improving the area’s economic viability and livability.
  – Promoting design excellence at all levels:
    – Existing private building restoration
    – Public realm improvements
    – High quality design for new buildings
    – Better quality public infrastructure

• Q: It’s unfortunate that Stelco members were unable to attend today’s meeting, but do we know what the latest update is regarding the recent land transfers?
  – Glen Norton provided an update:
    – Stelco has purchased most of the land back from the Province, except for 3 parcels:
      – 20 acre parcel just south of Industrial Drive between Gage Ave. and Depew St.
      – 15.3 acre parcel known as the “Ponderosa site”– located southwest of the Stipes Inlet
      – Less than 2 acre site near Pier 7 & 8 (located outside of the Bayfront Industrial Study Area)
    – The City has strongly recommended that Stelco develop a Master Plan for their area to prevent piecemeal development and to assist them in their desire to redevelop their lands themselves rather than sell.

• Presentation resumed by Paddy who walked the group through the initial analysis of existing conditions, overall areas with the most potential for change, where potential opportunities for public realm and urban design improvements could occur, and what types of private land changes could occur.
Study process

PHASE 1
Market Opportunities Study

PHASE 2
Strategy & Action Plan

Stage 1
OCT – DEC 2016
Project Launch
Background review + Site tour

Stage 2
DEC 2016 – JULY 2017
Baseline assessment of existing conditions
Existing conditions Analysis, Baseline assessment, Issues opportunities and constraints

Stage 3
JULY 2017 – JUNE 2018
Test scenarios for the Bayfront and develop vision
Visioning and evaluation of development scenarios

Stage 4
JUNE 2018 – OCT 2018
Prepare Bayfront strategy and action plan
Draft final strategy and urban design guidelines
Status Update - What we’ve done since May 2017

- Held PIC #1 in June 2017
  - Used Focus Group #1 and PIC #1 Feedback to inform Visioning process.
  - Development of vision/scenarios in Summer-Fall 2017
- Met with Steering Committee in March 2018.
- Met with City’s Sub. Technical Advisory Committee in April 2018.
- Held PIC #2 in June 2018
Summary of key issues and opportunities

- Protect and maintain the employment function
- Promote brownfield redevelopment
- Preserve important views and vistas
- Improve air and water quality
- Improve road safety for all modes
- Attract clean, green industry
- Address land use compatibility issues and historic contamination
- Make Bayfront green, progressive, innovative, beautiful and accessible
- Improve transit access
- Improve active transportation networks
- Leverage the Port
- Tell the story of the Bayfront
- Attract complementary businesses to existing steel industry
- Create a manufacturing synergy district / campus for local industries
- More efficient use of railway
VISION & OBJECTIVES

“A place for innovative industry, resilience and progress.”
The Bayfront will continue to be one of the City’s major employment areas, home to a diverse range of economic activities that enhance the global competitiveness of the City and the Greater Golden Horseshoe.

Redevelopment in the Bayfront will celebrate the rich social, cultural and environmental history through a wide variety of public art, wayfinding, murals, public institutions and public spaces.

The Bayfront will continue to hold a high number of jobs and be planned to attract a wide range of innovative, clean and synergistic creative industries.

The Port will continue to be a vital piece of infrastructure, helping to support a number of economic activities within the Bayfront (and beyond).

The Bayfront will feature attractive clean green streets and a number of green infrastructure elements which support improved air, soil and water quality.

The area’s well-connected transportation system will enable industries to efficiently move goods via port, rail and highway networks, offering residents and employees a full range of transportation choices to safely move through the Bayfront making use of its extensive network of roads, transit, bike lanes, multi-use paths and sidewalks.
Objectives

01 Maintain the employment function of the Bayfront.
Objectives

02 Attract a mix of high quality industrial uses to complement existing industrial strengths.
Objectives

03 Allow for a greater diversity of employment uses, including cleaner, greener, innovative industries.
Objectives

04 Promote brownfield redevelopment, adaptive reuse, and employment land intensification.
Objectives

05 Improve air, soil and water quality within the Bayfront through a variety of sustainable measures.
Objectives

06 Improve the attractiveness of the both the public and private realm through urban design excellence
Objectives

07 Provide opportunities to resolve existing land use compatibility issues.

Best Practice: Cement batch plant turned to public art, Vancouver BC.
Objectives

Celebrate and strengthen cultural heritage resources of the area, through public art, wayfinding, murals, public institutions and public spaces.
Objectives

09  Improve the transportation network, and goods movement, including road safety, function and connectivity to transit, pedestrian and cycling infrastructure.
Objectives

10. Provide opportunities for public access to the waterfront and create, protect and enhance important views and vistas.
POTENTIAL OPPORTUNITIES FOR CHANGE

“An industrial campus targeting the brightest and best talent and developing an innovative industry toward resilience and transformation.”
Hamilton Bayfront Industrial Uses – Existing Conditions
Targeting Potential Physical Opportunities for Change

Figure 1: Potential Opportunities for Change

- **Potential Opportunity to consolidate current uses elsewhere on site and redevelop western half for prestige waterfront employment uses**
- **Potential Opportunity to intensify port-related uses**
- **Potential Opportunity for higher-profile gateway redevelopment, leveraging access and visibility to OEW**
- **Potential Multiple opportunities for mixed industrial infilling along Burlington Avenue**
- **Potential multiple opportunities to transition edge conditions from vacant/under-utilized uses to a range of more compatible employment-based uses**

**NOTE:** This figure depicts the draft areas of major change. The expectation is that there will be some minor refinements to this figure prior to the development of scenarios. Alternative scenarios will be developed for the areas of major change as part of the next step in the Baryfront Strategy.
Targeting Potential Physical Opportunities for Change

Figure 2: Potential Opportunities for Public Realm and Urban Design Improvements

- Potential opportunities to improve existing public spaces.
- Potential locations for public spaces following redevelopment in intensification areas.
- Potential Special Treatment of Edge Zones between Residential and Industrial Uses, Landscaping, Murals, Screening Trees.
- Potential Major Streetscape Improvements (Gardening, Streetscape, Pedestrian Amenities).
- Potential Minor Streetscape Improvements (Gardening, Stretches, Active Transportation, Pedestrian Amenities, Wayfinding / Cultural Interpretation / Signage).
- Potential Major Gateway Feature (Signage, Lighting, Architectural / Cultural Landscaping).
- Potential Minor Gateway Feature (Signage, Landscaping).
- Potential Opportunity for Public Art (Contextually Themed).
- Protection and Enhancement of Views (To Harbour, To Environment), keeping views marking with signage.
- Potential Connectivity: connecting updated waterfront active transportation with external trail networks such as a Waterfront Trail and Pipeline Trail.
- Potential Public Access to Waterfront through “Window to the Lake”, Boardwalk or Lookout.
- Potential Renewing Throughout the Bayfront to Existing and Future Developments, Streets and Landscape Trees, Low Impact Development Techniques.
- Potential Underpass Architectural Treatments, Murals, Lighting, Parkfolios etc.
Hamilton’s Bayfront Industrial Area Strategy
Steering Committee Activity
Sheila Botting, Deloitte with input from participants
Sheila Botting, Deloitte Senior Partner, introduced the group brainstorming activity, dividing everyone into three groups where participants discussed the assigned topics for discussion:

**Group 1**
PLACEMAKING AND AMENITIES FOR CAMPUS

**Group 2**
PHYSICAL INFRASTRUCTURE

**Group 3**
WAR FOR TALENT IN A DIGITAL AGE CAMPUS – PROGRAM STRATEGY
Accelerating the Hamilton Bayfront Urban Industrial Campus
Steering Committee brainstorming activity

Brain storming examples from the team:

- Streetscaping / branding / tree planting / bike lanes
- LED Lighting / wayfinding Signage
- Awareness and attraction of the area; improve the experience
- Public art, story to tell (marine/industrial)
- Autonomous pilot project (connected road network)
- Commercial schools targeting education and apprenticeship
- Last mile distribution uses
- Sustainability/shared services:
  - brownfield redevelopment
  - shared energy projects
- Creative awareness / experience within the area
- Health and fitness clubs, retail and boutique restaurants, childcare
- Public transportation integration with GO Transit and SOBI bikes
Accelerating the Hamilton Bayfront Urban Industrial Campus
Steering Committee brainstorming activity

Brain storming examples from the team:

- Deep water cooling
- Shared / District Energy / Co-Gen (there could be some energy deserts) help to reduce cost of energy.
- Demolition of Wilcox Street Bridge or keep part for public space / public art.
- Water taxis between Burlington, Hamilton, Oakville etc.
- Centre Mall GO Station or some express shuttle feeder / autonomous vehicles / transit improvements
- Digital network (5G network) smart city infrastructure
- Irrigation/ greywater recycling program
- Green roof network
- Lift bridge replacement / improvements
Accelerating the Hamilton Bayfront Urban Industrial Campus
Steering Committee brainstorming activity

Brain storming examples from the team:

• Developing a research and development centre jointly with McMaster, Mohawk, and Brock, focused on investing in people, programming, research, continued learning opportunities as a way of attracting and retaining talent.

• The need for improved transportation connections and internal mobility (Sobi Bikes, bike lanes, bus shuttles to GO Stations), as employees are interested in other methods of commuting than via car.

• Improve the social network, provide restaurants and bars which complement the working waterfront and drive social interactions and networking.

• Creating that “flagship” building that would consist of:
  − An incubation component focused on attracting start-ups and research based companies
  − Space and design focused on social experiences by including restaurants, cafes, and bars
  − Communal expansive lounge areas cultivating an area for networking or recreation
  − Flexible spaces for events, meetings, larger presentation forums, and intellectual programs.

• Improving the esthetics of the area and private properties through, gardening, increasing the tree canopy, art work, attractive street lighting etc.
  − Create goals like doubling the tree canopy coverage – Companies could use this as an employee social activity that is also a public outreach event (volunteer tree planting events).

• Improving social capital, branding and programing to improve employee loyalty and retention:
  − Inspirational leaders of companies providing presentations/talks to inspire employees and industry people
  − Educational connections and programming with McMaster, Mohawk and Brock
  − Industry conventions, lunch and learns, networking events to showcase new research, new products, leading technology changes, think tanks to help problem solve an issue /programming / borrow a page from tech companies, inspiration leadership, education.

• Employee Incentive Programming contributing to employee wellbeing and retention
  − Discounts at the health club on site
  − Discounts for childcare on site
  − Discounted Transit Passes or SOBI memberships
  − Mortgage matching program (similar to RRSP matching but to assist employees in buying a home)
DISCUSSION AND NEXT STEPS

“An industrial campus environment targeting the brightest and best talent and developing an innovative industry toward resilience and transformation.”
Hamilton Bayfront Industrial Area Strategy - Next steps

Moving toward an industrial campus environment and recruiting/retaining best talent and developing an innovative industry toward resilience and transformation

Key next steps toward advancing the industrial campus environment

1. Next meeting participants must bring 1 or 2 emerging leaders/professionals from their industry or company that represent the future of the Bayfront Industrial Area (Tiffany to remind members about).

2. As flexible innovative workspaces came up in the discussion, Deloitte invited Steering Committee members to tour of Deloitte’s downtown Toronto office (Tiffany to coordinate with Sheila).

3. Meeting minutes as well as the list of innovation district best practices will be shared with the Steering Committee to review prior to the next meeting (ie. Amsterdam, Sidewalk in Toronto, Smart Cities etc.).

4. Next Steering Committee meeting will take place in the early fall.

5. Potential opportunity for a Bayfront Industrial Area Strategy outreach event/forum targeting young professionals through coordinating with Hamilton YEP and Hive as well as involving smaller companies to tap into shared economies and build on the campus discussion (Tiffany to look into).

6. Councillor Green noted that this additional event/forum could also include a voting opportunity to gauge support on some of the larger ideas and concepts regarding the Bayfront Industrial Area Strategy overall and the Industrial Innovation Campus idea.

7. Councillor Green noted that the next Steering Committee meeting could remain local, but be at the McMaster Building across the street or at the McMaster Innovation Centre to assist in inspiring an innovative flagship space.

8. The consultants will incorporate the idea and word “campus/innovation district” into the vision and objectives per the conversations from the Steering Committee.

9. We need to now focus on strategies towards implementation. Ultimately only the strategies will fall under the scope of this Phase 2 – Bayfront Industrial Area Strategy project, but it will assist with the recommendation of a Phase 3 that will focus on implementation, costs, partnerships, and figuring out where creative funding programs come in.

10. This aspect will be featured in the Bayfront Industrial Area Strategy and Action Plan document, which will be the basis of the next meeting. There will be an opportunity for the Steering Committee to fully review the draft of this document to provide detailed feedback.
## Hamilton Bayfront Renewal Steering Committee - Participants, July 18th, 2018

<table>
<thead>
<tr>
<th>Organization</th>
<th>Participants</th>
</tr>
</thead>
</table>
| 1 Hamilton Port Authority | Ian Hamilton, President & CEO  
Larissa Fenn, Director of Public Affairs |
| 3 Stelco Canada | Trevor Harris, VP of Corporate Affairs (regrets)  
Terry Charters (regrets) |
| 4 ArcelorMittal Dofasco | Tony Valeri, VP of Corporate Affairs |
| 5 McMaster Regional Innovation Systems | Nick Markettos, McMaster University,  
CEO (interim), McMaster Innovation Park |
| 6 Avison Young Commercial Real Estate Brokerage | Jeff Flemington, Principal, Broker, Avison Young |
| 7 City of Hamilton Council | Councillor Matthew Green |
| 8 City of Hamilton Planning & Economic Dev't | Steve Robichaud, Director of Planning  
Glen Norton, Director of Economic Development  
Christine Newbold, Manager of Community Planning & GIS  
Norm Schleehahn, Manager of Business Development, Economic Dev't  
Tiffany Singh, Planner, City of Hamilton |
| 9 Government of Ontario, Regional Economic Policy Unit | Karen Littlejohn, Senior Analyst (observer) |
| 10 Dillon Consulting | Patrick Kennedy, Partner  
Melissa Kosterman, Planning |
| 11 Deloitte LLP | Sheila Botting, Senior Partner & Canadian Real Estate Leader |