



Hamilton's Working Waterfront

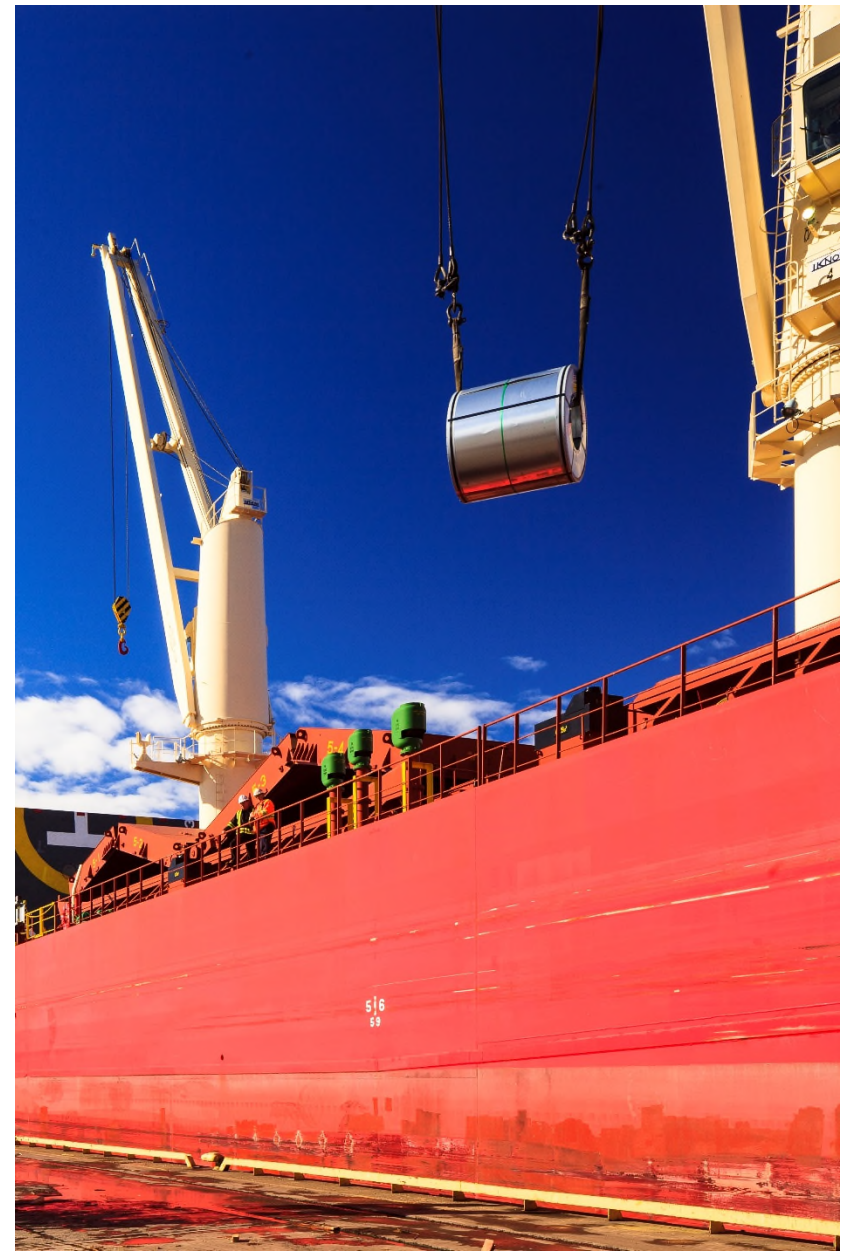
Port of Hamilton Land Use Plan

October 2017



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1. INTRODUCTION



1.1 Purpose of Land Use Plan

The Port of Hamilton is one of 18 major Canadian ports deemed vital to Canada's domestic and international trade and designated Canada Port Authorities (CPAs) under The Canada Marine Act in 1998. The purpose of this Land Use Plan is to explain how Hamilton Port Authority's (HPA) activities will be undertaken in a sustainable fashion. Looking forward over a 15 to 20-year time horizon, with updates taking place as required, the Land Use Plan creates a framework for land use planning and development that will:

- Guide current and future land use decision-making of the Hamilton Port Authority;
- Form the basis of a transparent and cooperative development process for port properties vis-à-vis the City of Hamilton;
- Help the community and port stakeholders understand Hamilton Port Authority's interests, goals and operating constraints, and the rationale behind specific developments;
- Set out the principles that will be applied to new property acquisitions and redevelopments; and,
- Achieve the Hamilton Port Authority's regional economic development and trade facilitation mandate.

The Hamilton Port Authority's Land Use Plan is distinct from municipal or other land use planning documents.

"Ports are an economic and transportation infrastructure cluster centered on the industries served by the movement of freight...There are a number of cities and regions where significant clusters have developed as a result of the local port infrastructure. Moreover, ports are a decided economic and strategic benefit to the States, Provinces and nations served by the Maritime Transportation System (MTS). States and Provinces should recognize ports as key economic development nodes and collaborate with business development officials in port authorities, private industry and regional economic development organizations to partner on maritime economic development strategies."

- *Conference of Great Lakes and St. Lawrence - Governors and Premiers, Strategy for the Great Lakes-St. Lawrence River Maritime Transportation System, 2016.*

1.2 Port Landholdings

The Port of Hamilton is one of the largest commercial ports in Canada, and includes 250 hectares (620 acres) of industrial, commercial, and recreation land, 15 commercial wharves, and 11 kilometres of shipping berths. These holdings are nearly entirely contained within the City of Hamilton boundaries, with some smaller landholdings in the City of Burlington. Marine access to the Port lands is provided through the Burlington Canal at the easterly end of Hamilton Harbour. The shipping season usually lasts approximately nine months, constrained by the closure of the St. Lawrence Seaway each winter.



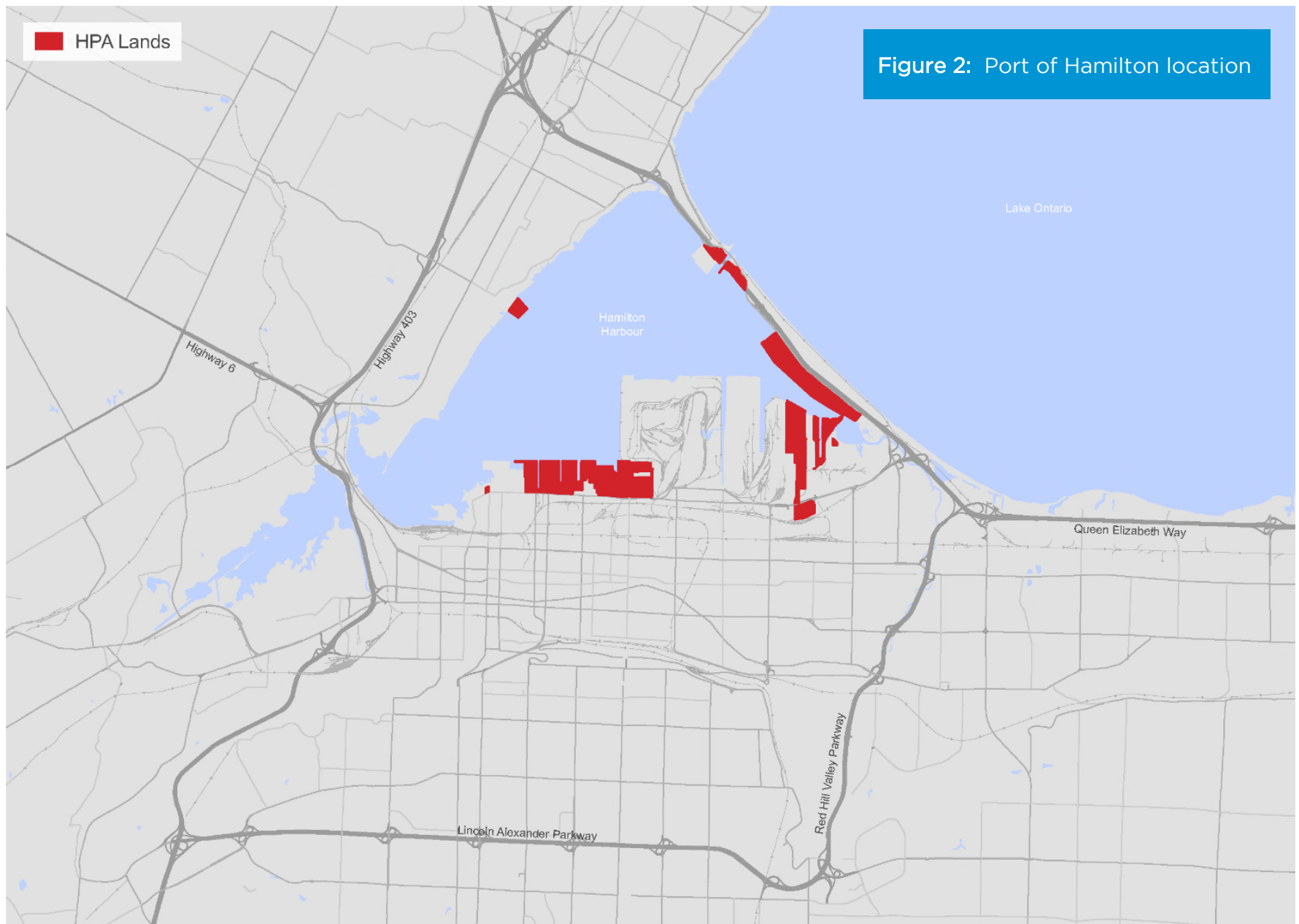


Figure 2: Port of Hamilton location



Figure 3: Port of Hamilton landholdings

1.3 Port Governance

Canada Marine Act

CPAs were created to operate particular ports on behalf of the Government of Canada. CPAs possess the power to engage in activities related to shipping, navigation and transportation of passengers and goods. CPAs are required to be financially self-sufficient and fund their operations through the cash that they generate.

The Canada Marine Act is intended to facilitate a National Ports System made up of 18 independently managed CPAs. The Act has a goal of facilitating efficient and viable Canadian ports, which includes:

- Implementing marine policies that provide Canada with needed marine infrastructure, offer effective support for the achievement of national, regional and local social and economic objectives, and promote and safeguard Canada's competitiveness and trade objectives;
- Promoting the success of ports for the purpose of contributing to the competitiveness, growth and prosperity of the Canadian economy;
- Basing the marine infrastructure and services on international practices and approaches that are consistent with those of Canada's trading partners in order to foster harmonization of standards;
- Ensuring that marine transportation services are organized to satisfy the needs of users and are available at a reasonable cost; and,
- Providing for a high level of safety and environmental protection.

In accordance with the Act, each of the three levels of government names an individual to HPA Board of Directors. The federal Transport Minister, on the recommendation of Port users, nominates four other Directors.

Letters Patent

HPA's Letters Patent detail the Port's regulatory framework, describing the navigable waters and properties of HPA, detailing the activities and powers of HPA, and placing limits on borrowing, leasing and the activities of subsidiaries.

Port Authorities and subsidiaries do not access federal government funds except in special circumstances. Port Authorities are required to pay an annual stipend to Transport Canada based on their gross revenues. They also make payments in lieu of taxes (PILT) and their tenants pay municipal property taxes.

HPA is also subject to other federal legislation, including the *Canadian Environmental Assessment Act* and its associated Regulations, and the *Marine Transportation Security Act* and its Regulations, which imposes a specific security regime for Port properties.

1.4 Municipal Policy and Regulations

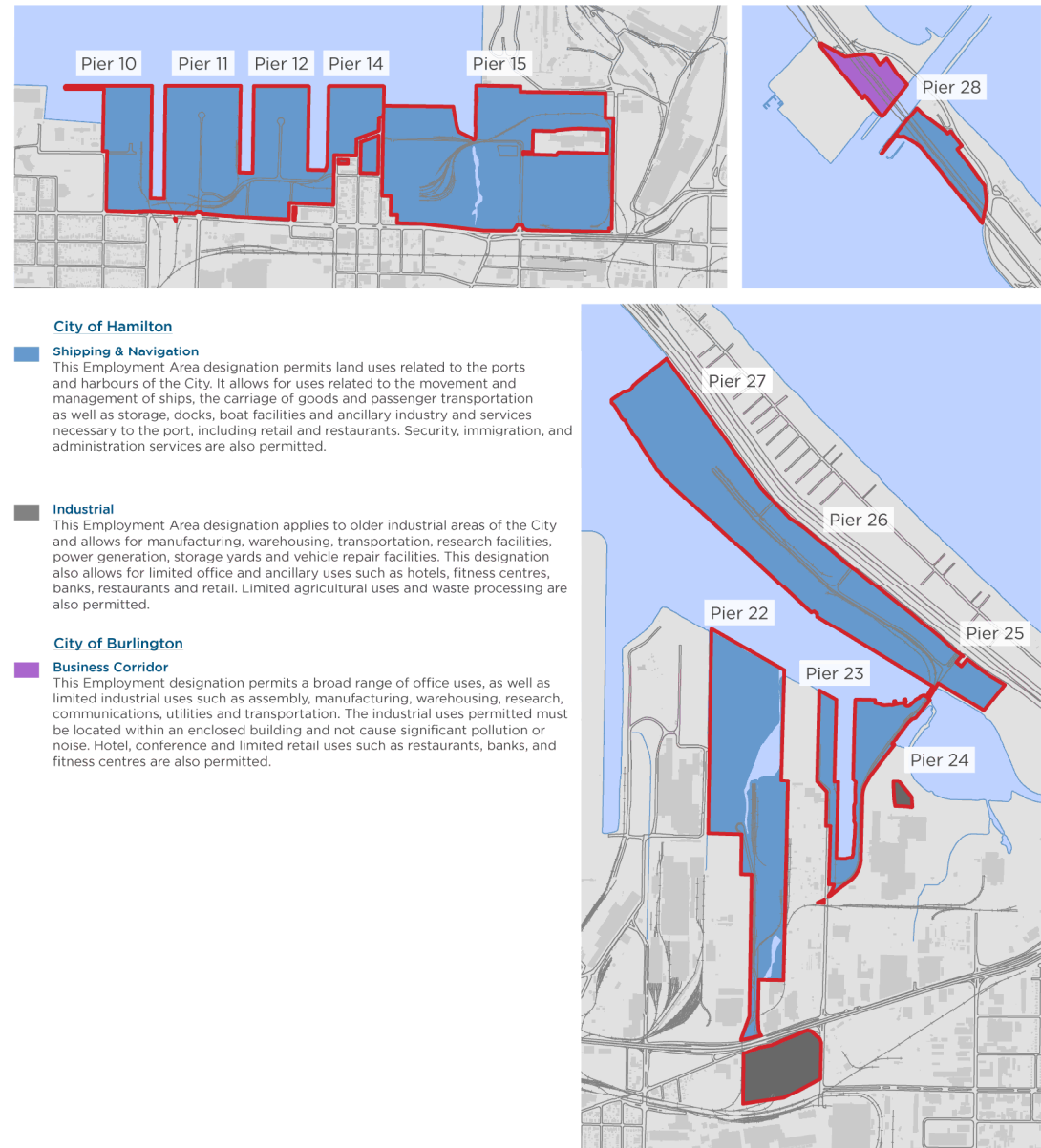
Official Plans

Within the City of Hamilton Urban Official Plan, the bulk of the Port lands are designated “*Shipping and Navigation*” in the Urban Hamilton Official Plan. This employment use designation allows for uses related to the movement and management of ships, the carriage of goods and passenger transportation as well as storage, docks, boat facilities and ancillary industry and services necessary to the Port, including retail and restaurants.

Within the Burlington Official Plan, the portion of Pier 28 north of the Burlington Canal is designated “Employment”. This general designation permits a broad range of uses.

Community Improvement Project Area

HPA’s landholdings are contained within a Community Improvement Project Area, as designated by the City of Hamilton.

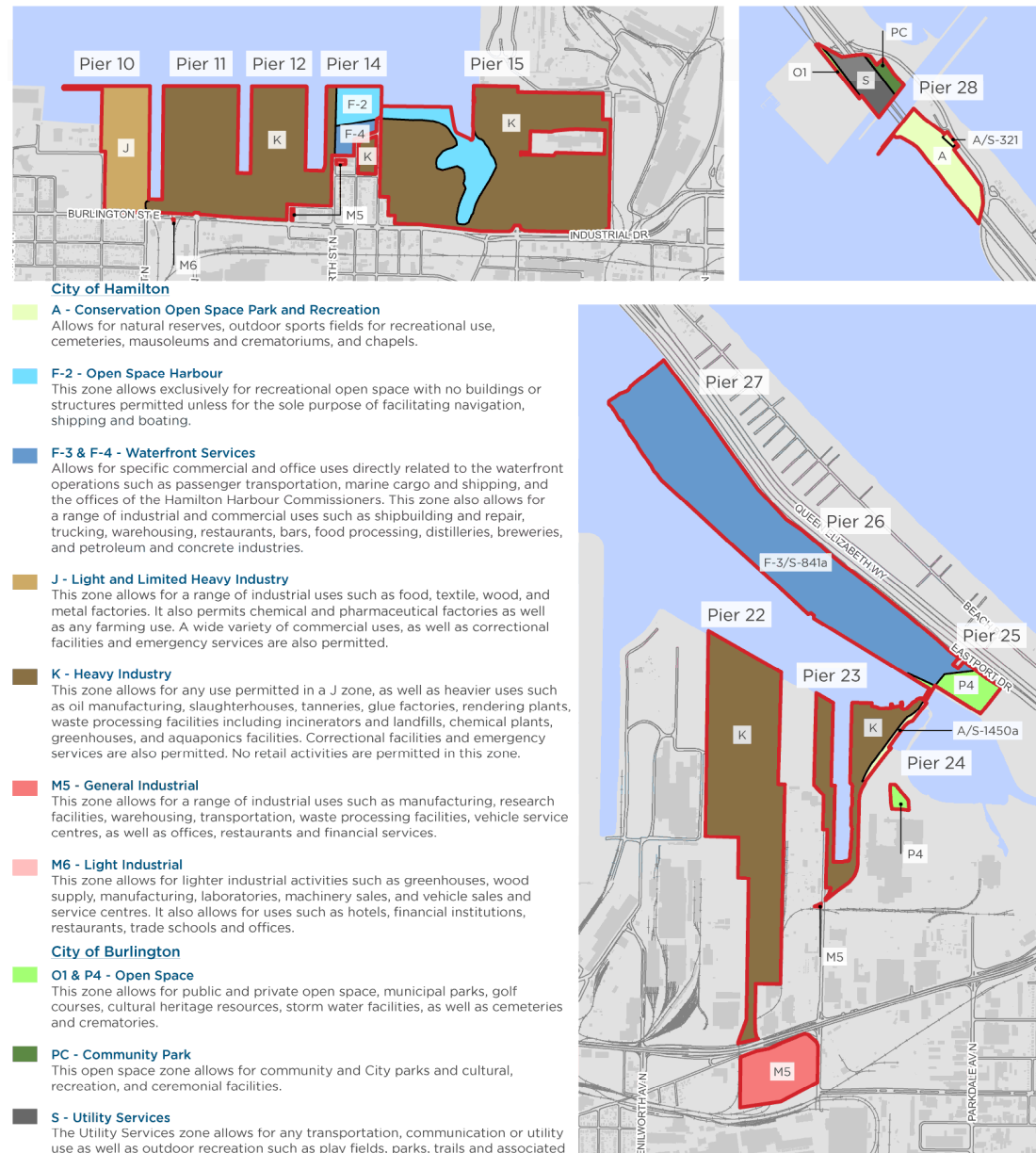


Zoning

Zoning By-laws regulate the permitted uses as well as built form and other regulation for development. The zoning of the City of Hamilton and the City of Burlington apply to the Port of Hamilton. Within this zoning, the Port is located within a broader industrial district that permits a variety of industrial uses and activities. A variety of different zones affect HPA landholdings.

At the time of publication, the City of Hamilton is in the process of a comprehensive review of its zoning by-law, using a phased approach that addresses different sections of the by-law. Ultimately, this comprehensive zoning by-law would replace the zoning by-laws of the former area municipalities of the City of Hamilton, which in part remain in effect.

Ideally the zoning of Port lands will reflect the multimodal nature of the Port's activities, and allow for uses similar to those permitted in the broader north Hamilton industrial area, with recognition of the unique multi-modal transportation activities taking place, including marine shipping.



1.5 Minutes of Settlement

In October 2001, the Hamilton Harbour Commissioners settled a number of outstanding issues with the City of Hamilton. The resulting agreement, known as the Minutes of Settlement, has certain implications for land use planning for the Port. It affirms that the success of the City and the Port are intricately linked, and that consideration ought to be given to the impacts and benefits of land use decisions for the City of Hamilton. Specifically, it states: *“the City and the Port acknowledge the importance of each other, and the necessity for a good working relationship between the two bodies”* (Schedule 1, Minutes of Settlement).

Some changes to land holdings were an outcome of the Minutes of Settlement and have relevance for Port planning. These changes include land and land under water that has been conveyed to the City of Hamilton: the area encompassing Windermere Basin (except 9 acres); waterlots in Pier Sites 1, 2, 3 and 4; and, lands, piers, and waterlots in the vicinity of Piers 5, 6, 7 and 8.



2. PLAN UPDATE PROCESS



2.1 Changing Environment

The operating environment that formed the basis for the previous 2002 Land Use Plan has changed significantly from that time, including:

- HPA has acquired several new properties since 2002, most significantly the former Stelco property and closed mill at Pier 22, which has since been redeveloped into modern industrial employment uses. HPA also acquired 1632 Burlington Street, a manufacturing and warehousing facility which houses 13 tenant companies, and properties at 560 Ferguson Avenue and 212 Ferguson Avenue.
- Since 2002, the Hamilton western waterfront has evolved to include a greater proportion of public space. Piers 6 and 7 now include popular attractions like the waterfront skating rink and cafes, and HPA worked with the City of Hamilton on the early hand back of Piers 7 and 8 to the City, in order to facilitate the multi-use redevelopment of this area.
- The Randle Reef Sediment Remediation Project has entered its construction phase, and shipping-related uses are contemplated for the surface of the Engineered Containment Facility at completion.
- The security requirements imposed on port authorities by the Marine Transportation Security Act have changed the operating environment since 2002. Under the Marine Transportation Security Requirements, the majority of ports, port terminals and vessels are now required to control access to their respective facilities.
- The majority of the Port's 250 hectares (620 acres) is currently tenanted, and is home to approximately

130 companies. The needs of the regional economy, local community and port-reliant businesses will certainly change and grow over the coming 15-20 years. It is the goal of the updated land use plan to anticipate these needs and develop a plan for a sustainable, prosperous Port of Hamilton.



2.2 Community Engagement and Consultation

The Land Use Plan recognizes that the Port of Hamilton is a regional economic asset and an important local landholding with the city fabric. Getting input from the community was a key consideration in the update process. Accordingly, the Land Use Plan Update included a thorough community engagement process that sought the community's best ideas to maximize the Port's economic contribution, while contributing to a healthy, vibrant waterfront and city.

Altogether, HPA received input from approximately 225 community, stakeholder, and tenant participants during the Land Use Plan update process. A summary of the input received is contained within the Background document to this Land Use Plan. The **following themes were heard through the community engagement** and are closely reflected in the Land Use Plan principles outlined in Section 5:

- Engage with the community;
- Celebrate the Port's history and role;
- Improve the visual image of the Port;
- Make sustainable choices;
- Demonstrate responsible environmental stewardship;
- Provide more opportunities for access;
- Explore issues of truck routing;
- Continue to be a strong economic driver;
- Support a balance of uses along the entire Hamilton Harbour waterfront; and
- Build an understanding of matters that are within the Port's role.

A Vibrant, Mixed-Use Harbour

HPA is an active contributor to Hamilton's vibrant, mixed-use harbour, supporting an expanding range of recreational, residential and commercial uses in the West Harbour, transitioning to ever-more modern, sustainable industrial use in the East Harbour. In support of this approach, in 2014, HPA facilitated the early transfer of the former port lands at Piers 7 and 8 to the City to enable its development according to the Setting Set Plan. HPA believes in the need to preserve space to make things in Hamilton. Industry and manufacturing has always been critical to Hamilton's prosperity, and continues to employ more than 32,000 people in the City. The Port's vision includes a bright future for Hamilton's industrial/manufacturing sector, bolstered by the competitive advantage of a robust, multi-modal goods movement network.

North Hamilton as Logistics and Industrial Hub

HPA's logistics assets add value to industrial and commercial property. HPA is working to enhance Hamilton's logistics capacity on and off port lands, enhancing its value and business attractiveness. Long-term investments provide a counter-cyclical advantage to a city's economy, by attracting a highly diverse range of businesses. HPA seeks a cooperative planning framework that recognizes the Port of Hamilton as a critical regional economic asset, preserves space for industrial development, and recognizes the multi-modal character of modern port operations.

Facilitating Trade for a Prosperous Ontario

HPA's mandate is to facilitate trade, promote regional economic activity and support employment. In the many economic sectors we touch, whether delivering the goods, Canada's use, or delivering Canadian goods to the world, we ensure that goods are moved safely, while protecting the environment. Cargo transiting the Port of Hamilton is associated with 38,000 jobs and \$6 billion in economic activity in Ontario.

Environmentally and Socially Responsible Development

Hamilton has been a "steel city" for more than 100 years, growing along with the City's two great steel companies. Recently, the port has been transitioning along with the City's economy to a more diverse range of sectors. HPA port users typically have smaller footprints and meet high standards of environmental responsibility. Ongoing port operations are monitored regularly to minimize any negative environmental or community effects.

Attracting Investment in Key Sectors

HPA has attracted more than \$200 million in private sector investment to Hamilton in less than a decade. The HPA will continue to seek to attract businesses in the following key sectors: steel servicing and related manufacturing, other advanced manufacturing, agri-food, and clean technology. These sectors are aligned with the City of Hamilton's economic development targets.

Community Energy District as Competitive Advantage

HPA is working to develop the Port of Hamilton into a community energy district, innovative energy generation and resource utilization will provide a source of competitively-priced energy for businesses located in and around port lands. Through this community energy strategy, HPA will reduce overall energy consumption on port lands, reduce waste and provide a competitive advantage for businesses who locate to Hamilton's port district.

IDEAS FOR THE FUTURE

Hamilton Port Authority Land Use Plan Update

Hamilton Port Authority Land Use Plan

DISCUSSION PAPER

2016

Hamilton Port Authority is updating its Land Use Plan, a document which outlines the Port Authority's land use vision for a 10-20 year time frame. This Discussion Paper is intended to stimulate ideas and feedback from a range of Port stakeholders.

3. PORT CONTEXT



3.1 Regional Context

The Greater Toronto Hamilton Area

The Greater Toronto Hamilton Area is one of Canada's most dense, and fastest growing urban areas. Today, the population is just over six million people. Growth is expected to continue with similar intensity in the coming years, such that by 2031, the GTHA population is estimated to be close to 8.6 million people. Hamilton's population itself is expected to increase by 20 per cent from 544,000 currently to 651,000 by 2036.

The Port of Hamilton is more than a marine facility; it is one of Ontario's primary multimodal hubs, and rail service is an increasingly important aspect. More than 6,200 rail cars transited the Port in 2016, 15% more than 2015, following a steady growth trend over the past five years. The Port is focused on delivering modal choice, efficiency and competitiveness to Port users, helping Ontario industries thrive.

As the economy grows, the demand for transportation-intensive employment space will also continue to expand. The preservation of appropriate space for industry and manufacturing within the Greater Toronto Hamilton Area is necessary to ensure the region's economic diversity in the coming decades. The transportation-intensive nature of these functions makes the Port of Hamilton a logical hub for continued industrial employment development.

ADVANTAGE HAMILTON



Access to 120 million North American consumers



Access to global markets via Highway H2O



400 series highway connections



Two Class-1 railways



Two expert stevedores



2.5 million sq. ft. of warehouse space



180 tons indoor crane capacity



8,400 m Seaway-draft dock walls

3.2 Surrounding Community Context

Bayfront Industrial Area

The Bayfront industrial area is an employment area of approximately 1,450 hectares (3,580 acres) located generally between the waterfront to the north and Barton Street to the south. Land uses are dominated by heavy and medium industrial uses. HPA's landholdings represent only a portion of the industrial lands that span Hamilton's north/north-east industrial sector. The largest individual parcels of industrial land are occupied by the two steelmaking companies, Stelco and ArcelorMittal Dofasco. There are also many of non-port industrial properties clustered along Burlington Street. The zoning for the Bayfront area permits a range of industrial uses, predominantly General Industrial (M-5) and Light Industrial (M-6).



In most cases, and perhaps contrary to common misconception, the industrial sector in Hamilton remains robust, with a low vacancy rate of approximately 3 per cent (Deloitte LLP, *City of Hamilton Bayfront Industrial Area-A Strategy for Renewal*, page 28). The Bayfront industrial area provides by far the highest total assessment of any business park or industrial zone in Hamilton, contributing \$1.2 billion.

While Hamilton has not experienced an industrial decline to the same extent as other Great Lakes region, or 'rustbelt', cities, it does continue to undergo an industrial transition. Many former manufacturing facilities have closed in recent decades, and remaining operations are far more automated, requiring a smaller, more technologically-advanced workforce. Today's Bayfront industrial area houses an increasingly sophisticated steel cluster, advanced manufacturing operations, and transportation/logistics and warehousing uses. The Deloitte study also notes that the Bayfront industrial area is expected to remain an employment area for the foreseeable future, an outlook that is consistent with the future of the Port lands outlined in this Land Use Plan.

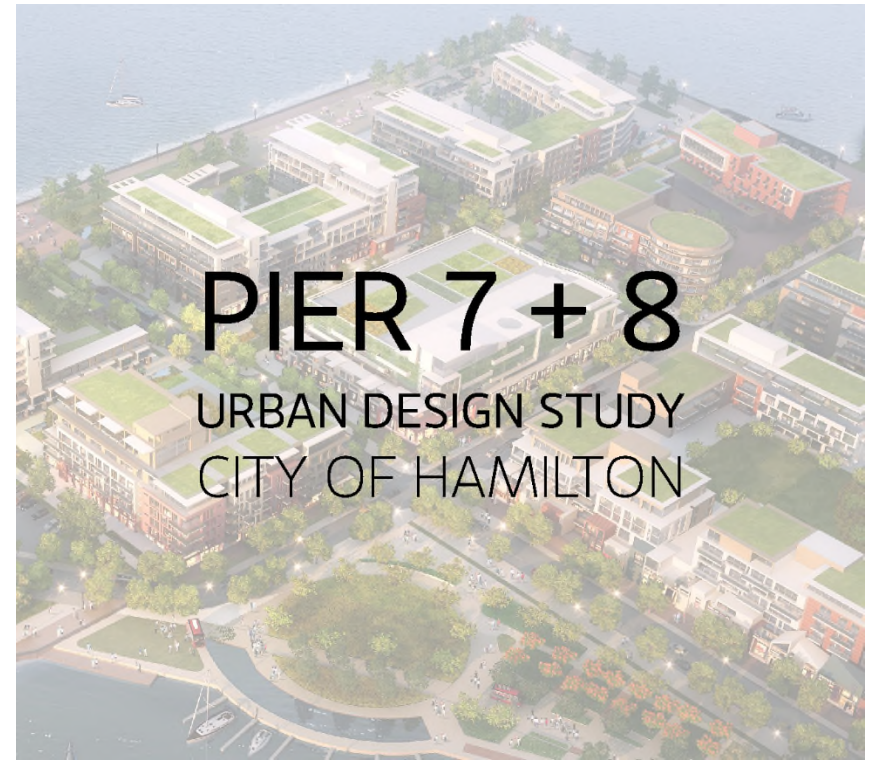
Residential Neighbourhoods

Several residential neighbourhoods interact with Port lands to varying degrees, including the North End, Jamesville, Keith, Sherman, Crown Point, McQuesten and the Beach. HPA has established active, two-way communication channels with these communities that allow for the sharing of information and resolving of issues. As an outcome of this Plan, HPA will build on these efforts, engaging more community members at a grassroots level, and undertaking an annual series of public initiatives, such as tours, community events, and public art projects.

Renewed Western Waterfront

As recently as the 1990s, Port activities extended westward to Pier 8. HPA recently facilitated the transfer of Pier 7 and 8 to the City to allow for the area's redevelopment, based on a belief that Hamilton's waterfront can accommodate a wide range of natural, recreational, residential, commercial and industrial uses. Further west, the harbour lands are primarily recreational, with the Waterfront Trail tracing the waterfront toward the High-Level Bridge and into Cootes Paradise.

The redevelopment of Pier 8 into a robust, mixed-use neighbourhood of up to 1,600 housing units will continue a process of change along Hamilton's waterfront. It will also bring new residents into proximity with the western edge of the Port lands. HPA will work closely with the City and developers to ensure new residents are aware of the proximity of Port operations. As a first step, HPA has established a committee of Port tenants to discuss issues and share best practices. Proactive efforts by both the City of Hamilton and Port tenants to mitigate proximity issues are planned or underway.



4. PORT'S ROLE



4.1 Cargo Flows and Shipping

Approximately 600 ships call on the Port of Hamilton each year. Of these, roughly a quarter are making an overseas journey, while the majority are engaging in trade within the Canada-US Great Lakes region. In the 2016 shipping season, the Port of Hamilton handled 9.3 million metric tonnes of cargo, a total which has remained relatively stable over the past decade, even while the commodities that make up this total have diversified significantly in the same period. For example, agricultural-related tonnage accounted for just over 9 percent of the total in 2009, whereas by 2016 this proportion had grown to 21 percent.

Most of the Port's cargo throughput is comprised of bulk goods, serving some of Ontario's most important industries: iron ore and coal for steelmaking; Ontario-grown grain and fertilizer; construction materials like aggregates and asphalt; and others like gasoline, salt and bulk food goods. The cargo transiting the port each year carries a value of \$1.9 billion.

The Port of Hamilton offers shippers a full suite of facilities and services, including terminals for dry and liquid bulk and breakbulk commodities, two competitive stevedoring operations with heavy lift and storage capability. Support services and businesses are found throughout Hamilton and region that augment port activities, including customs, dry docking, tugboat services, ship chandlery, freight forwarding, logistics, equipment repair and business administrative services.

HPA ensures ongoing investments are made in major port infrastructure and maintenance, including dredging and dock wall maintenance to ensure the ongoing functionality of all the Port's piers. The Port also ensures the maintenance of interior roads and shared facilities on the land side.

The Port of Hamilton is an integrated multimodal facility with an ever-increasing amount of cargo transiting by rail, including rail car loading, unloading and storage. The number of rail cars transiting the Port has more than doubled, from 3,000 in 2009 to 6,200 in 2016.



4.2 Current Activities and Tenants

Approximately 130 tenants currently operate within the Port of Hamilton in a diverse set of industries. Some of the users have been at the Port for many years, but the Port continues to attract new users and tenants. Generally, tenants within the Port of Hamilton fall within the following seven broad categories.



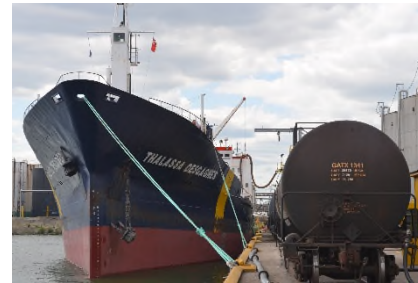
1. Agri-Food

The Agri-Food category includes those businesses related to the transportation and processing of agricultural products, including grain export terminals, fertilizer terminals, food processing (flour, sugar, brewing), and food-grade warehousing.



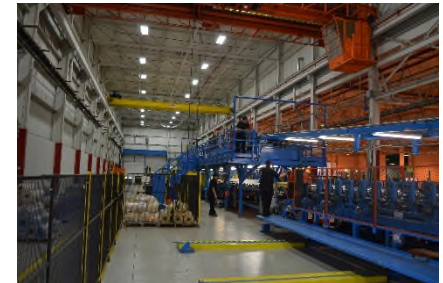
2. Bulk/Break-Bulk

The Bulk/Break-Bulk category includes the storage and trans-loading of loose bulk and individual products, including finished steel slabs, beams, and coils; windmill components; factory components; dry bulk such as salt, aggregate, gypsum, slag, or specialty products; and other products such as sand, iron ore, coal, and coke.



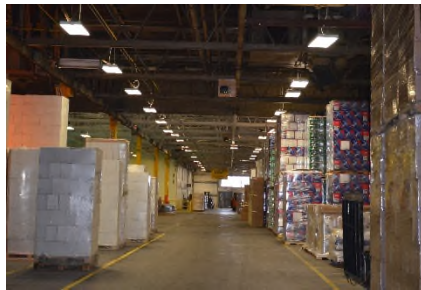
3. Liquid Bulk

The Liquid Bulk category includes those industries and businesses involved with the transport and storage of liquid materials, including road fuels, edible oils, and liquid asphalt.



4. Manufacturing

The Manufacturing category includes a broad range of businesses and industries that produce goods at the port, including businesses producing insulated panels, fiberglass components, specialized structural equipment, and engineered pressure vessels.



5. Warehousing, Shipping and Distribution

The Warehouse, Shipping & Distribution category includes those businesses involved in the product trans-loading process between different transport modes (marine, rail, and/or road) as well as the storage of products ranging from steel to consumer goods.



6. Professional and Business

The Professional & Business category includes a range of primarily office uses that may or may not be industrial or port-related in function.



7. Commercial, Retail & Community

The Commercial, Retail & Community category includes a range of existing activities that are not necessarily industrial or port-related functions.

4.3 Environment

HPA has formal environmental and sustainability policies, which together guide our actions as an organization (see Backgrounder report to Land Use Plan for these policies). HPA works closely with local organizations, especially the Hamilton Harbour Remedial Action Plan / Bay Area Implementation Team to address the specific targets that have been identified through this comprehensive, community-based approach to remediating the harbour.

HPA is a founding member of Green Marine, a program for the North American maritime industry that provides a transparent, externally-audited reporting process on measures like greenhouse gases, spill prevention and environmental leadership, and aims for better than regulatory compliance. HPA measures and reports on its environmental footprint annually using Green Marine indicators.

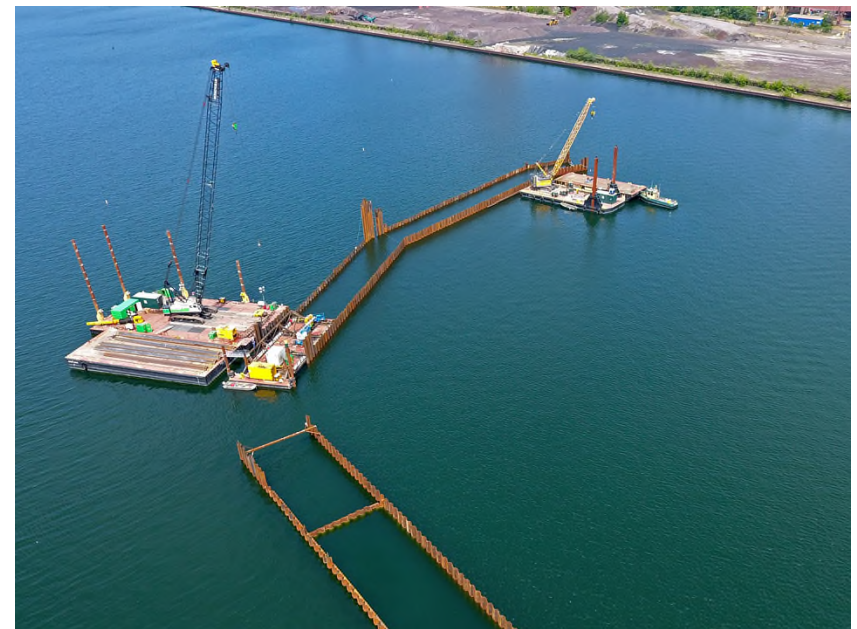
An environmental review is undertaken for all major developments, including a federal environmental assessment where appropriate. Environmental baselines are established prior to construction, and tenants must meet or exceed applicable regulatory requirements. Figure 12 outlines additional details on environmental due diligence during the leasing process.

Infrastructure related to stormwater management is incorporated into new developments. Once operations commence, HPA undertakes proactive, ongoing inspections to monitor aspects such as spills prevention and dust suppression. HPA's in-house environment manager works directly with tenants to encourage

proactive stewardship and participation in community and industry environmental programs.

HPA's operations and maintenance incorporate sound environmental practices on a day-to-day basis. Currently, these practices include energy conservation initiatives at Piers 10 and 15; preservation of natural spaces and wildlife management at Piers 15 and 22; and, stormwater management, spill prevention, and dust suppression at all Piers.

HPA is also involved in proactive stewardship activities such as the Randle Reef sediment remediation project, neighbourhood cleanups, fish habitat creation, and tree planting. HPA also sponsors an annual environmental excellence award which promotes tenant involvement and invests in local environmental organizations.



5. MISSION AND LAND USE PRINCIPLES



5.1 Mission

HPA's overarching mission for the Port of Hamilton is as follows:

We are responsible stewards of the port and its robust marine, road and rail network. We create prosperity by facilitating commerce and providing sustainable solutions that offer value to our port community and benefit to our other stakeholders.

5.2 Land Use Principles

The Land Use Plan is based on a series of seven interrelated principles that set the foundation and provide direction for growth and development of the Port of Hamilton. These principles are:

1. **Economic Development:** Ensure the economic vitality of the Port of Hamilton over the long-term. Position the Port as an integral part of Hamilton's broader Bayfront industrial area and fulfill its regional trade-facilitation mandate.
2. **Balance:** Welcome a variety of port-related uses, while respecting our broader Hamilton Harbour community and recognizing the industrial and employment-based role and function of the Port lands.
3. **Environment:** Work with all stakeholders in government and the community to achieve a healthy environment within Hamilton Harbour as part of the broader waterfront restoration efforts, including the Hamilton Harbour Remedial Action Plan.

4. **Sustainability:** Promote environmental, social and economic sustainability in decision-making processes concerning land uses and new buildings, new infrastructure and improvements, and tenant operations.
5. **Image:** Work with stakeholders to improve the physical image of the Port lands and the Hamilton Harbour in general, as part of a broader effort to encourage community pride in Hamilton's role as a port city.
6. **Partnerships:** Align with the efforts of municipalities, agencies, and the community in ongoing municipal economic development and planning initiatives.
7. **Engagement:** Maintain a transparent and ongoing dialogue with residents, and other stakeholders to strengthen the awareness of HPA's role, share information about development possibilities, and collaborate on shared goals.



6. AREA-SPECIFIC PLANS



6.1 Purpose

The policies of Section 6 are meant to provide specific direction regarding the different pier groupings within the Port of Hamilton, and are complemented by the more general development considerations in Section 7.

Organized geographically, these pier groupings generally contain different compositions of existing businesses and industries; physical conditions and context; transportation considerations; and opportunities and challenges moving forward as the Port evolves and grows. The supporting specific policies are tailored to the different nature of these areas in the interests of achieving the broad objectives of the Land Use Plan. They are organized with a series of four themes of policies, actions, and initiatives that structure the direction: Land Use, Environment, Transportation, and Public Realm. These are described generally on the following page.



Land Use

Policies related to the nature and character of businesses, industries and activities within the specific area.



Transportation

Policies related to actions and initiatives that seek to address any transportation improvements necessary for resolving existing challenges or future improvements for capacity and efficiency purposes.



Environment

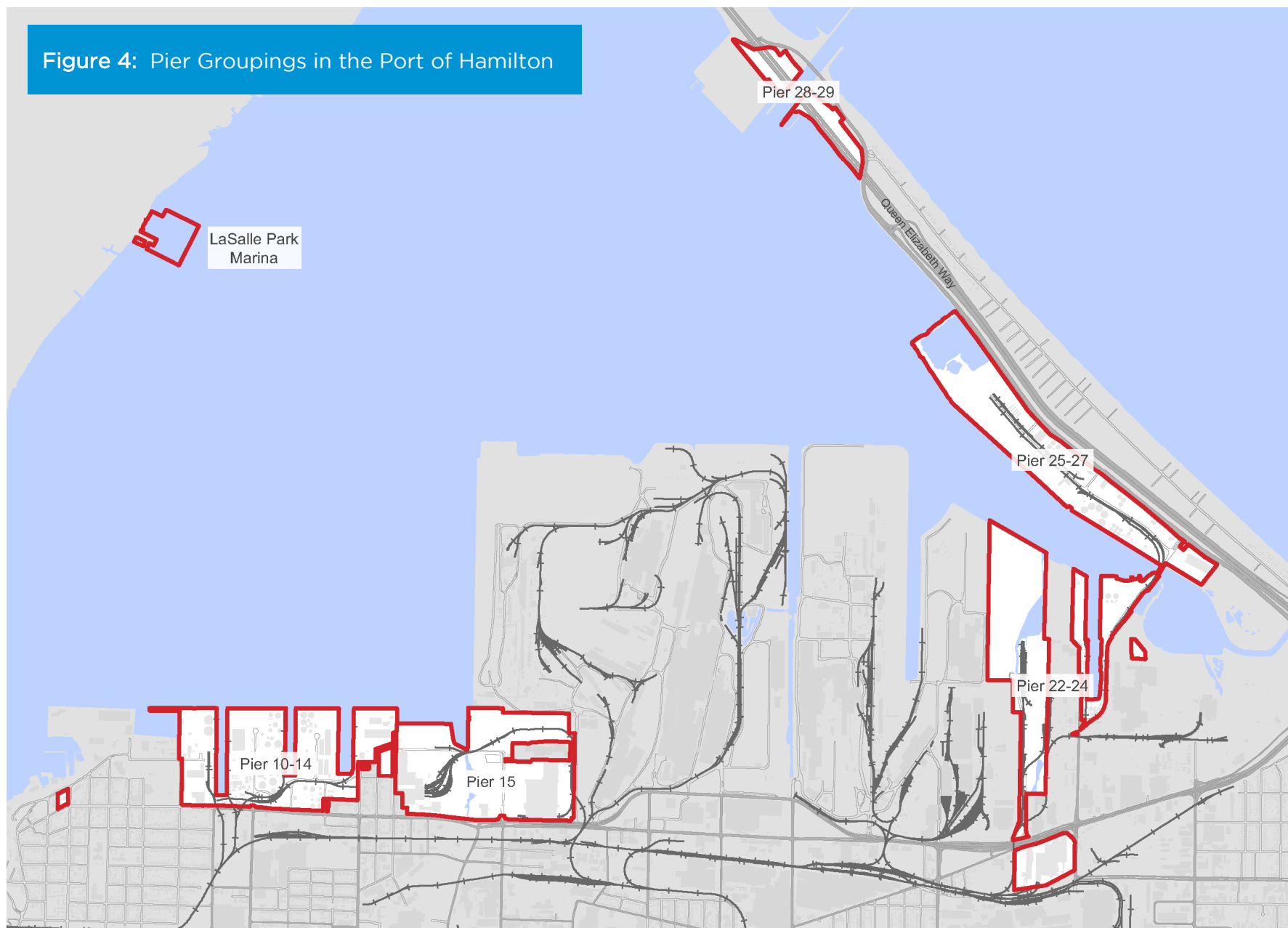
Policies related to actions and initiatives that seek to address environmental conditions, whether surface, water or air quality.



Public Realm

Policies related to actions and initiatives that seek to improve the visual quality of the Port of Hamilton and the interface with the community.

Figure 4: Pier Groupings in the Port of Hamilton



6.2 Land Use Types

There are five general land use types in the Land Use Plan that inform the area-specific plans for the individual pier groupings. These land use types are meant as a general guide for the future use of property within the Port of Hamilton. They reflect the location and transportation access characteristics and requirements for particular properties, but recognize the broad range of industrial and employment uses that are permitted and can be accommodated throughout the Port.

1. Marine-related Industrial / Logistics

The “Marine-related Industrial” land use type applies to land that will be reserved for a range of industrial activities that require access to port facilities as an integral part of their operation, as well excellent access to road and/or rail access. This land use type covers the majority of the Port landholdings and is the core of the Port’s operations. Consolidation of land holdings and ensuring the availability of good development sites with water access apply strongly for this land use type.

2. Corridor Industrial / Logistics

The “Corridor Industrial” land use type applies to land that will be reserved for a range of industrial and related activities (such as office, warehousing, light manufacturing, and limited commercial uses) that do not necessarily require direct access to marine facilities and are positioned with significant frontage along prominent road corridors. This land use type is located to take advantage of excellent road and/or rail access, and given its location may warrant particular attention to urban design given its potential interface with the broader community.

3. General Industrial / Logistics

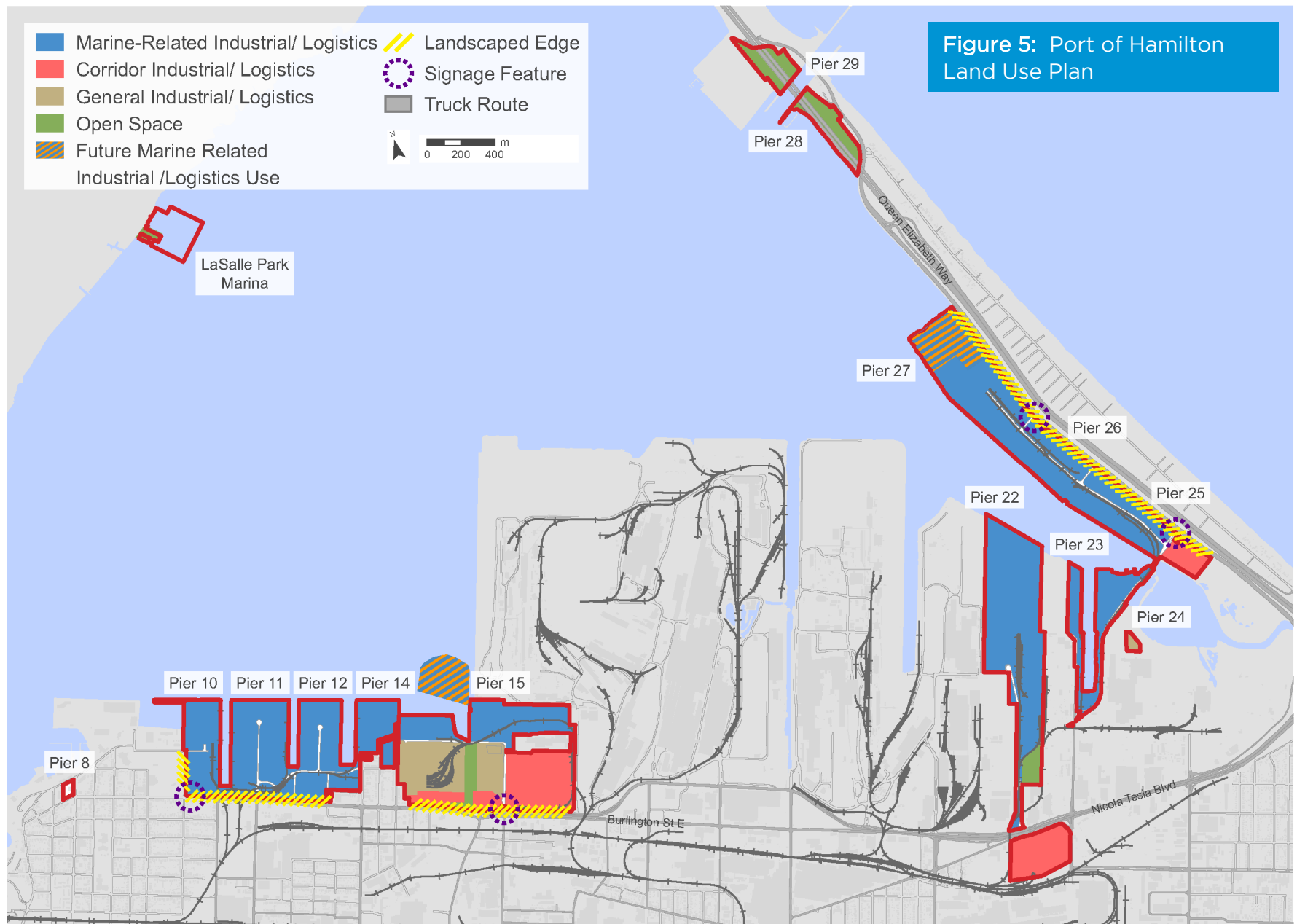
The “General Industrial” land use type applies to the remainder of the industrial land that is generally internal and away from direct access to the water and corridors. This land use type is meant for a range of industrial and related activities (such as office, warehousing, and limited commercial uses) that take advantage of road and/or rail access, but for activities that do not require locations with direct marine or corridor access.

4. Open Space

The “Open Space” land use category applies to non-industrial lands that provide a complementary function to that of the principal industrial and employment function. This land use type includes areas that are currently used or proposed for publicly accessible recreational activities or that contain natural features that would be retained and protected within the Port’s secure perimeter.

5. Future Marine-Related Industrial / Logistics

The “Future Marine-Related Industrial / Logistics” land use type applies to land that is currently not available for industrial or other activities given work that is ongoing in these locations, whether filling or remediation, but that is expected to accommodate new land in the future once work is complete. These lands may be in locations where they would have prominent marine access and would be expected to be reserved for uses that are consistent with the “Marine-related Industrial” land use type in the future when available.



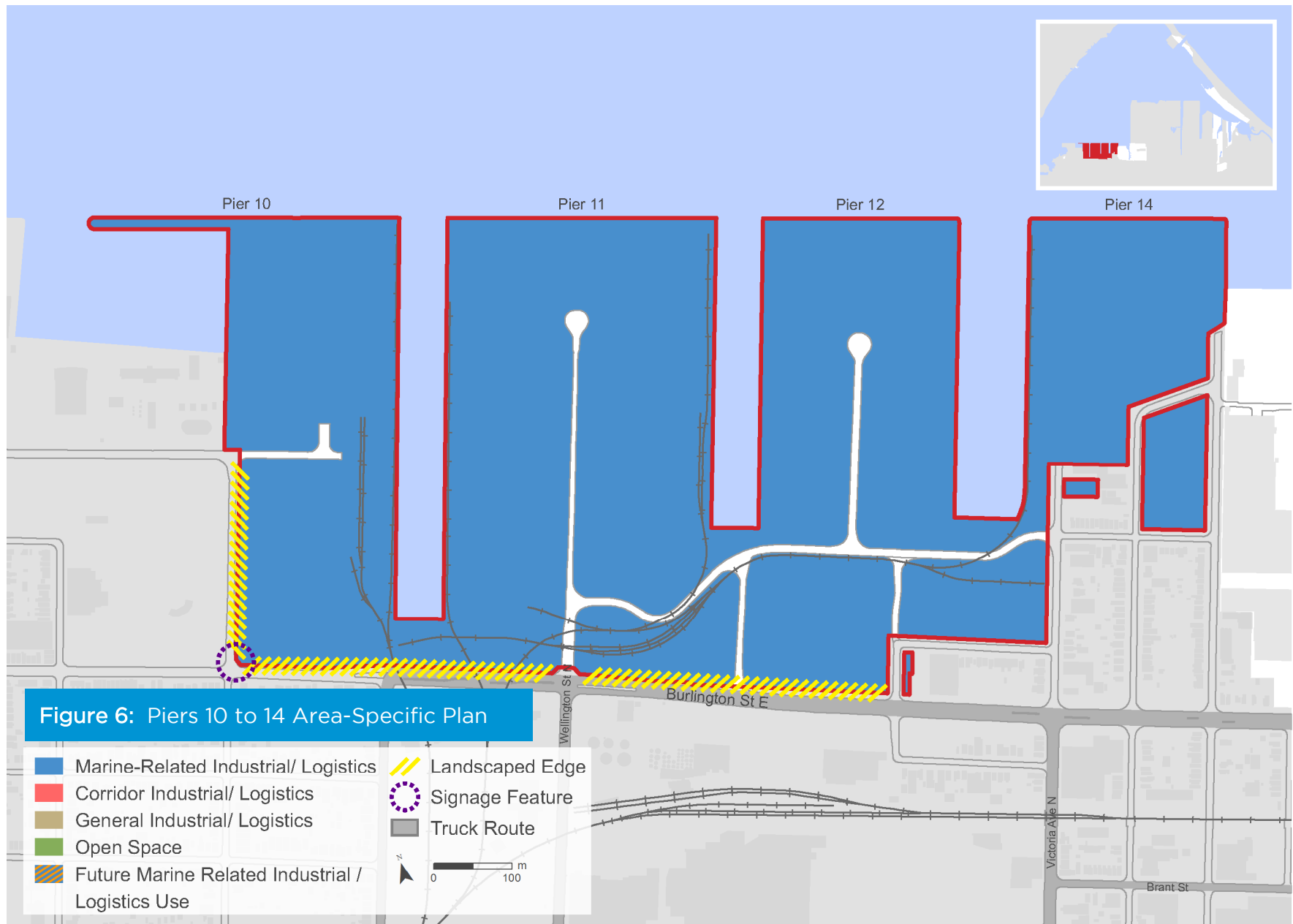
The five land use types are complemented by two design elements for the Port lands which may occur in any of the five land use types:

(A) A “**Landscaped Edge**” that conceptually delineates locations for physical improvements to the visual quality of an area through plantings, fence-line improvements, and lighting of pedestrian amenities.

(B) A “**Signage Feature**” that conceptually delineates locations for existing or new signage features that present an identifier of the Port lands at key entrances and locations within the overall Port of Hamilton, which are meant to work together with Landscaped Edges to provide a visual accent.



6.3 Piers 10 to 14





Piers 10 to 14 - Land Use

Background

Piers 10 to 14 contain approximately 59 hectares (148 acres) of land at the western end of the Port that is heavily dominated by marine-related uses. Agri-food, bulk and break-bulk, and liquid bulk activities currently form the majority of the landholdings in Pier 10 to 14, and are complemented by manufacturing activities. Recent and ongoing developments at Pier 10 include the newly-redeveloped brewery complex, and a new flour mill. Existing facilities include a manufacturing facility and a grain export terminal.

Overview

Per the direction of the general development considerations, this area will continue to have a predominately marine-related focus and land will be reserved for such industries and activities (brewery complex is an exception). Most of the current activities on Piers 10 to 14 represent long-term Port tenants, the majority requiring marine access and many of whom have made substantial investments in their sites. HPA will maintain a climate of confidence for such marine-related users to encourage further investment.

As the City's development of Pier 8 progresses and new residential uses are introduced, it will be important for the City, HPA and Port tenants to work together to encourage a harmonious co-existence between port operations and new residential uses. The Department of National Defence and Parks Canada control a parcel at Pier 9 to the west.





Piers 10 to 14 - Transportation

Marine

The marine infrastructure at Piers 10 to 14 is well-maintained and close to fully utilized by existing tenants.

Rail

New rail capacity is planned for Pier 10, including a second rail siding north of Burlington Street that would provide a more complete rail connection to this pier, and provide modal choice to the tenants located here.

Trucks

Burlington Street is the principal corridor that provides road access to Piers 10 to 14, connecting to the QEW to the east (via Nikola Tesla Boulevard) and the west by various designated truck routes. Truck staging and idling along Burlington Street has been identified by stakeholders as a safety and air quality concern. HPA will actively seek options for a nearby, off-site truck staging area. Signage may also be a useful tool in addressing truck idling in this area.

New security features are underway for Pier 10, including a gated perimeter and card access control. As well, tenants in this area are striving to make their cargo handling processes more efficient, which will help reduce wait times for trucks and decrease queuing.



Piers 10 to 14 - Environment

Specific environmental improvements have been implemented at Piers 10 to 14, including an oil-grit separation system to improve stormwater quality. Paving improvements will further reduce dust and sedimentation into the water, and reduce dust/dirt track-out by trucks. As well, extensive investments have been made by the operator of the grain terminal at Pier 10 to reduce dust associated with ship loading, and the operator has participated as part of HPA's grain dust management group.

The redevelopment of the brewery at Pier 10 incorporated a number of energy efficiency improvements. Coupled with these improvements, a new natural gas cogeneration facility has been announced as part of the complex at Pier 10, designed to reduce the number of separate boilers required by this group of facilities, and improving energy efficiency overall while reducing tenant energy usage.





Piers 10 to 14 - Public Realm

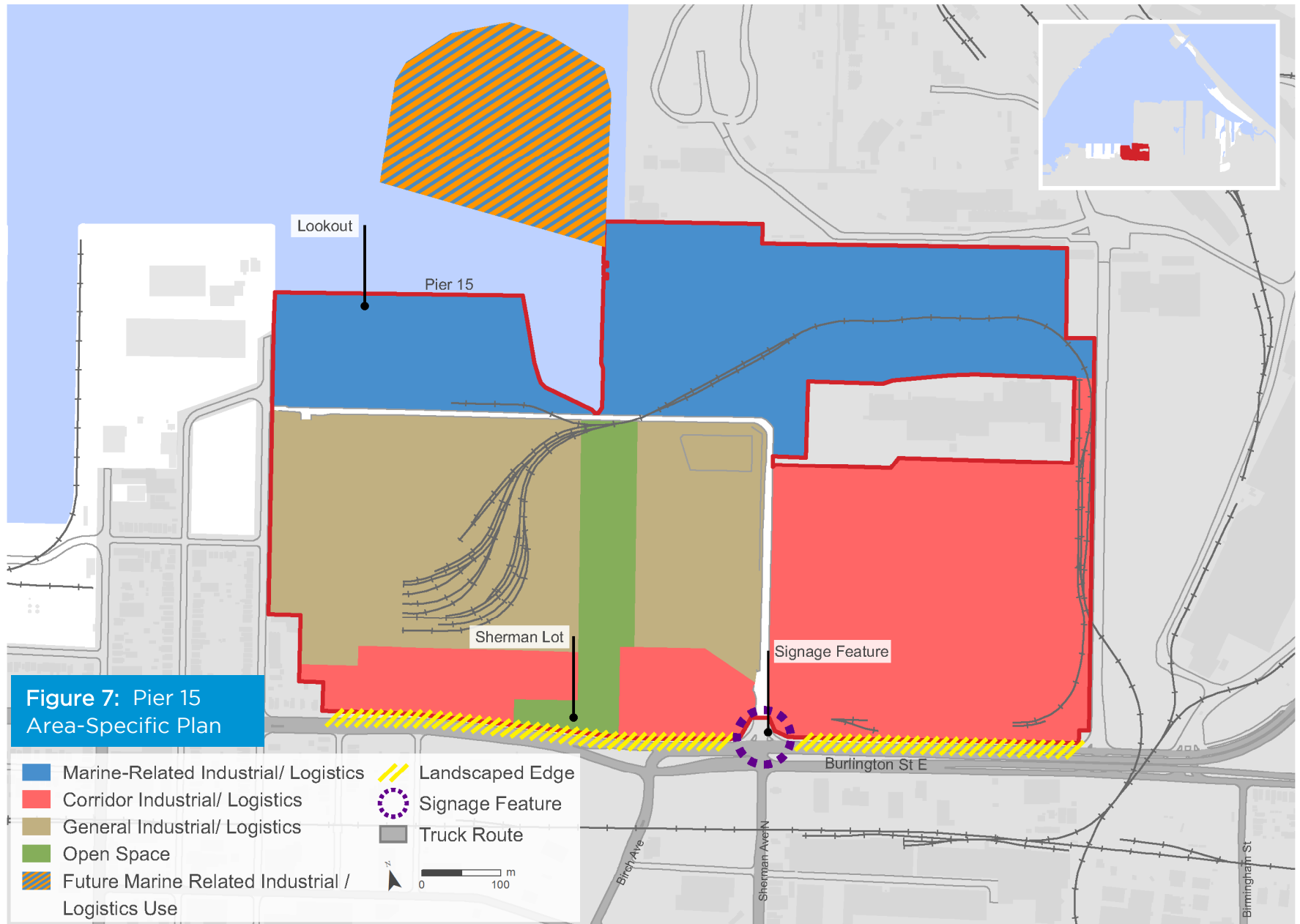
Piers 10 to 14 is the Port's most prominent area in relation to the residential neighbourhoods surrounding Port landholdings. This includes both the existing residential neighbourhood to the south and southwest as well as the planned Pier 8 mixed-use development to the west. The area also has significant frontage along the Burlington Street corridor.

HPA will strive to improve the visual image of the Port lands along Burlington Street through fence line improvements or planting initiatives, where possible, along the southern and western edges of Piers 10 to 14 where they have more significant public exposure. As well, there is the opportunity for a signature signage feature, mural or similar public art piece in Piers 10 to 14 as the western gateway to Port.

Recent improvements have been made to the façade and perimeter landscaping at the brewery complex. Along with the brewery's outdoor patio and branded signage, this complex marks a clear shift from the more industrial eastern section of the Port lands to the mixed use neighbourhood to the west. HPA has intentionally sought appropriate tenants and supported developments that reflect the transitional nature of this space within the broader community, making a positive contribution to the vibrancy of the neighbourhood.



6.4 Pier 15





Pier 15 - Land Use

Background

Pier 15 is currently a mixed-use area, with warehousing, shipping, distribution and manufacturing activities currently dominating, but also active bulk/breakbulk and non-industrial uses. There are a number of parcels that are currently vacant and/or underutilized. Pier 15 also houses a large shed structure (Shed 11) dating from the early 1900s that is in poor condition, providing limited opportunities for tenant attraction.

Overview

There is a good opportunity for a large-scale rationalizing of the footprint of Pier 15, and more efficient organization of land uses and transportation services. New activities would fall within HPA's existing range of uses and permitted City of Hamilton zoning for this area, including shipping-related, warehousing for consumer or other goods, rail transload, dry and liquid bulk storage. The goal of redevelopment would be to intensify the employment uses in this area, attract modern high-value strategic tenants, accommodate demand for transportation-intensive development space, and align with the City of Hamilton's effort to improve the industrial/commercial tax assessment base.



West

According to HPA's preliminary redevelopment concept for Pier 15, the northern section of an aging storage shed (Shed 11) would be removed, consolidating existing tenants in the retained southern section of the structure, which is newer and in better condition. New parking and loading facilities would be implemented for existing tenants. The resulting parcel would be approximately 8 acres in size, providing the potential to accommodate new warehousing or marina storage capacity.

Central

Once the Randle Reef Containment Facility is complete, the surface of this structure will serve as a functional shipping pier with a Seaway-draft dock wall. The facility will not be appropriate for erecting buildings, but will be immensely useful for cargo storage and transloading, relieving some of the Port's current capacity pressures.

Also in this area, future expansion of HPA's recreational boat storage facility could be accommodated, based on market demand.

East

Currently, the property located on the eastern side of Pier 15, east of Sherman Avenue, is bisected by a rail line, limiting development potential. The redevelopment concept proposes to realign the rail line to the south, creating a larger single development parcel to the north. With good rail and truck access, but located a distance from the marine dock, this area is appropriate for warehousing or manufacturing uses.

The property currently owned by North American Tillage Tools is encircled by Port-owned property in this area. Currently this presents no issues. If an opportunity for acquisition were to arise, this property would likely be a sensible and welcome addition to the Port lands. Other site improvements on the eastern portion of Pier 15 would include upgrading and realignment of the utilities, sanitary and watermain services to align with Sherman Avenue. These improved services could be extended to the Randle Reef site or Stelco's property in the future if necessary.

Implementation of the Pier 15 redevelopment is contingent upon HPA's capacity to fund the base infrastructure improvements, with new tenants providing the investment to construct facilities that suit their specific needs.

At the eastern end of Pier 15, adjacent to the Stelco/MANA property, HPA has identified the opportunity to implement a natural gas powered co-generation facility that would provide energy efficient, lower-cost hydro service to tenants located on HPA property, and potentially other industrial users in the area.



Pier 15 - Transportation

Marine

Once complete, the new containment facility as part of the Randle Reef project will be owned and managed by HPA, and will serve as a functioning shipping pier with a Seaway-draft dock wall, usable for outdoor storage and staging of commodities.

Rail

Currently no direct rail connection exists between Piers 14 and 15, introducing inefficiency in railcar logistics that impacts the entire lower Hamilton network, with trains travelling out to CP's switching yard and back to the Port lands.

The future redevelopment of Pier 15 presents the opportunity to introduce more efficient rail service to this pier. In the west section of Pier 15, the redevelopment concept includes an extension of the rail lines on Port property, connecting Pier 15 to Pier 14 to the west. This will allow for service to Pier 15 by both Class-1 railways, offering tenants more robust service and options. In the central section, the opportunity exists to introduce a rail-truck transload facility. This would include creating a new asphalt surface in this area, with associated stormwater control, and new rail spurs running north-south. Full implementation of this facility may also require a new road access meeting Burlington Street to the south.

Trucks

Burlington Street is the principal corridor providing road access to Pier 15. It is a designated and well-used truck route that connects to the QEW to the east (via Nikola Blvd.), and to the west via various designated truck routes. In the west section of Pier 15, the creation of an interior roadway connecting Piers 15 and 14 may be considered to lessen truck traffic volumes on Burlington Street. As well, with the City of Hamilton's agreement, HPA would propose that the far north end of Hillyard Street would be brought within the Port's land envelope, and maintained as a public thoroughfare, for access to 210 Hillyard Street and other facilities along this stretch.

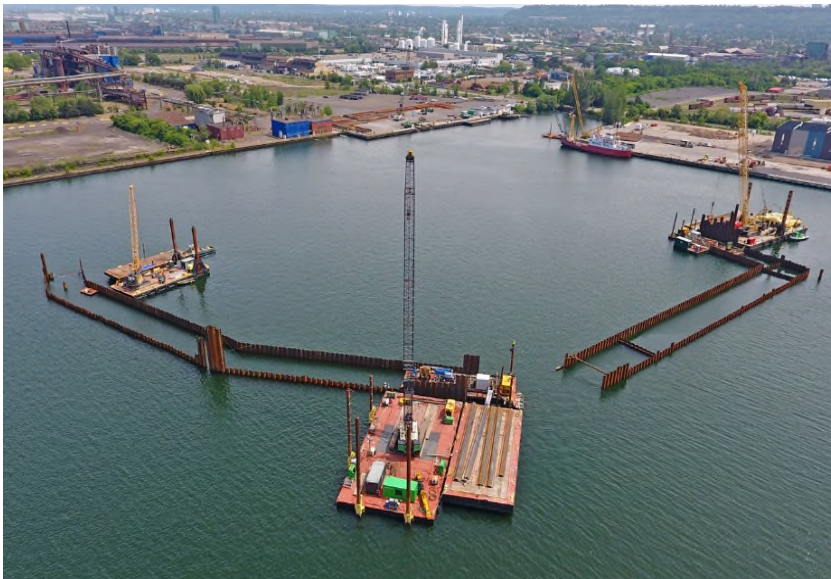




Pier 15 - Environment

Randle Reef

Contamination at Randle Reef is a legacy of a variety of past industrial processes dating back to the 1800s. The site was identified as a principal target of Harbour restoration objectives in the late 1980s and early 1990s. Community and government partners, including HPA, came together to plan and fund the Randle Reef Sediment Remediation project. The project involves constructing a 6.2 hectare engineered containment facility (ECF) on top of a portion of the most contaminated sediment, then dredging and placing the remaining contaminated sediment in the facility. Cleaning up Randle Reef is one of the most significant steps remaining to remediate Hamilton Harbour and remove it from the list of Great Lakes Areas of Concern.



Sherman Inlet

Sherman Inlet located at Pier 15 is one of the only remaining intact areas of natural shoreline on the central-east waterfront, and is an area that HPA intends to preserve permanently as a natural space, free of development. The permanent preservation of this green corridor from Burlington Street to the waterfront will provide benefits in the form of air quality and wildlife habitat.

Once known as 'Coal Oil Inlet', Sherman Inlet has been the site of historical industrial activity dating back more than a century. Currently, it is also the location of a City of Hamilton combined sewer overflow outfall. The Hamilton Harbour Commissioners (HHC) took possession of a former farm implement manufacturing property in 1990. In 2000, an area of 0.16 acres of the eastern side of the Inlet was filled by the HHC without obtaining authorization, while undertaking repairs on the storm sewer pipes and realignment of the adjacent parking lot. Following the imposition of new security requirements by Transport Canada after 2002, this area of the Port was contained within the Port's mandatory secure (fenced) perimeter.

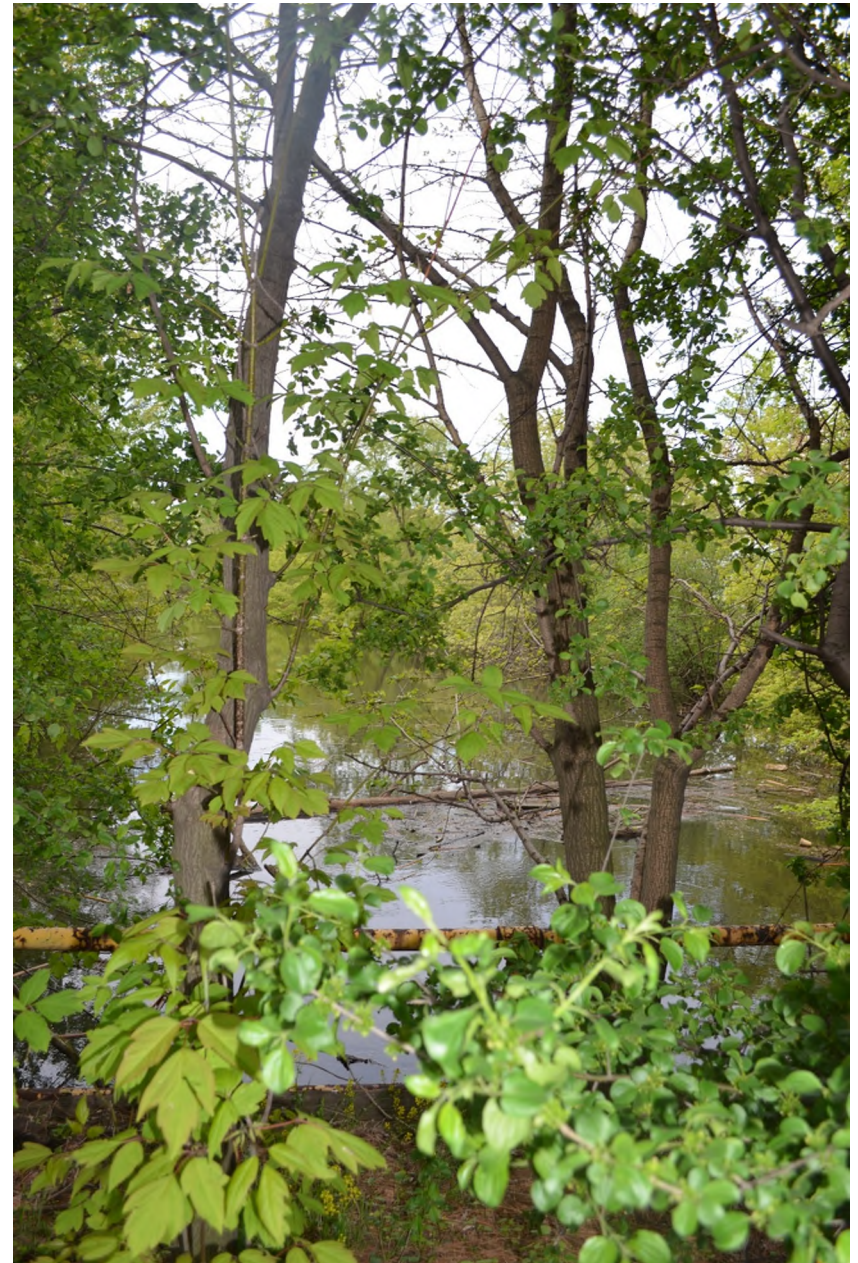
Despite its challenges, Sherman Inlet represents a unique historical feature and part of the north end landscape. The public consultation work for this Plan underscored the importance of this feature to our community. Some stakeholders made clear that they would like to see public access to the Inlet; while for others the reversal of the fill and the preservation of the Inlet as a protected natural area is a higher priority.

Preserving and protecting Sherman Inlet is a priority shared by HPA. HPA commits to a two-year process to restore the altered shoreline, undertaking the work required to develop an ecologically sound approach in 2017, followed by the implementation of the plan in 2018. Sherman Inlet will remain within the Port's secure perimeter, which will not allow public access. HPA recognizes that not all stakeholders will find this to be fully acceptable; however, HPA believes this represents a responsible approach that takes into account port security requirements, site safety considerations, and historical/ongoing issues associated with the City's combined sewer outfall. HPA also believes there is considerable environmental merit in protecting this space 'for nature's sake', without interference by people and pets.

To address the desire for a space at Pier 15 where the public can get closer to the waterfront and harbour activity, HPA has identified an alternate location at its new boat storage and maintenance facility at the foot of Hillyard Street. This site is an un-gated location with a minimally-obstructed view of the bay, which affords an excellent view of the ongoing construction of the Randle Reef containment facility. HPA proposes to repurpose a portion of the northernmost section of the facility's parking lot for a landscaped area with a viewing platform.

Other Environmental Initiatives at Pier 15

Oil-grit separators have been implemented in this area to improve stormwater quality. Paving improvements reduce dust and sedimentation and reduce dust/dirt track-out by trucks.





Pier 15 - Public Realm

Streetscape

Similar to Piers 10 to 14, Pier 15 has significant frontage along Burlington Street and an interface with the surrounding neighbourhood. There is more of a residential interface at the western end of Pier 15, with the surrounding area becoming more industrial to the east.

HPA will strive to work with the City of Hamilton to improve the visual image of the Port lands along Burlington Street through planting, signage, and public art initiatives. As part of this broader initiative, HPA will implement a new gateway feature at the corner of Burlington Street and Sherman Avenue.

Public Viewing Area

As mentioned above, a new public viewing area and platform will be established at 210 Hillyard Street, where the public can have an unobstructed view of the bay, including a direct view of the ongoing construction work at the Randle Reef containment facility.

Shed 11

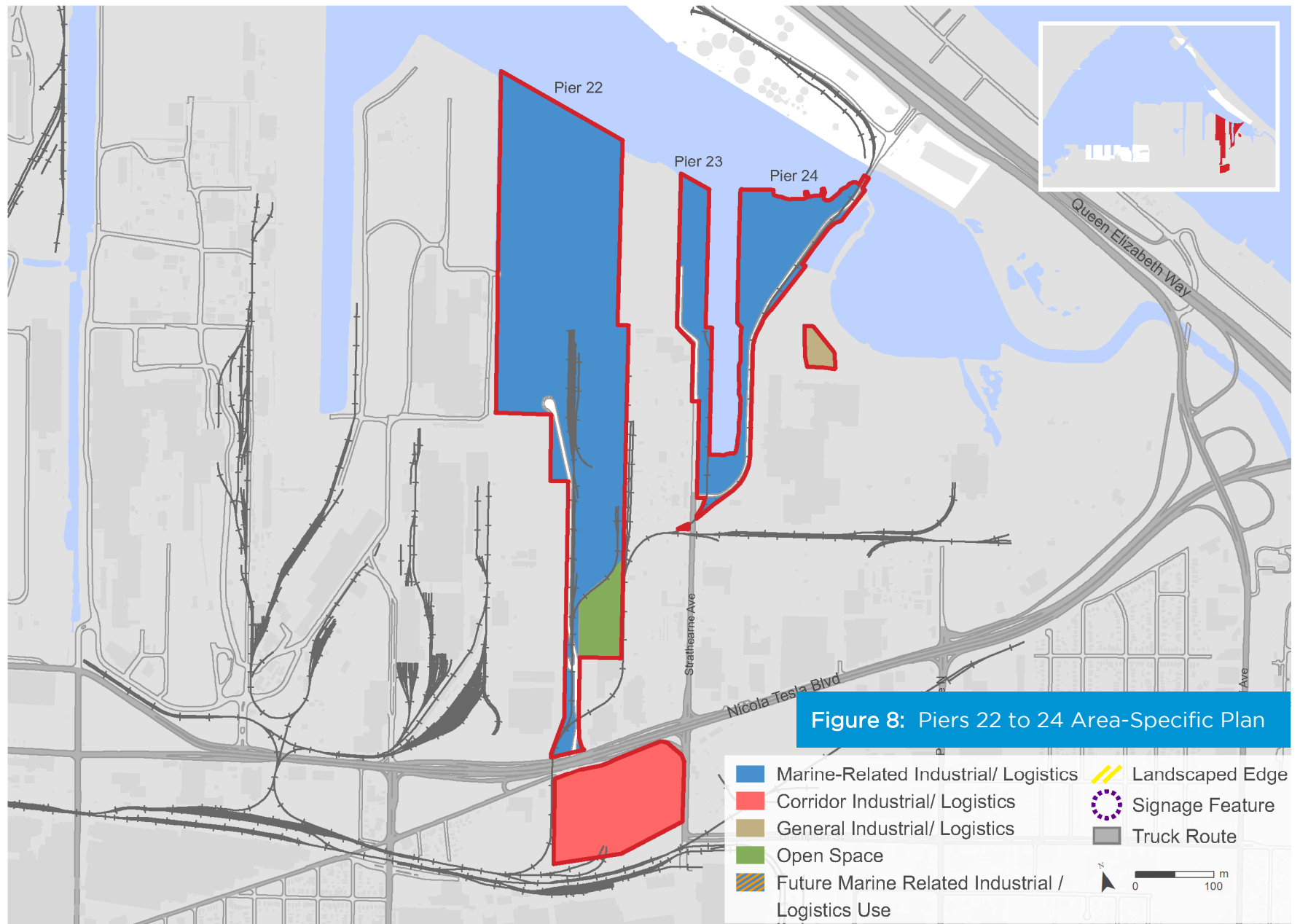
The retained portion of the Shed 11 warehouse would undergo façade work to improve the visual appeal of this facility which is visible from both Burlington Street and Hillyard Street.

Sherman Lot

Landscape improvements will also be undertaken in the unpaved lot to the west of Sherman Inlet, at the eastern edge of the 601 Burlington Street property, with potential for a more welcoming and accessible space in the vicinity of the Sherman Inlet.



6.5 Piers 22 to 24





Piers 22 to 24 - Land Use

Background

Piers 22 to 24 contain approximately 63 hectares (156 acres) of land at eastern end of the Port, situated immediately to the east of the ArcelorMittal Dofasco lands (Piers 20 and 21). This area is currently used primarily for bulk, break-bulk, and liquid bulk cargo industries, with pockets of manufacturing and warehousing, shipping, and distribution industries near Burlington Street.

Overview

The majority of land within Piers 22 to 24 will be reserved for industries and activities requiring direct marine access, with the land closest to Burlington Street corridor able to accommodate those activities that do not rely on direct marine access yet still support the Port's function. Moving forward, HPA will explore consolidation and expansion of the land base in Piers 22 to 24 as properties become available.





Piers 22 to 24 - Transportation

Marine

As part of the redevelopment of Pier 22, HPA implemented an innovative pipe rack system which provides marine access for liquid bulk commodities at inland terminals/port facilities without direct marine frontage.

Trucks

Burlington Street is the principal corridor providing road access to Piers 22 to 24. It is a designated and well-used truck route that connects to the QEW to the east (via Nikola Tesla Blvd.) and to the west via various designated truck routes. Access is provided to this pier grouping either directly in the case of Pier 22 or indirectly via Strathearne Avenue in the case of Piers 23 and 24. New security gates will be added at Pier 22.



Piers 22 to 24 - Public Realm

Piers 22 to 24 have limited frontage along Burlington Street and the interface with the surrounding neighbourhood is principally internalized to surrounding industrial area north of Burlington Street. There are limited opportunities for planting initiatives; however, HPA will work with the City of Hamilton on infrastructure improvements planned for the Burlington Street corridor whenever possible.





Piers 22 to 24 - Environment

Pier 22 Redevelopment

HPA purchased the Pier 22 landholdings in 2006 from Stelco as largely unserviced and vacant lands with contamination by a number of substances. A comprehensive development plan for the property was implemented, creating multi-modal access (marine, rail, truck and pipeline) to accommodate a variety of customers. As part of this development, HPA also preserved a four-acre section called Hobson Pond, securing habitat for snapping turtles and migratory birds.

Stormwater Management

As part of the redevelopment of Piers 22 to 24, HPA and its tenants have addressed stormwater management, including the installation of oil-grit separators as appropriate. This approach to stormwater management represents good environmental practice, and a similar approach would be part of any future development or redevelopment throughout the Port.

Windermere Basin

The Port lands are adjacent to Windermere Basin, a naturalized passive recreation area owned and maintained by the City of Hamilton. HPA worked with the City to facilitate the development of Windermere Basin, and is an active partner providing ongoing dredging project services. Windermere Basin is designated in the Urban Hamilton Official Plan as a “Core Area” in its Natural Heritage System. On surrounding Port properties, HPA has implemented proactive

stormwater management techniques to ensure Port operations have minimal impact on this natural area.

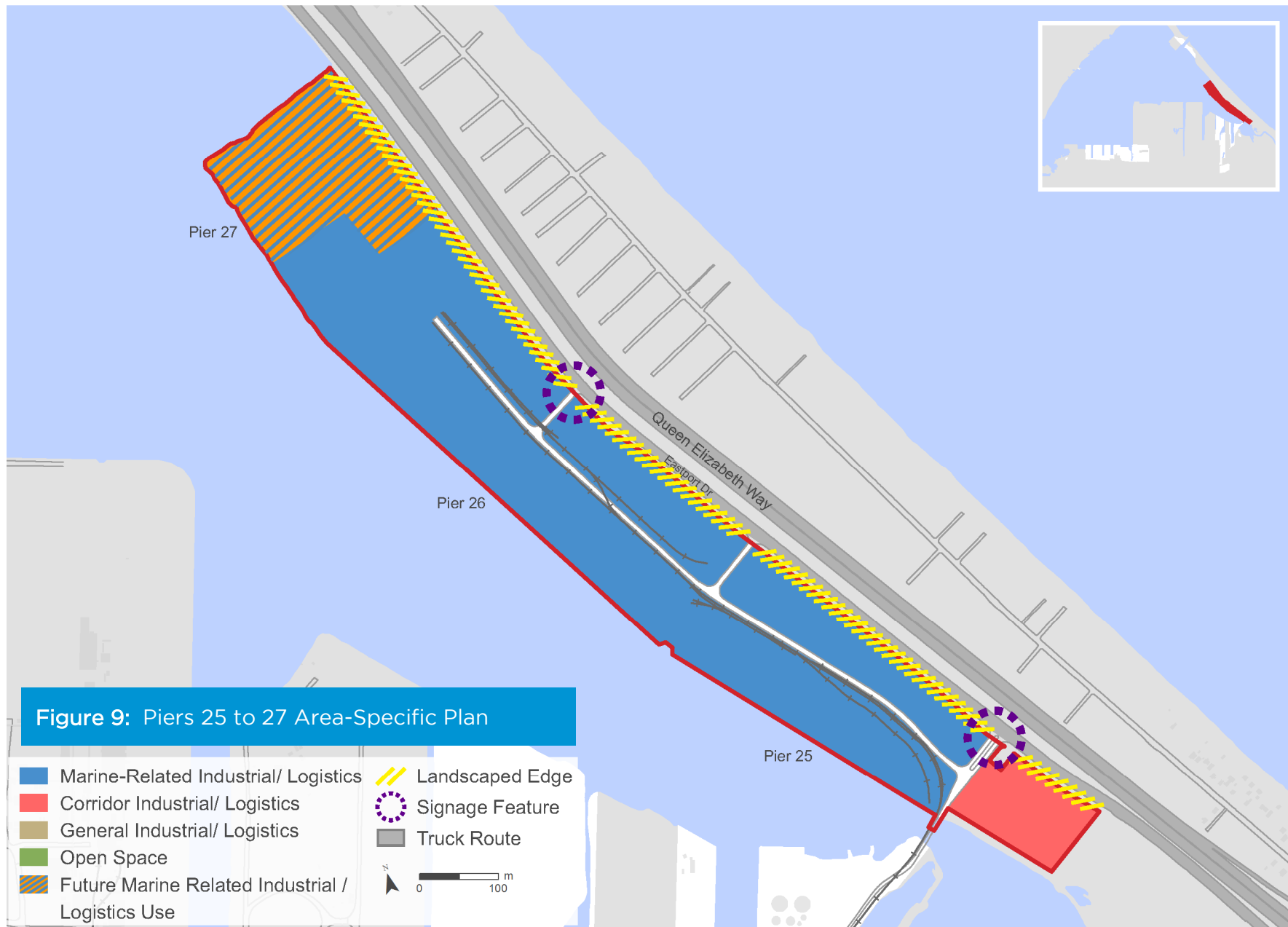
Hobson Pond

Hobson Pond is a natural feature within the Pier 22 to 24 grouping. Hobson Pond is comprised of approximately 2 acres of open water and an additional two acres of shoreline habitat, which currently provides habitat for fish, birds and turtles. The pond is likely a remnant portion of open water situated within the historic shoreline of Hamilton Harbour and is a designated in the Urban Hamilton Official Plan as a “Core Area” in its Natural Heritage System. Hobson Pond presents an excellent opportunity to preserve and protect areas of natural heritage within the Port lands. This water body and adjacent natural habitat will remain in its present natural state within the Port’s perimeter, and will not be developed.

Other Environmental Initiatives

As with other areas, stormwater quality is maintained and dust track-out is reduced in Piers 22 to 24 through the use of oil-grit separators and paving.

6.6 Piers 25 to 27





Piers 25 to 27 - Land Use

Background

Piers 25 to 27 contain approximately 57 hectares of land at the eastern end of the Port along Eastport Drive. This area is currently heavily dominated by marine-related industrial uses with agri-food, bulk and break-bulk, and liquid bulk activities forming the majority of the landholdings, complemented by manufacturing activities.

Overview

Piers 25 to 27 will continue to be developed for uses that require marine access, although existing tenants that do not require marine access may be permitted to expand on the east side as appropriate. Most of the current industrial activities represent long-term Port tenants requiring marine access, who have made substantial investments recently on their sites.

The confined disposal facility (CDF) at Pier 27 forms the northern end of this pier grouping, and is expected to be operational for the next 15 years. The CDF provides an opportunity for future usable industrial land once filling is complete. HPA would reserve this new land for the purposes of Marine-Related Industrial tenants and activities requiring marine access as an integral function of their operations.

The parcel currently occupied as a recreational vehicle dealership alongside Eastport Drive near the Pier 25 South Gateway is considered a non-strategic use by

HPA. This property will be redeveloped in the coming years, as a Corridor Industrial or Marine-Related Industrial use, potentially responding to significant demand in the agricultural / agri-food processing sector. Development in this area will respect the adjacency of Windermere Basin and provide for its protection.





Piers 25 to 27 - Transportation

Piers 25 to 27 have seen considerable recent investment and construction owing largely to the combination of excellent marine, highway, and rail access that characterizes the area.

Rail

New infrastructure improvements will allow for 50+/-unit car trains along the Eastport corridor. This will fundamentally shift the Port's modal value proposition at this location, allowing for product to be shipped from further afield, by rail instead of truck.

Trucks

Eastport Drive provides road access to Piers 25 to 27 through three gateway roads to the piers. Tenants have highlighted the need for improved truck movements and staging throughout the Eastport corridor. An additional port security access gate at the Pier 26 gateway will help improve traffic flow.



Piers 25 to 27 - Environment

Environmental initiatives in Piers 25 to 27 include tarping of bulk commodities, such as salt, and additional paving to reduce dust track-out. This is recognition of feedback from the Hamilton Beach neighbourhood to the east. A landscape buffer along Eastport Drive creates an additional barrier between Port uses, the highway, and residential uses further east.





Piers 25 to 27 - Public Realm

Piers 25 to 27 are the most prominently located portions of the Port landholdings in terms of visual access from the QEW and Eastport Drive at the Port's eastern end. HPA installed landscaped signage features at the Pier 25 and Pier 26 entrances to improve the visual quality and Port presence along Eastport Drive and the QEW. Further to these features, HPA will work with tenants as part of the process for new developments along Eastport Drive to further strengthen the visual quality. This will include consideration for berming, plantings, and additional visual features to accentuate this prominent gateway to the Port and City of Hamilton.



6.7 Pier 28





Pier 28 - Land Use

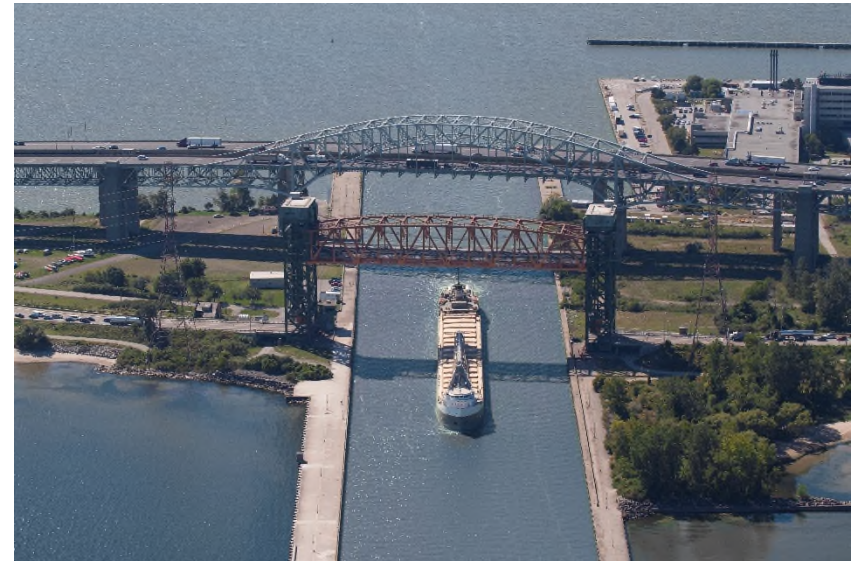
Background

Pier 28 contains approximately 12 hectares of land on either side of the Burlington Canal entrance to the Hamilton Harbour and situated under the Burlington Skyway. The south side of Pier 28 contains Fisherman's Pier, while the north side (Pier 29) contains land surrounding the Canada Centre for Inland Waters.

Pier 28 has both significant assets and significant challenges. For assets, it is largely vacant, has excellent access to the QEW, and contains the lift bridge and historic lighthouse both owned by the Federal Government. It provides an excellent vantage point for watching ships operating in the Harbour. For challenges, much of Pier 28 is located underneath the Burlington Skyway structure, encounters strong westerly winds, and is constrained by its operation and is currently not easily accessible.

Overview

The long-term land use for Pier 28 is a recreational and community open space. HPA will explore opportunities for Pier 28 through a more detailed planning and design exercise, undertaken collaboratively with the relevant municipal, provincial, and federal partners. HPA expects that together with the continuation of the public boat launch facility, potential opportunities for this area may include passive recreation spaces, trail connections, community and public uses, and additional parking areas.





Pier 28 - Transportation

Pier 28 is currently accessed from Eastport Drive, either to the north of the Burlington Canal to access the Canada Centre for Inland Waters or to the south to access Fisherman's Pier. As part of a multi-stakeholder planning and design exercise for the future use of Pier 28, HPA will explore transportation considerations related to maintaining public access to the waterfront and connections to surrounding public trail system, while maintaining a principal function of entrance to the Hamilton Harbour for shipping activities.



Pier 28 - Environment

As part of a multi-stakeholder planning and design exercise for the future use of Pier 28, HPA will seek to add to accessible greenspace per the targets of the Hamilton Harbour Remedial Action Plan.





Pier 28 - Public Realm

Pier 28's location and context presents an opportunity to create a community asset that integrates with the surrounding open space network and provides destination activities for visitors. However, significant improvements are required to realize this long-term vision given the area's existing physical conditions and the challenges associated with its context under the Burlington Skyway.

As part of a future multi-stakeholder planning and design exercise, HPA will explore opportunities for establishing Pier 28 as a vibrant and active public space for residents and visitors that is better integrated with the waterfront and trail system in the surrounding area. This will include consideration of:

- Formalized connections to the Waterfront Trail system and associated signage;
- Maximizing public access to the water's edge, where appropriate, and incorporating viewing locations;
- Incorporating planting elements that support the recreation activities and contribute to a more naturalized setting;
- Working with community partners to explore opportunities related to the historic lighthouse; and,
- Interpretative signage and public art that tells the story of Hamilton Harbour.



6.8 LaSalle Park Marina (Pier 34)



LaSalle Pier - Land Use

LaSalle Park Marina is located on the northern shore of Hamilton Harbour, and a portion of it is leased to the City of Burlington from HPA for the purpose of recreational activities. HPA intends to continue to work cooperatively with the City of Burlington to maintain its long-term lease relationship, to facilitate recreational boating at the LaSalle Marina.



LaSalle Pier - Environment

HPA will continue to act as a responsible steward of the land and water within its holdings at Pier 34.



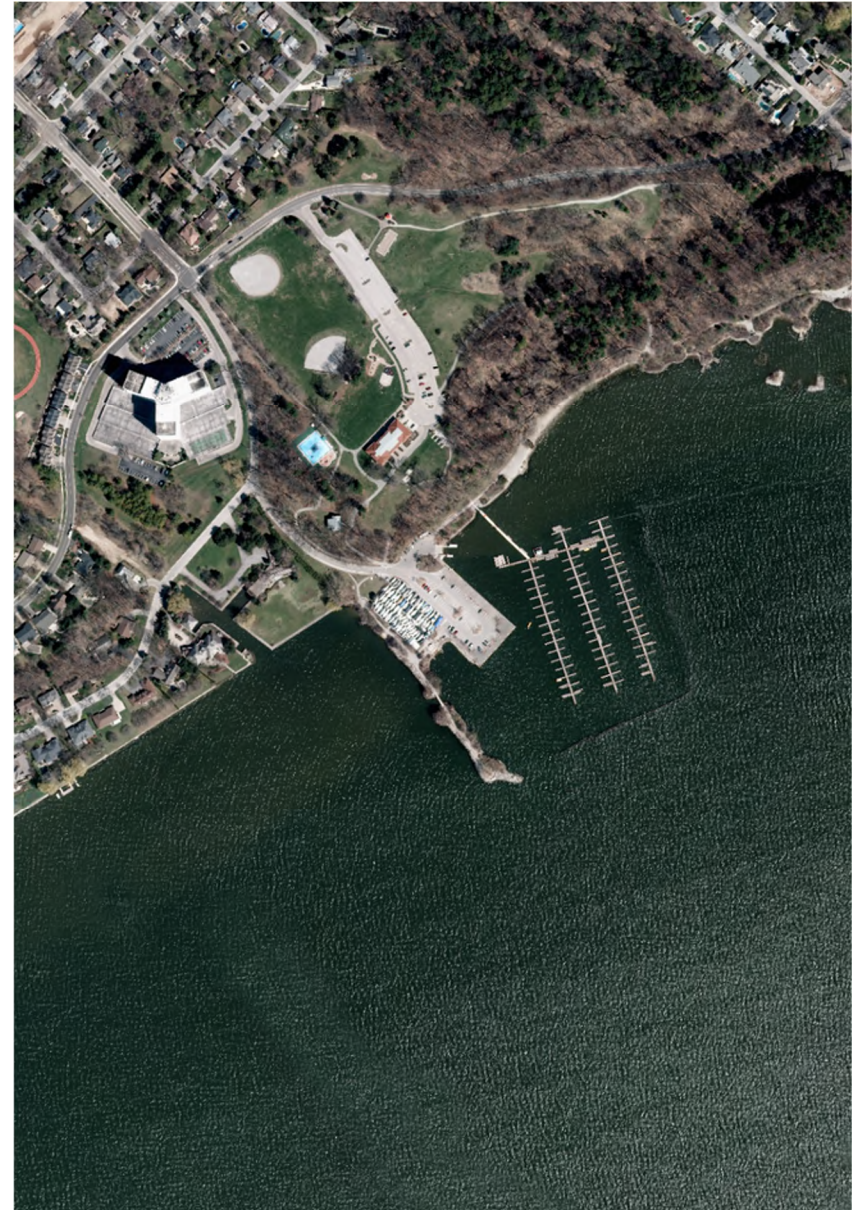
LaSalle Pier - Transportation

There are no commercial or industrial uses at LaSalle Marina.



LaSalle Pier - Public Realm

Public amenities at Pier 34 are undertaken by the City of Burlington, within the scope of HPA's long-term lease relationship with the City of Hamilton.



7. DEVELOPMENT CONSIDERATIONS



This section details the Land Use Plan policies that will direct HPA's management and development activities with respect to its land holdings. These general policies are meant to be read in conjunction with the area-specific policies of Section 6 as well as the implementation policies of Section 8.

7.1 Effective Use of Port Assets

The Port's land assets must be employed to meet the planning principles outlined in this document. As a port is also an industrial community, comprising a network of companies, HPA shall take a long-term view of its role as a regional transportation hub, a facilitator of trade and supply chain efficiency, and a home to transportation-intensive industrial uses. Port strategies may include initiatives that contribute to a more integrated, sustainable and efficient port community.

Land Disposition

HPA does not generally dispose of lands in its portfolio, and then only after having clearly determined that such land is not required to meet its long-term objectives.

Transportation / Modal Connections

HPA will strive to provide Port users with modal choice and connectivity, contributing to efficient supply chains. This

may involve adding new rail capacity at piers, and creating transload facilities.

Marine Sites

In the allocation of sites adjacent to a dock wall, HPA gives priority to site users requiring marine access, and may seek to structure tenancies to allow for multi-user access to the Port's limited marine facilities.

District Energy

HPA will reduce overall energy consumption on Port lands, and provide a competitive advantage for businesses who locate to Hamilton's port district, while minimizing adverse effects to adjacent neighbourhoods.



7.2 Sustainability Policy

To guide future business strategies and operations, HPA adopted its first ever Corporate Sustainability Policy, which will form the basis of a comprehensive sustainability program, addressing pillars of economic, environmental, and social sustainability. This program will include detailed performance indicators and HPA will report annually on its implementation and results.

Corporate Sustainability Policy Principles

HPA will ensure it has sustainable business practices in place; and that at all times emphasis is placed on the well-being of its employees, that the surrounding environment is protected and that a community focus is in place. HPA will strive to ensure sustainability is integrated throughout its business. Supported by policies, programs and procedures, HPA is guided by the below principles. HPA will strive for continuous improvement in these areas, with the input of our stakeholders, and we will report on our progress.

Environmental

- 1 Continually improve our environmental footprint in such areas as stormwater management, pollution prevention, dust control, enhancement of natural spaces and energy conservation.
- 2 Ensure that our projects and those of our customers, through lease agreements, proactively incorporate a high level of environmental protection, and consider community interests.

Community

- 3 Contribute to quality of life within our community by improving and greening the port-city landscape, supporting economic prosperity and investing in community projects.

Financial

4. Ensure that HPA is financially sound, that we create value for our customers and users, and invest in essential port infrastructure to promote competitiveness.
5. Ensure that the port is a regional economic driver.

General

6. Ensure that operations and activities meet or exceed all applicable laws and regulations.
7. Create a safe and enriching work environment for all of our employees.
8. Ensure the port is safe and secure for the protection of port employees, customers and neighbouring communities.
9. Incorporate sustainability into business decisions, management practices and operations.
10. Communicate transparently with port stakeholders, including the communication of this Policy to HPA staff, customers and the community.

7.3 Multi-Modal Connectivity and Choice

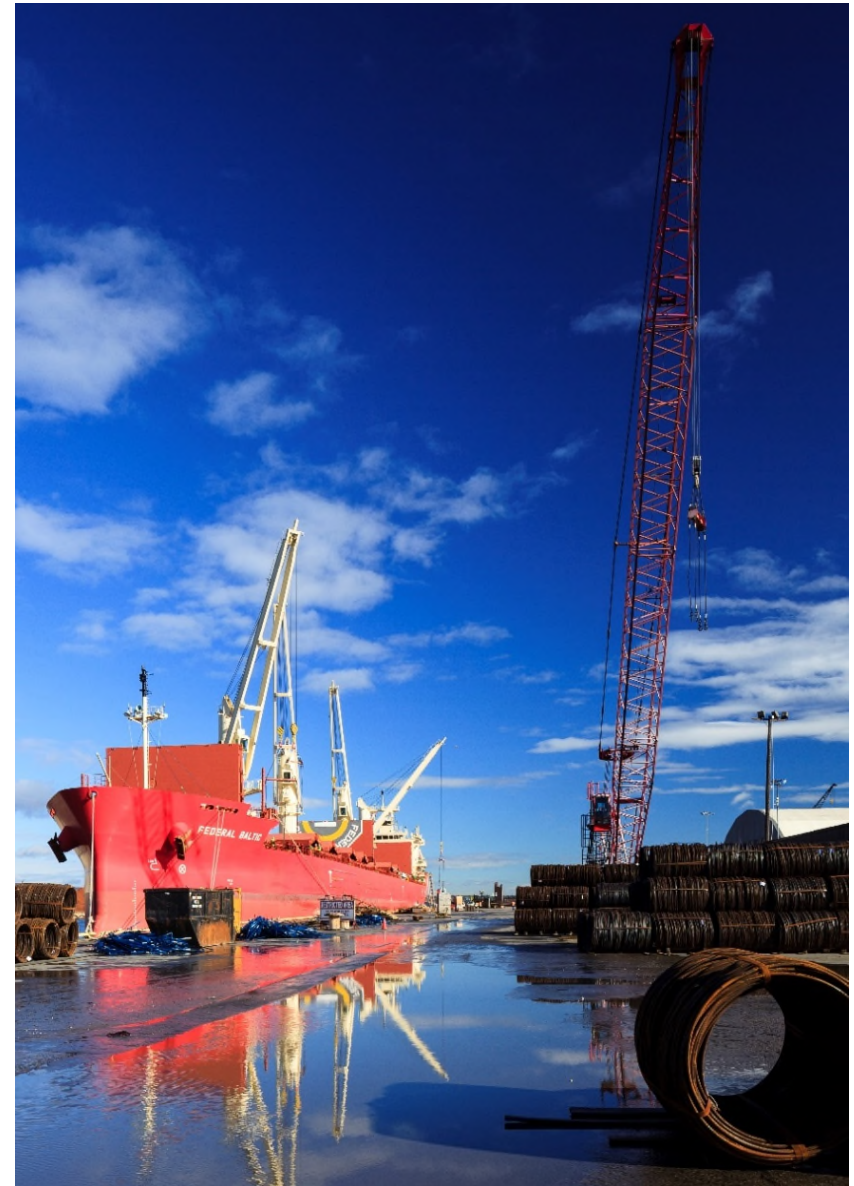
Port as a Multi-Modal Hub

A modern port is more than a place to dock ships. It is a multi-modal transportation hub that facilitates industry and trade on behalf of transportation-intensive industries. Just about everything that arrives or departs by ship makes the connecting leg of its journey by rail or truck, so surface transportation is integral to the very nature of a port. Transportation users also benefit from modal choice: the ability to choose marine when it makes sense for a given shipment, or rail or truck at another time.

Canada's ports serve the national and regional economic interest by providing efficient goods movement, regardless of the mode of transportation. This activity requires adequate physical space, and a regulatory structure that is not overly prescriptive with respect to transportation mode. At the Port of Hamilton, a fair portion of port lands do not have direct water access, yet these port properties offer significant value to the transportation-intensive businesses that locate in the port's multi-modal logistics cluster. Non-marine port lands offer the same opportunity for ports to support their mandate to promote Canadian trade as do direct waterfront parcels.

HPA seeks an operating environment that recognizes the Port of Hamilton as a critical regional economic asset; preserves space for transportation-intensive industrial development; and recognizes the fundamental multi-modal character of modern port operations. Robust logistics assets add value to industrial and commercial property. HPA is working to enhance North

Hamilton's logistics capacity on and off the Port lands, enhancing its value and business attractiveness.



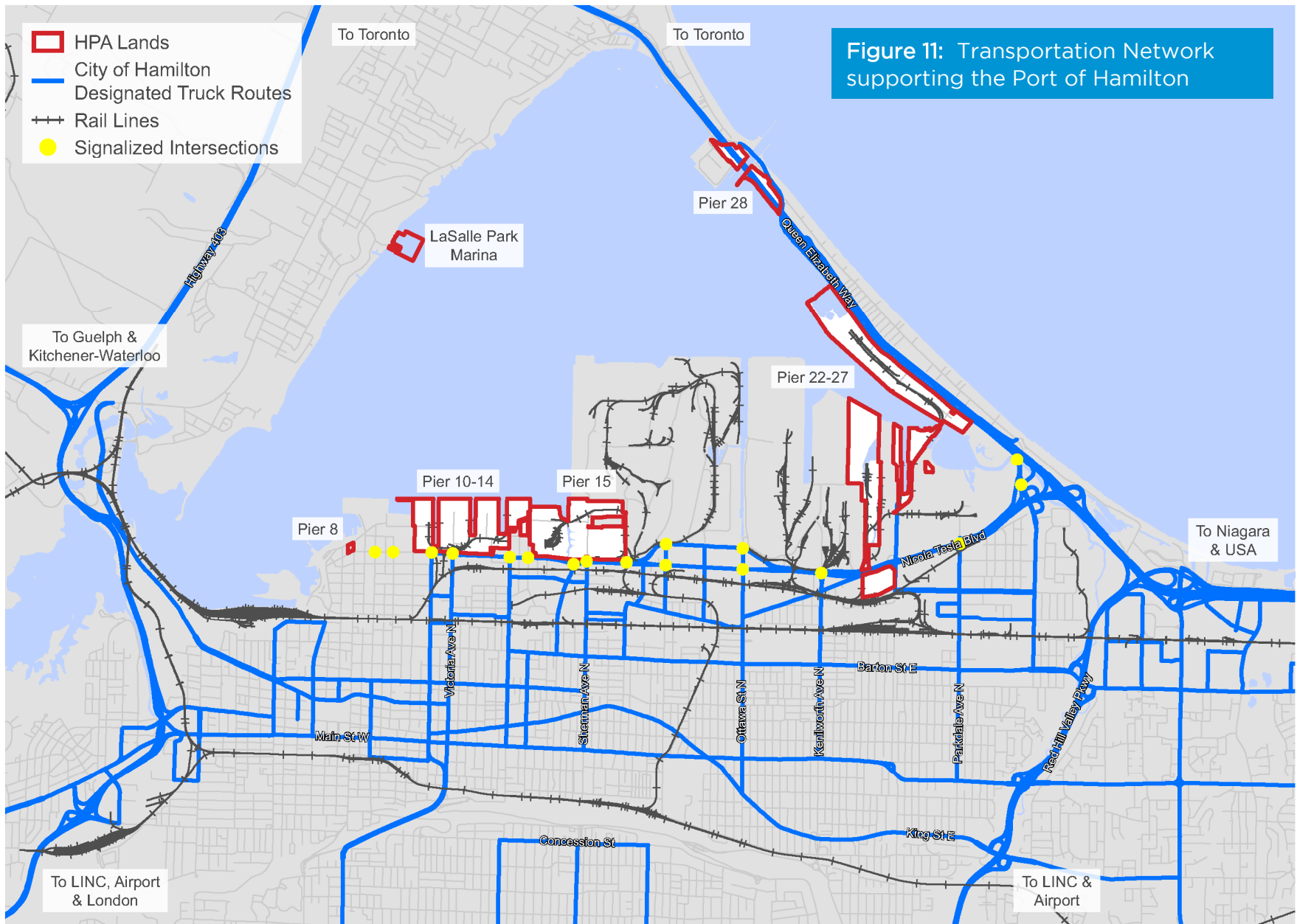


Figure 11: Transportation Network supporting the Port of Hamilton

Rail

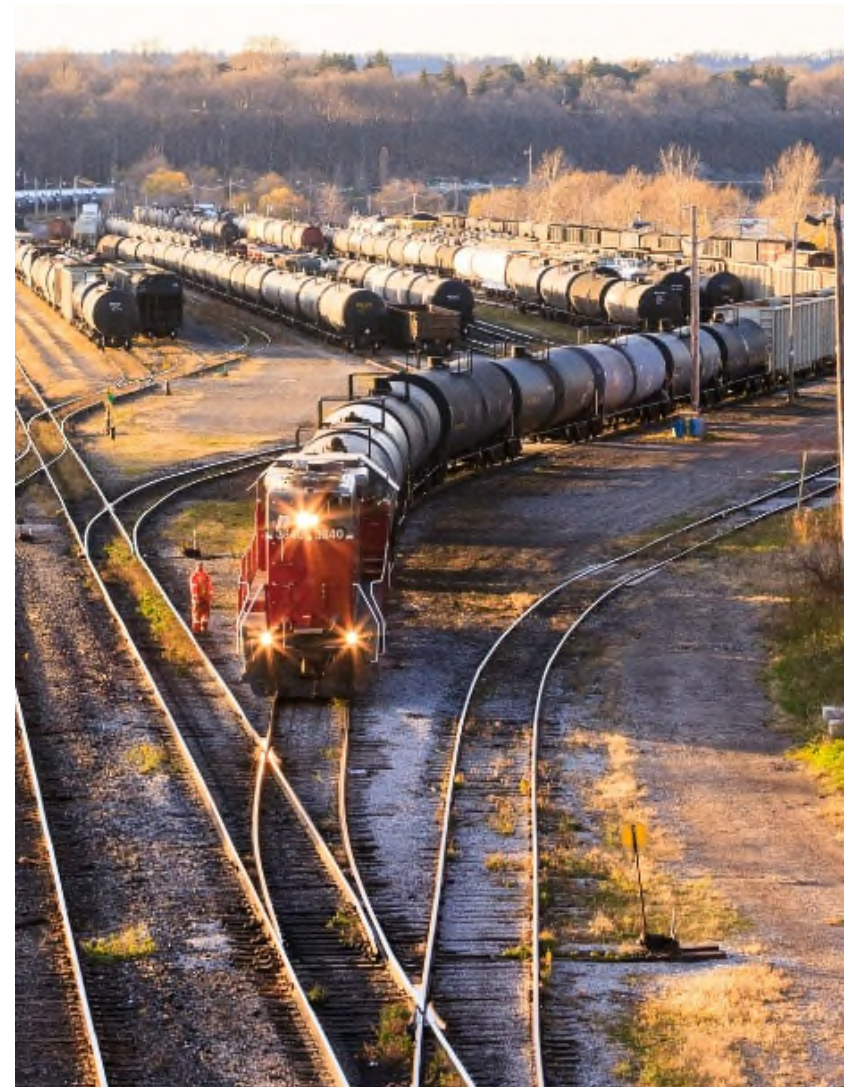
In recent years, demand by existing and prospective tenants for more and better rail infrastructure at the Port has steadily increased. Integration of rail with other modes at the Port will expand export opportunities for domestic shippers and exporters in agri-food, advanced manufacturing and steel-related products. More efficient use of rail for goods movement will reduce pressure on southern Ontario roadways, while reducing logistics costs and improving competitiveness for southern Ontario exporters.

New rail car storage and transload capacity at Pier 26 will allow for multi-user rail car storage and transloading for up to 50-unit trains. This will transform the Port's value offering for a variety of user sectors. The 50-unit capacity will open new categories of business, and deliver efficiency cost savings for users.

Future rail security enhancements in the form of gates at Piers 10, 12, 16, 22 and 24 will provide secure locations for overnight storage of rail cars and allow for monitoring of sensitive cargo by Port security. Bringing rail cars inside the Port's secure perimeter will also take pressure off other city storage locations, such as the Stuart St. rail yard (increased passenger rail volumes are expected through Stuart St. as a result of the new James St. GO Station).

New investments by private-sector terminal operators are contingent upon the Port having complete marine-rail connections. With access to a comprehensive transportation network and more choices, southern

Ontario businesses will be able to reduce shipping costs and position themselves to compete internationally. Better use of rail and marine modes is part of a sensible approach to reducing pressure on highways, local roadways, and streamlining goods movement in Ontario.



Trucking

One of the attributes that makes the Port of Hamilton such an enviable port and logistics hub is its close proximity and direct connections to Ontario's 400-series and QEW highway system. HPA will continue to work with the City and the Province to ensure that these connections continue to be robust and efficient goods movement corridors. The Port's primary access corridors include Eastport Drive in the east and Burlington Street in the central-west, both of which function well as primary port service routes and carry the vast majority of the trucks that service Port tenants and terminals.

Through the public consultation process, HPA heard feedback from stakeholders related to truck traffic on surrounding neighbourhood streets concerning air pollution, noise and safety concerns. The City designates and maintains a comprehensive truck route network to responsibly manage trucks that must travel through the



city, and, in many cases, the concerns were related to traffic on such truck routes. The use of such roads by westbound traffic to access the Highway 403 was identified as a particular concern, owing to the lack of a direct alternative in this section.

It is important to note that truck traffic in the industrial north end has a variety of sources aside from Port tenants, and that even for trucks that do originate at Port facilities, route choice is not controlled by HPA, nor in most cases by the terminal operator. Since the previous Land Use Plan was published in 2002, the Red Hill Valley Expressway has come on-stream and has helped to divert some heavy truck traffic away from through-city routes. Nevertheless, HPA takes these stakeholder concerns seriously and seeks to identify ways to contribute to an overall reduction in trucks using interior city streets when comparable routes exist.

Research on best practices revealed a number of approaches that may be beneficial. These include signage at the terminals and on-roadway, identifying preferred routes, developed in consultation with area neighbours and implemented in partnership with the City; or maps for distribution and education and awareness initiatives to drivers, fleet managers, owners, and facility managers.

HPA will also seek opportunities, where possible, to configure internal roadways on Port lands to encourage better commodity movement and traffic management rather than using external roadways. Such examples include the internal connection established between slag producer and user at Pier 21 and Pier 22 during the Pier 22 redevelopment. This realignment removed thousands of trucks per year from Burlington Street. The proposed

realignment of Ship Street within the Port lands envelope at Pier 14 also has the opportunity to deliver improved road and rail transportation options.

Recognizing the above concerns from the broader community about truck traffic, efficient truck routing was identified as the number one priority of Port tenants surveyed for this Plan. HPA must work to find constructive solutions that balance the needs of all of its stakeholders.

7.4 Security Requirements

In 2002, in response to the events of September 11, 2001, the International Maritime Organization adopted the International Ship and Port Facility Security Code (ISPS Code), aimed at enhancing the international framework for the prevention of acts that threaten security in the marine transportation sector. All International Maritime Organization government members, including Canada, were required to have adopted the ISPS Code by July 1, 2004, and to have the necessary national regulations in place.

The Canadian Marine Transportation Security Regulations introduced security requirements for the marine transportation industry under section 5 of the Marine Transportation Security Act (MTSA). In turn, HPA and other Canadian ports have undertaken marine facility security assessments which have been approved by Transport Canada. All marine facilities located at the Port of Hamilton have approved Transport Canada security plans.

The Port of Hamilton's approved security plans include elements like a fenced perimeter, gated access to port facilities and terminals, and comprehensive security monitoring by the Harbour Master's Office/Port Patrol. Access to Port properties is restricted to holders of Port Security Access Cards, who have a demonstrated need for and right to Port access, including truck drivers making cargo deliveries in and out of the Port, as well as individuals who work inside the Port gates.

Today's Port is a safe and secure environment for handling all types of cargo. HPA is better able to collect data on land-based traffic moving in and out of the Port, and issues like equipment theft have been drastically reduced. A secure Port means suspicious activity is readily identifiable and reportable, helping to ensure the safety of Port-based workers; visiting vessels, trucks and railcars; and neighbouring communities. It is anticipated that security controls will continue to evolve in light of ongoing cooperation between Canada and the United States.

7.5 Public Uses and Protected Natural Spaces

HPA will continue to encourage and accommodate, as appropriate, a balance between commercial and recreational uses on the harbour.

West Waterfront

HPA is supportive of the continued development of the western waterfront for mixed public uses, including recreational boating. The early termination of HPA's lease on Piers 7 and 8 and the creation of a new winter boat storage location in support of the City of Hamilton's redevelopment plans is an example of this commitment.

Recreational Boating

HPA will continue to manage the recreational marina services located at Piers 5 and 6 on behalf of the City of Hamilton, offering 350 seasonal slips, with the potential to add more in accordance with market demand. As well, HPA will continue to recognize and facilitate the use of La Salle Park Marina (Pier 34) as a space for public recreation and recreational boating. Through the Harbour Master's Office Port Patrol, and in cooperation with the Hamilton Police Service Marine Unit, HPA will continue to provide safety information and assistance to recreational boaters. In particular, HPA will promote safe interactions between recreational and large commercial vessels.

Public Waterfront Enhancements

For public waterfront enhancements, HPA has worked closely with the City of Hamilton to support the revitalization of Windermere Basin as a passive recreation and wildlife habitat area. HPA also will endeavour to work with the City of Hamilton and other

landowners/stakeholders in undertaking a public visioning project in order to identify potential recreational enhancements at Pier 28.

Lookout Point

A new, publicly-accessible lookout point is proposed at Pier 15, near HPA's boat storage and maintenance building. This would be a safe, well-lit and daytime accessible space that from a lookout platform will provide an excellent view of the Harbour, shipping activity, and work on the Randle Reef containment facility.

Natural Spaces

Sherman Inlet and Hobson Pond are protected natural spaces. Together, these spaces occupy approximately 3 hectares (8 acres) of land and water as segments of the original harbour shoreline, and, therefore, are important aspects of Hamilton Harbour's natural heritage. A restoration of the previously-filled shoreline at Sherman Inlet will be implemented within two years, and Sherman Inlet and Hobson Pond will both be protected in perpetuity from any form of development. In both cases, public access to these spaces is restricted; however, HPA believes there is environmental merit in maintaining these spaces for nature alone, without impacts by people and pets. The empty lot adjacent to Sherman Inlet will be improved, with visual appearance and usability in mind.

7.6 Urban Design

Hamilton Harbour is a well-recognized landscape within the Golden Horseshoe region. HPA's landholdings represent a large expanse of property that interfaces with a variety of contexts within the City of Hamilton, including industrial, residential, and recreational interfaces. Thus, urban design can play a key role in ensuring appropriate transitions between different land use types as the Port evolves over time.

Port Lands

In managing its land assets, HPA will endeavour to maintain a high standard of urban design consistent with its functional requirements related to its industrial and employment role and celebrating the strength and character of the Harbour's unique industrial heritage. Specifically, as part of its development review process, infrastructure improvements, and other physical initiatives HPA will:

- Review the colour, materials, and visual quality of buildings and structures constructed in the Port to ensure that they add to the Harbour's visual quality;
- Explore opportunities for incorporating public art installations throughout the Port where there is an interface with the public realm, which may include turning industrial forms into industrial art;
- Pursue opportunities for landscaping improvements, particularly where they can screen and soften views between the functioning of industrial activities to principal streetscapes and immediately surrounding residential areas;
- Work with tenants and proponents to implement landscape plans that provide appropriate plantings

to screen industrial functions and provide a quality interface with the surrounding city fabric; and,

- Continue to explore locations around the Port that present attractive opportunities for additional landscape "gateway" signage that enhances the identity and visual quality of the Port.

Site Plans

HPA has a commitment in place to follow a modified Site Plan approval process for developments at Piers 25 and 26.

Signage

HPA may use signage to promote the Port, its tenants and services.



7.7 Project Review Process

HPA undertakes a thorough and comprehensive review process for all projects within the Port of Hamilton, which integrates broader economic, social and environmental sustainability objectives into land use and development decision-making. Figure 12 outlines the general process for HPA's project review and tenant process for the landholdings within the Port.

Development Review

The Port of Hamilton Land Use Plan provides the basis upon which all proposals for new developments by new or existing tenants as well as changes of use will be considered by HPA. All proposals must meet the principles and policies outlined in this Land Use Plan, and in particular, must be consistent with the Corporate Sustainability Policy outlined in section 7.2. Coupled with these general policies, HPA may also work with prospective tenants to develop more detailed design standards to address setbacks, signage, landscaping and site plan approval requirements.

Building Review Process for Core Business

All new buildings and structures, as well as all renovations to existing buildings and structures which are related to HPA's core business of Shipping and Navigation, and its core business of operating the Port of Hamilton will be designed by a Professional Engineer licensed in the Province of Ontario, and shall be designed according to all National Building Code, National Fire Code and all associated regulations. All construction will be completed by licensed trades, and will be completed under the supervision of the Professional Engineer that completes the design. This

requirement will be enforced both for construction completed by HPA, as well as for construction completed by its tenants.

Building Review Process for Non-Core Business

Where a construction project does not relate directly to HPA's core business of Shipping & Navigation, or its core business of operating the Port of Hamilton, it will be designed by a Professional Engineer and shall be designed according to the requirements of the Ontario Building Code, Ontario Fire Code and all associated regulations. HPA and its tenants will obtain Building Permits from the City of Hamilton for all construction that is completed relating to non-core business. This requirement will be enforced both for construction completed by HPA, as well as for construction completed by its tenants.

Environmental Review

As a Federal entity, HPA follows the requirements of the Canadian Environmental Assessment Act, and other applicable Federal environmental policies and guidelines for both the land and waterlots it owns and occupies. HPA requires appropriate environmental controls from its tenants, and complies with applicable federal and provincial environmental legislation. It will cooperate and consult with environmental agencies, including Environment and Climate Change Canada, Fisheries and Oceans Canada, the Ontario Ministry of the Environment and Climate Change, and local conservation authorities, as appropriate and/or necessary.

Figure 12: Project Review and Tenanting Process

1 CUSTOMER ENQUIRY & INITIAL REVIEW

- Investigate & understand potential tenant's business & proposed use of property
- Identify potential suitable location(s)
- Preliminary business case & cash flow
- Does the prospective tenant have a good business reputation?
- Regulatory/legal: review for conformity with:
 - HPA Land Use Plan
 - HPA Letters Patent
 - Canada Marine Act
 - Municipal zoning

2 HPA DUE DILIGENCE

- Credit check & review of financial statements
- Conceptual site plan or building plans
- Preliminary environmental check

3 LEASING PROPOSAL & REVIEW

- Lease proposal, with leasing rates, basic terms and location details
- Lease negotiation
- Will tenant have to obtain site plan / building permits?
- Will tenant require an Environmental Compliance Approval from MOECC?
- Requirements from tenant's financial institution?
- Notice of permission for tenant to conduct on-site due diligence
- Tenant environmental due diligence includes:
 - Baseline soil analysis used to determine tenant does not add pollution
 - Geo-technical investigations
 - Environmental Effects Determination (proposed use of property; environmental features identified; required mitigation measures itemized & embedded in lease)
 - Engineering design, including stormwater
- Site drawings produced; servicing requirements identified; HPA costs itemized
- Draft lease circulated to all HPA departments for review & approval: finance, operations, environment, real estate, legal, President & CEO
- Lease signed by tenant
- Board of Directors approval required for major leases
- Detailed design completed for HPA/City approval; modified Site Plan Approval; building permits
- Lease signed by HPA

4 TENANT SUPPORT

- Regular tenant visits by Real Estate staff to ensure tenant satisfaction and identify business growth opportunities
- Regular visits by HPA Environment Manager to inspect air quality, spill prevention, dust, noise, other issues
- Tenants encouraged to participate in environmental programs: Green Marine, Hamilton Environment Industry Association, Hamilton Air Monitoring Network, Hamilton Community Awareness and Emergency Response, etc.
- Safety and security plans implemented and maintained
- Emergency contacts shared

- Process Steps
- Financial/Business
- Operational
- Regulatory
- Environmental

*Land leases – full process does not apply to office/commercial/warehouse tenants

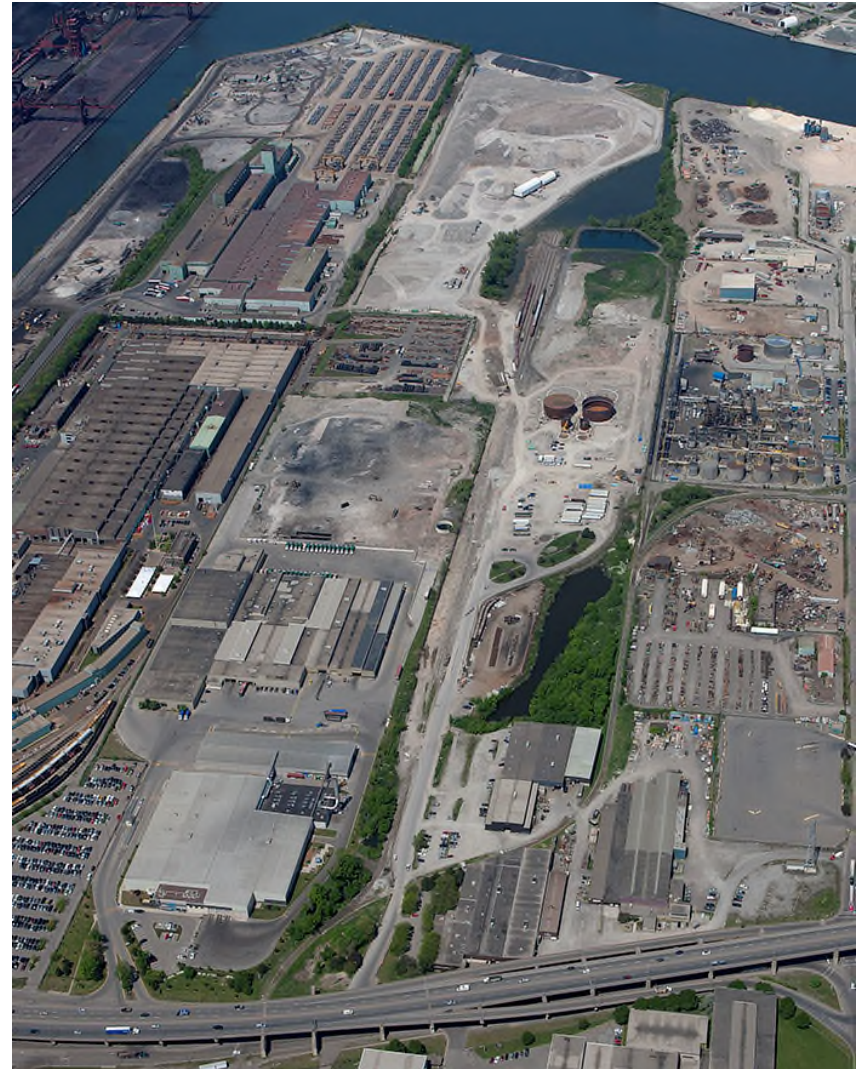
7.8 Land Acquisition and Consolidation

Since the development of the 2002 Land Use Plan, HPA has acquired the properties outlined in Section 2.1 (Changing Environment). The property at Pier 22 is the location of a successful brownfield redevelopment project, which saw this underused and environmentally impaired property redeveloped for modern industrial employment uses.

Consistent with the planning principles of the Land Use Plan, HPA shall continue to acquire lands within the Port of Hamilton's service area which extends to southern and southwestern Ontario, and employ its demonstrated capability in brownfield redevelopment.

Land acquisitions may in some cases allow HPA the opportunity to consider reorganizing or rationalizing port uses for greater efficiency, tenant growth, or to locate lighter industrial uses in areas close to residential zones.

HPA's future strategy may also include the provision of port management services to non-HPA facilities within southern and southwestern Ontario, with a view to providing Ontario industries with a range of efficient transportation options, and developing an integrated multimodal goods-movement network for the region.



8. MOVING FORWARD



This Land Use Plan provides a framework for land use planning and development for the coming years. It is guided by the principles of transparency and sustainability, and sets the Port of Hamilton on course to achieve its regional economic development and trade facilitation mandate while being a good neighbour.

8.1 Land Use Plan Adoption and Review

This document shall constitute the official Land Use Plan for the Port of Hamilton, as formally approved by HPA's Board of Directors. Progress on implementing the actions emerging from this Plan shall be addressed as part of HPA's annual financial and corporate sustainability reporting process, including at its Annual General Meeting. A copy of this Land Use Plan will be available on HPA's website. This Land Use Plan will be reviewed on a regular basis to ensure relevance, and adjustments made as required.

8.2 Stakeholder Relationship - Community

HPA appreciates the contributions of the many individuals and groups who shared their thoughts throughout the development of this Plan. There is clearly an appetite for information, transparency, and consultation, and there were many good ideas offered about how to accomplish these aims on a day-to-day basis. HPA will continue to build its capacity for direct, grassroots, ongoing engagement with neighbours and other stakeholders. HPA will undertake community-related initiatives such as:

- Community port tours and open houses;
- Participation in community festivals and events;
- Public amenity improvements;
- Public art initiatives; and,
- Air quality improvements.

8.3 Stakeholder Relationship - Federal Government

HPA works closely with other Canadian Port Authorities, the Association of Canadian Port Authorities, Transport Canada and other federal agencies to ensure a modern and flexible regulatory framework that allows the Port of Hamilton to meet its regional economic development and trade facilitation mandate.

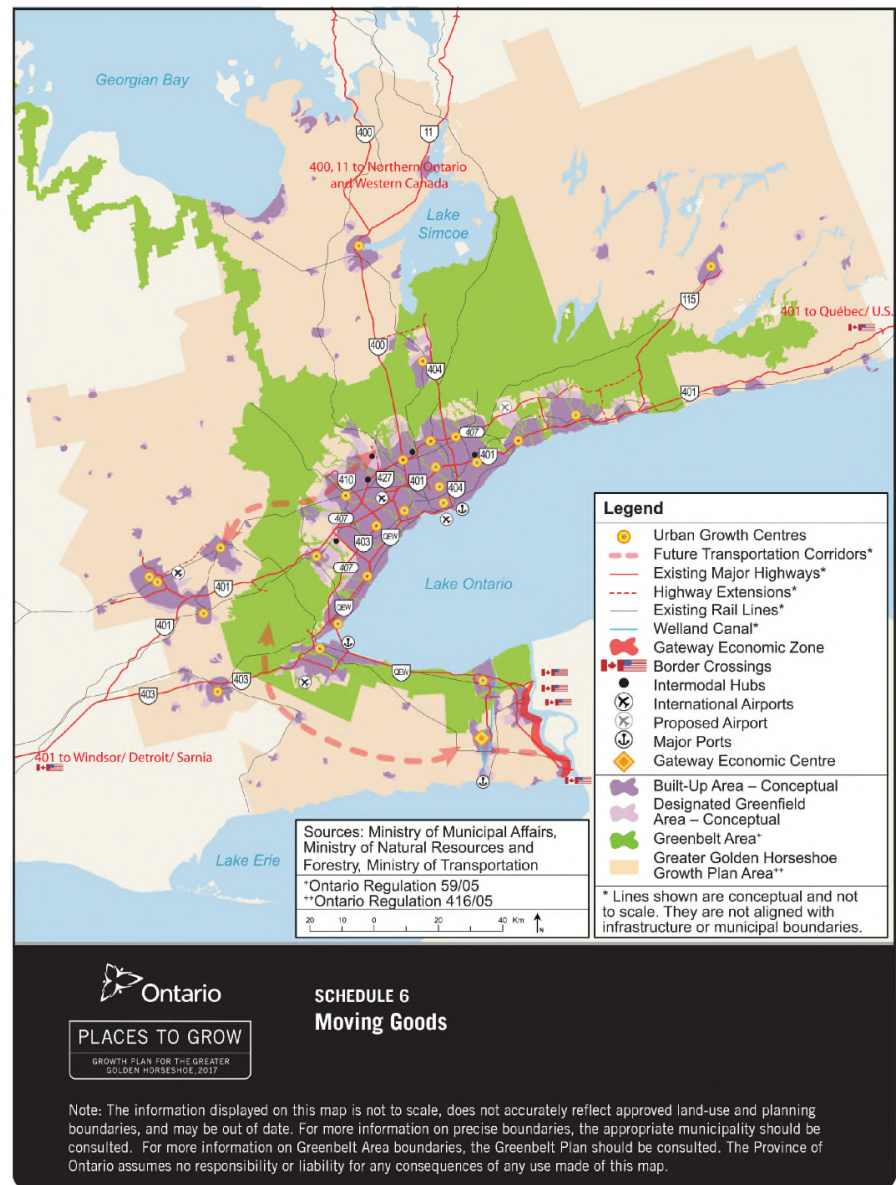
The need to modernize Canada's marine sector has been highlighted in the report of the 2015 Canada Transportation Act Review Panel, and in the launch of the Minister of Transport's development of a long-term agenda for transportation in Canada. These initiatives provide meaningful guidance for the development of the Port of Hamilton over the long term. HPA is in-step with the government's core principles, including:

- An efficient and competitive position in North American and global contexts;
- Integration through multimodal connections into national and international supply-chains to enable trade and economic growth;
- Resiliency and adaptability to changing conditions;
- Protection of the environment and coasts; and,
- Collaboration with provincial and municipal governments and other local stakeholders.

8.4 Stakeholder Relationship - Province of Ontario

HPA has advocated for the Province of Ontario to recognize ports, notwithstanding their federal status, as critical provincial infrastructure, because of the role they play in supporting Ontario's economy and some of Ontario's key industries: manufacturing, agri-food, and infrastructure/construction. In order to help build a better understanding of the role of ports within the provincial transportation network, HPA is contributing to the freight advisory committee for the Greater Golden Horseshoe Multimodal Transportation Plan. Also, based on the work of the Conference of Great Lakes Governors and Premiers, HPA is optimistic that Ontario recognizes the opportunity to leverage the economic power of the Great Lakes St. Lawrence Seaway.

HPA looks to the Province of Ontario's *Growth Plan for the Greater Golden Horseshoe (2017)* as a key guiding document in connecting the Port to the provincial transportation network. Section 3.2.4 'Moving Goods' prioritizes the long-term viability of major goods movement facilities and corridors; promotes integrated multimodal goods movement and freight supportive land use planning; and directs municipalities to provide for the establishment of priority routes for goods movement, where feasible, to facilitate the movement of goods into and out of employment areas.



8.5 Stakeholder Relationships - City of Hamilton

This Land Use Plan outlines a vision for the future of the Port of Hamilton that is aligned as closely as possible with the City of Hamilton's own vision for the central-east waterfront. Through regular communication, partner projects, one-on-one meetings with City staff and elected officials, and the work of the City-Port Liaison Committee, HPA hopes to continue its collaborative and productive relationship with the City.

Hamilton Economic Development Action Plan 2016-2020

The City of Hamilton Economic Development Office released its Action Plan for 2016-2020 which provides a framework of alignment with HPA's vision for the industrial north end, and a number of mutual goals that we can work on together. These goals include:

- *Grow non-residential tax assessment and increase the number of living-wage jobs;*
- *The most diversified economy in Canada;*
- *Strategic infrastructure investment for economic growth.*

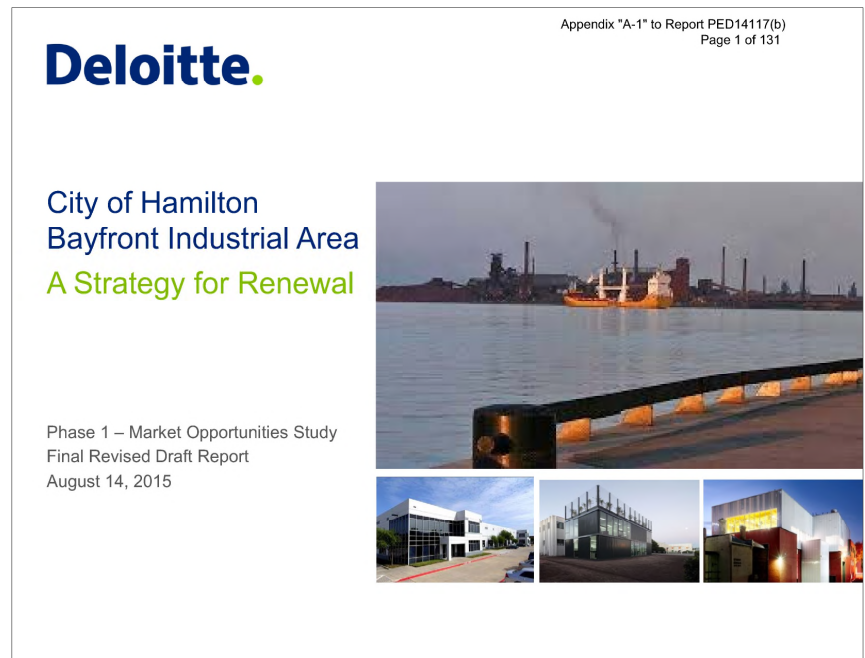
City of Hamilton Bayfront Industrial Area: A Strategy for Renewal

HPA also looks to a second highly-instructive document in ensuring its vision for the Port lands is closely aligned with the City's vision for the central-east Bayfront area. In 2015, consultancy Deloitte was contracted by the City to produce a study, "City of Hamilton Bayfront Industrial Area: A Strategy for Renewal (Phase 1-Market Opportunities Study)". Most importantly, this study looked at the future best opportunities for the Bayfront area (which includes the port lands, steel company lands,

and wider industrial north end lands) and concluded that industrial/commercial uses should continue to be the priority for development. As well, it:

- Recognized the need to evolve industrial lands to accommodate more diversified, modern, compact and sustainable industrial uses, which is a direction in which HPA has already been moving quite aggressively in recent years;
- Identified the need to counter misperceptions about the Bayfront area, and re-establish the area as a significant economic development opportunity; and,
- Identified a need for street-level beautification, and gateway features.

All of these present opportunities for HPA and the City to work together on specific projects in the coming years.



8.6 Closing and Thanks

An electronic copy of the final Land Use Plan and Backgrounder will be available at www.hamiltonport.ca.

HPA wishes many thanks to the following individuals and groups for their input into this Plan:

- Respondents to Online Public Survey (150 members of the public)
- Bay Area Restoration Council
- Beasley Neighbourhood Association
- Central Neighbourhood Association
- City of Hamilton Councillors (A. Johnson, Farr, Green, Merulla, Jackson, Skelly, Conley, Pearson, B. Johnson, Ferguson, VanderBeek, Pasuta, Partridge)
- City of Hamilton Planning and Economic Development Department
- City of Hamilton Transportation Department
- Environment Hamilton
- Grain Farmers of Ontario
- Hamilton Conservation Authority
- Hamilton Harbour Remedial Action Plan
- Keith Community Hub
- Mayor Fred Eisenberger
- McQuesten Neighbourhood Association
- Ontario Ministry of Environment and Climate Change

- Sherman Hub
- Hamilton Port Authority staff and Board members
- Port tenants
- Agricultural users, as facilitated by the Grain Farmers of Ontario





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