

Hamilton's Bayfront Industrial Area Strategy






Steering Committee Meeting #2 Meeting Minutes

The City of Hamilton

July 18th, 2018 Meeting

Agenda

Hamilton Bayfront Industrial Area Strategy - Steering Committee Meeting #2

Item	Subject	Led by	Time
 1.	Introduction Background & Steering Committee Framework Last meeting Refresh	Christine Newbold, City of Hamilton Sheila Botting, Deloitte	10 minutes
 2.	Global Case Studies Overview & Lessons Learned	Nick Markettos, McMaster Innovation Park	15 minutes
 3.	Study Process to date Process, Public Participation, Key Areas	Paddy Kennedy, Dillon	20 minutes
 3.	Accelerating Campus Vision Activity Campus vision – Activity	Sheila Botting, Deloitte	60 minutes
 4.	Wrap up & next steps	City of Hamilton, Dillon, Deloitte	15 minutes

An overhead view of a group of people sitting around a large wooden table in a meeting. Several individuals are using mobile devices like smartphones and tablets, while one person is using a laptop. The scene is brightly lit, and the wood grain of the table is clearly visible.

Hamilton's Bayfront Industrial Area Strategy

Steering Committee – Refresh

Sheila Botting, Deloitte

The Bayfront study area - context

1,607 ha.
Study Area

Once housed over
50% of the City's
employment

Today home to over
18,000 jobs with
increasing mix of
employers



Hamilton Bayfront Renewal

Comprehensive strategy required with Steering Committee Engagement

A comprehensive strategy for revitalizing the Bayfront requires:

01

Recognition of the significant short, medium and long term economic development opportunities in the Bayfront.

02

A bold new vision which is supported by Council, residents (both local and city wide), stakeholders and industry.

03

A detailed multi-disciplinary action plan which leverages on-going work and is affordable to implement.

04

A framework which considers the impacts and opportunities for addressing climate change.

05

A thorough investigation into the wide range of issues, opportunities and constraints in the Bayfront – including land use, urban design, transportation, infrastructure, cultural heritage and economic development.

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





Innovation District Concepts

New Urban Systems and Land Development

Nick Markettos, McMaster Innovation Park

Nick Markettos

McMaster Innovation Park, Summary Presentation Innovation Parks

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

Impulse – The Rise of Innovation Districts 2014

Being an early mover for economic strategies...

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

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

Economic Assets

Networking Assets



Physical Assets

Metropolitan Policy Program
at BROOKINGS

The Rise of Innovation Districts: A New Geography of Innovation in America

Bruce Katz and Julie Wagner

Introducing Innovation Districts

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

As the United States slowly emerges from the Great Recession, a remarkable shift is occurring in the spatial geography of innovation. For the past 50 years, the landscape of innovation has been dominated by places like Silicon Valley—suburban corridors of spatially isolated corporate campuses, accessible only by car, with little emphasis on the quality of life or on integrating work, housing, and recreation. A new complementary urban model is now emerging, giving rise to what we and others are calling “innovation districts.” These districts, by our definition, are geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators, and accelerators. They are also physically compact, transit-accessible, and technically-wired and offer mixed-use housing, office, and retail.

Innovation districts are the manifestation of mega-trends altering the location preferences of people and firms and, in the process, re-conceiving the very link between economy shaping, place making and social networking.²

In recent years, a rising number of innovative firms and talented workers are choosing to congregate and co-locate in compact, amenity-rich enclaves in the cores of central cities. Rather than building on green-field sites, marquee companies in knowledge-intensive sectors are locating key facilities close to other firms, research labs, and universities so that they can share ideas and practice “open innovation.”

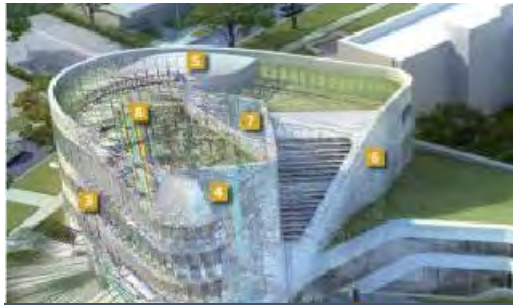
Instead of inventing on their own in real or metaphorical garages, an array of entrepreneurs are starting their companies in collaborative spaces, where they can mingle with other entrepreneurs and have efficient access to everything from legal advice to sophisticated lab equipment. Rather than submitting to long commutes and daily congestion, a growing share of metropolitan residents are choosing to work and live in places that are walkable, bike-able, and connected by transit and technology.

Led by an eclectic group of institutions and leaders, innovation districts are emerging in dozens of cities and metropolitan areas in the United States and abroad and already reflect distinctive typologies and levels of formal planning. Globally, Barcelona, Berlin, London, Medellín, Montreal, Seoul, Stockholm and Toronto contain examples of evolving districts. In the United States, districts are emerging near anchor institutions in the downtowns and midtowns of cities like Atlanta, Baltimore, Buffalo, Cambridge, Cleveland, Detroit, Houston, Philadelphia, Pittsburgh, St. Louis, and San Diego. They are developing in Boston, Brooklyn, Chicago, Portland, Providence, San Francisco and Seattle where underutilized areas (particularly older industrial areas) are being re-imagined and remade. Still others are taking shape in the transformation of traditional ex-urban science parks like Research Triangle Park in Raleigh-Durham, which are scrambling to meet demand for more urbanized, vibrant work and living environments.

Innovation districts represent a radical departure from traditional economic development. Unlike customary urban revitalization efforts that have emphasized the commercial aspects of development (e.g., housing, retail, sports stadiums), innovation districts help their city and metropolis move up the value chain of global competitiveness by growing the firms, networks, and traded sectors that drive

BROOKINGS | May 2014

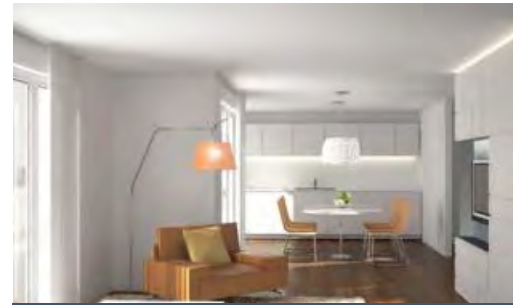
Key Components and highlights



Individual office & research space



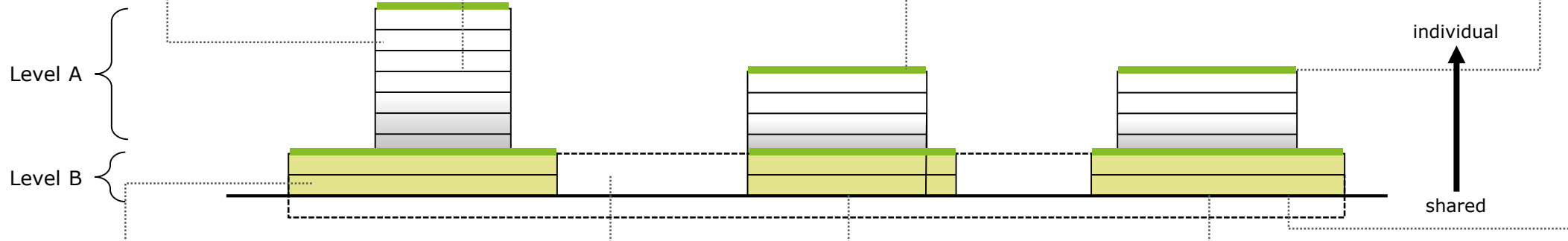
Flagship tower for interdisciplinarity



Business hotel and micro apartments



Green roof tops for recreation



Co-Working space for start ups/small companies/researchers



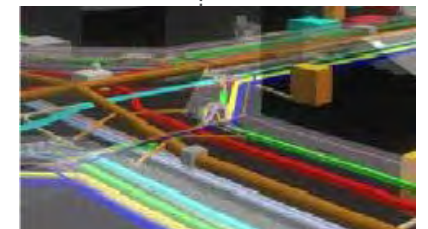
Shared event space



Advanced Manufacturing and software hub/interdisciplinary Labs



Space for recreation and social infrastructure e.g. childcare, kiosk













Infrastructure

- Mobility hub
- Energy generation/storage

Best Practice Analysis

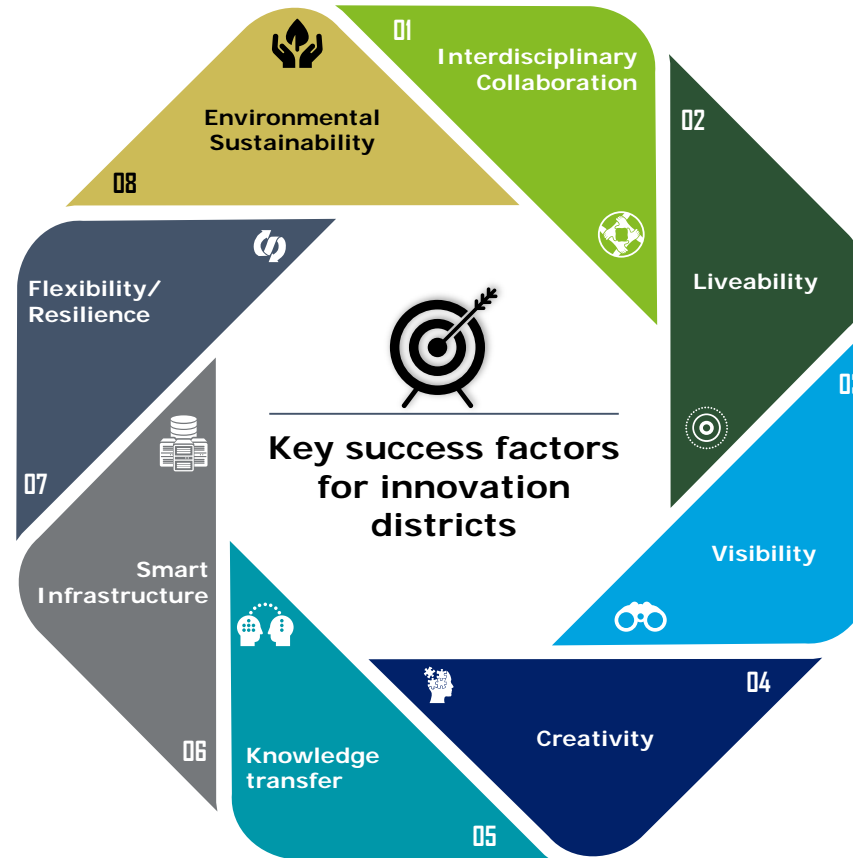
Identification of success factors for Innovation Districts

<p>Berlin Moritzplatz</p> <p>Creative Hub</p>  <p>Status: Built Scale: - Start Incubator: 2009 Community Universities: - Companies: -</p>	<p>NDSM Wharf, Amsterdam</p> <p>>>Art City<<</p>  <p>Status: Built Scale: 2 ha Start Incubator: 2002 Community Universities: 0 Companies: 0</p>	<p>22@Barcelona</p> <p>Mixed-use livable environment</p>  <p>Status: Built Scale: 200 ha Start Incubator: 2000 City Universities: 10 Companies: 7,000</p>	<p>Berlin TXL</p> <p>Research and industrial park</p>  <p>Status: Planned Scale: 495 ha Start Incubator: 2008 Community Universities: 1 Companies: several</p>	<p>NeuMarx, Vienna</p> <p>Knowledge Center</p>  <p>Status: Built Scale: 37 ha Start Incubator: 1992 City Business Universities: 1 Companies: -</p>
<p>Bad Aibling, City of Wood</p> <p>Zero-emission city</p>  <p>Status: Under Construction Scale: 70 ha Start Incubator: 2007 B&O Group Universities: - Companies: 1</p>	<p>Boston's ID</p> <p>Mixed-use livable environment</p>  <p>Status: Built Scale: 405 ha Start Incubator: 2010 City Universities: 1 Companies: 200</p>	<p>Berlin Adlershof</p> <p>>>Silicon Valley of Europe<<</p>  <p>Status: Built Scale: 120 ha Start Incubator: 1991 City Universities: 1 Companies: >800</p>	<p>Waterloo Research & Technology Park</p> <p>Community-based research park</p>  <p>Status: Built Scale: 109 ha Start Incubator: 2001 City Universities: 1 Companies: 450</p>	<p>HOLM House of Logistics & Mobility</p> <p>Center of Logistics & Mobility</p>  <p>Status: Built Scale: 1,7 ha Start Incubator: 2009 City, Bundesland Hessen Universities: 4 Companies: 2</p>

Innovation District – Best Practices Analysis

Dimensions of Success factors

- 08 ✓ Competitiveness and attraction of workers and companies through cutting-edge environmental technologies
- 07 ✓ Flexible and resilient urban structures responsive to societal/technical changes, ie. stand-alone power systems
- 06 ✓ Smart infrastructures for optimized urban
 ✓ Management (ie. smart lighting, smart metering, driverless transport systems)
- 05 ✓ Knowledge transfer through clustering and interdisciplinary work spaces



- 01 ✓ Productivity and Innovation as a result of proximity and interdisciplinary collaboration between research business, business-business
- 02 ✓ Creation of a livable environment in terms of a mixed-use neighborhood
- 03 ✓ Visibility-international branding and marketing through demonstration facilities, medial coverage and public relations (ie. events)
- 04 ✓ Creativity- support of start ups through coaching and incentive programs

Innovation Modules - Overview

Innovation Space

- Urban Lab
- Co-Working Space
- Innovation Labs
- Architecture for Innovation
- Shared Space for Community Building/Networking



Flagship District

- Mixed Use
- Architectural Visibility
- Integrated Building Management
- LifeCycle Architecture
- Micro Housing



Resilience

- Biomass Production
- Micro Smart Grid
- Decentralized Water Management



Smart Infrastructure

- Autonomous Systems
- Pneumatic Waste Collection System
- Smart Sensor Infrastructure
- Advanced Mobility Hub
- Micro Mobility



Smart Community

- Integrated Social Infrastructure
- Networking and Support
- Co-Innovation/ Participation of Local Stakeholders and Community



An overhead view of a group of people sitting around a large wooden table in a meeting. Several individuals are using mobile devices like smartphones and tablets, while one person is using a laptop. The scene is brightly lit, and the wood of the table and floor is clearly visible.

Hamilton's Bayfront Industrial Area Strategy

Study process, participation and planning updates

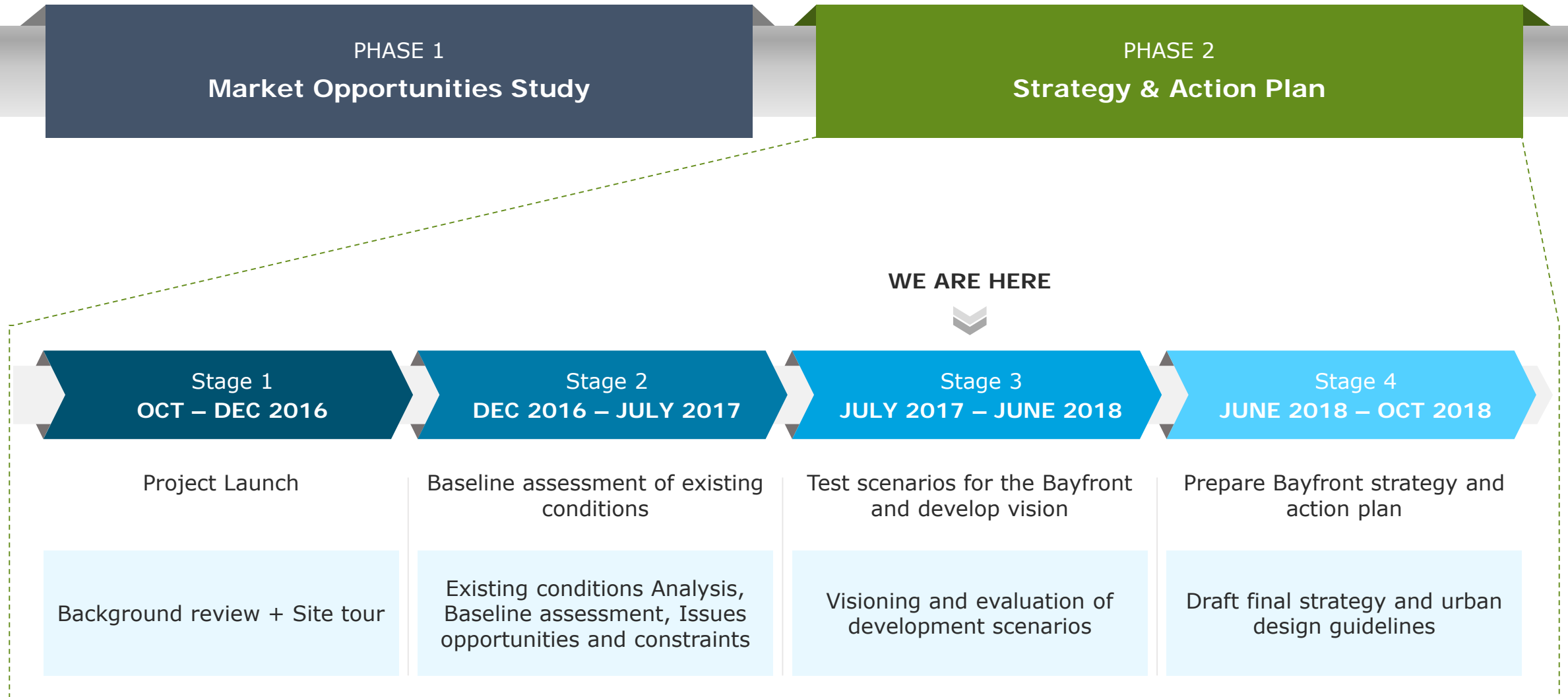
Paddy Kennedy, Dillon Consulting

Patrick Kennedy, Dillon Consulting

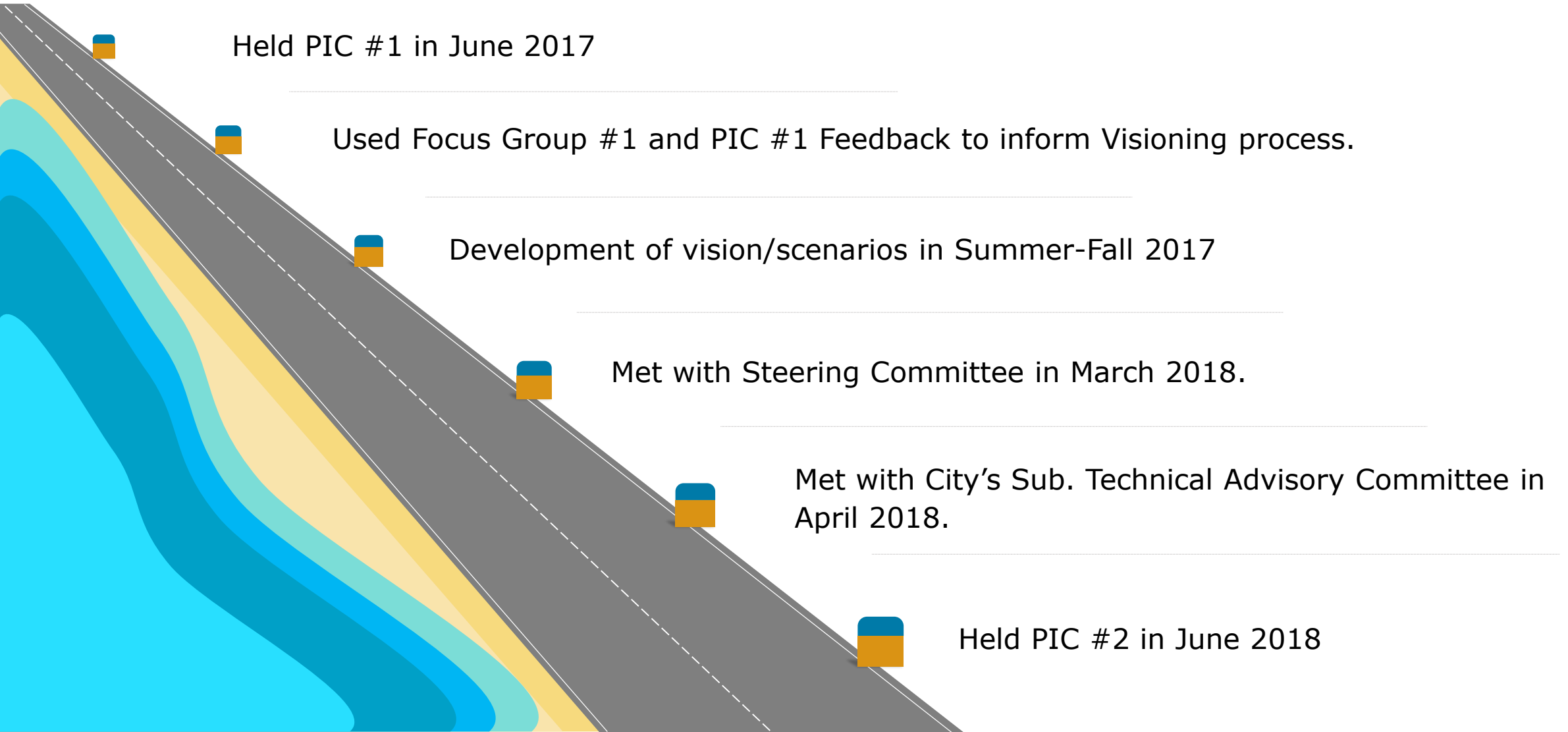
Study process, participation and planning updates

- Paddy presented the study process regarding Phase 1 and Phase 2 and where we are within Phase 2, including the drafted vision and objectives for the Bayfront Industrial Area
- Elaborated on two key pieces to think about that tie in the campus theme that has emerged to the scope of Phase 2 of the Bayfront Industrial Area Strategy project:
 - Strategies for creating flexibility and creating a flagship project to rebrand the area and be a catalyst for change creating both an innovation district, but overall improving the area's economic viability and livability.
 - Promoting design excellence at all levels:
 - Existing private building restoration
 - Public realm improvements
 - High quality design for new buildings
 - Better quality public infrastructure
- Q: It's unfortunate that Stelco members were unable to attend today's meeting, but do we know what the latest update is regarding the recent land transfers?
 - Glen Norton provided an update:
 - Stelco has purchased most of the land back from the Province, except for 3 parcels:
 - 20 acre parcel just south of Industrial Drive between Gage Ave. and Depew St.
 - 15.3 acre parcel known as the "Ponderosa site"– located southwest of the Stipes Inlet
 - Less than 2 acre site near Pier 7 & 8 (located outside of the Bayfront Industrial Study Area)
 - The City has strongly recommended that Stelco develop a Master Plan for their area to prevent piecemeal development and to assist them in their desire to redevelop their lands themselves rather than sell.
- Presentation resumed by Paddy who walked the group through the initial analysis of existing conditions, overall areas with the most potential for change, where potential opportunities for public realm and urban design improvements could occur, and what types of private land changes could occur.

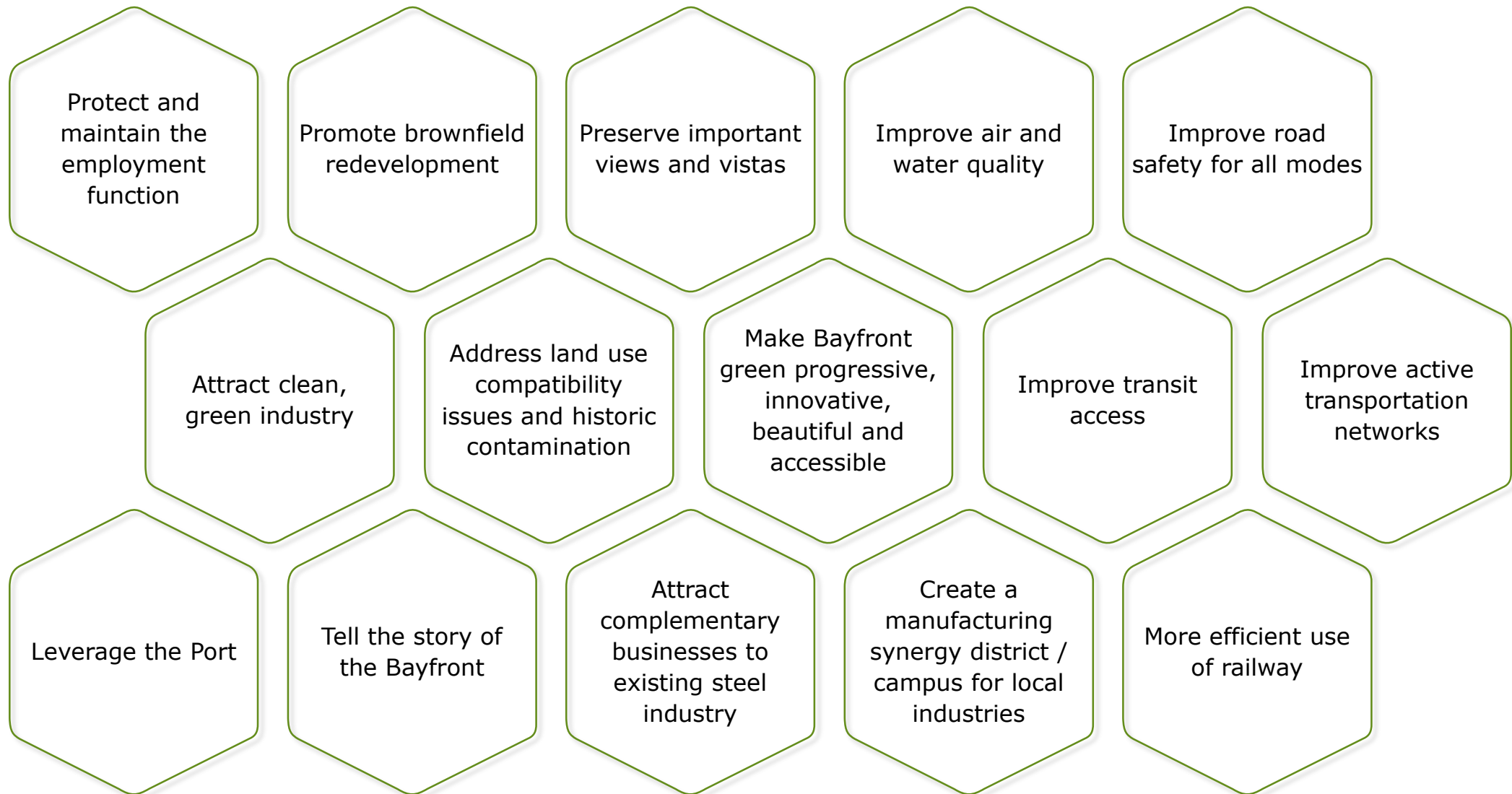
Study process



Status Update - What we've done since May 2017



Summary of key issues and opportunities





VISION & OBJECTIVES

“A place for innovative industry, resilience and progress.”

Future vision for the bayfront

The Bayfront will continue to be one of the City's **major employment areas**, home to a diverse range of economic activities that enhance the global competitiveness of the City and the Greater Golden Horseshoe.

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

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

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

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

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



EACH DAY IS A NEW LIFE. SEIZE IT. LIVE IT.
DAVID GUY POWERS

Objectives

01 Maintain the employment function of the Bayfront.



Objectives

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



Objectives

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



Objectives

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



Objectives

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



Objectives

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



Objectives

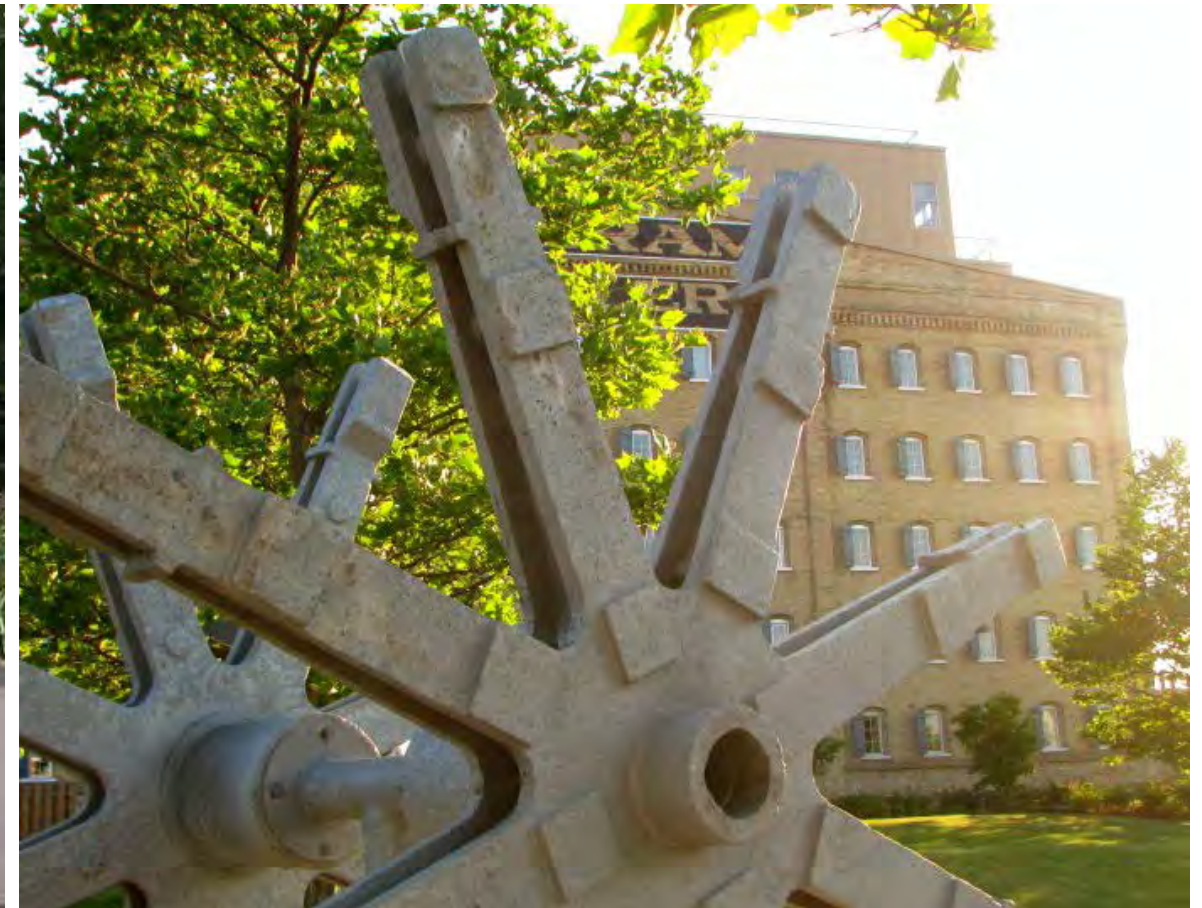
07 Provide opportunities to resolve existing land use compatibility issues.



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

Objectives

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



Objectives

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



Objectives

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

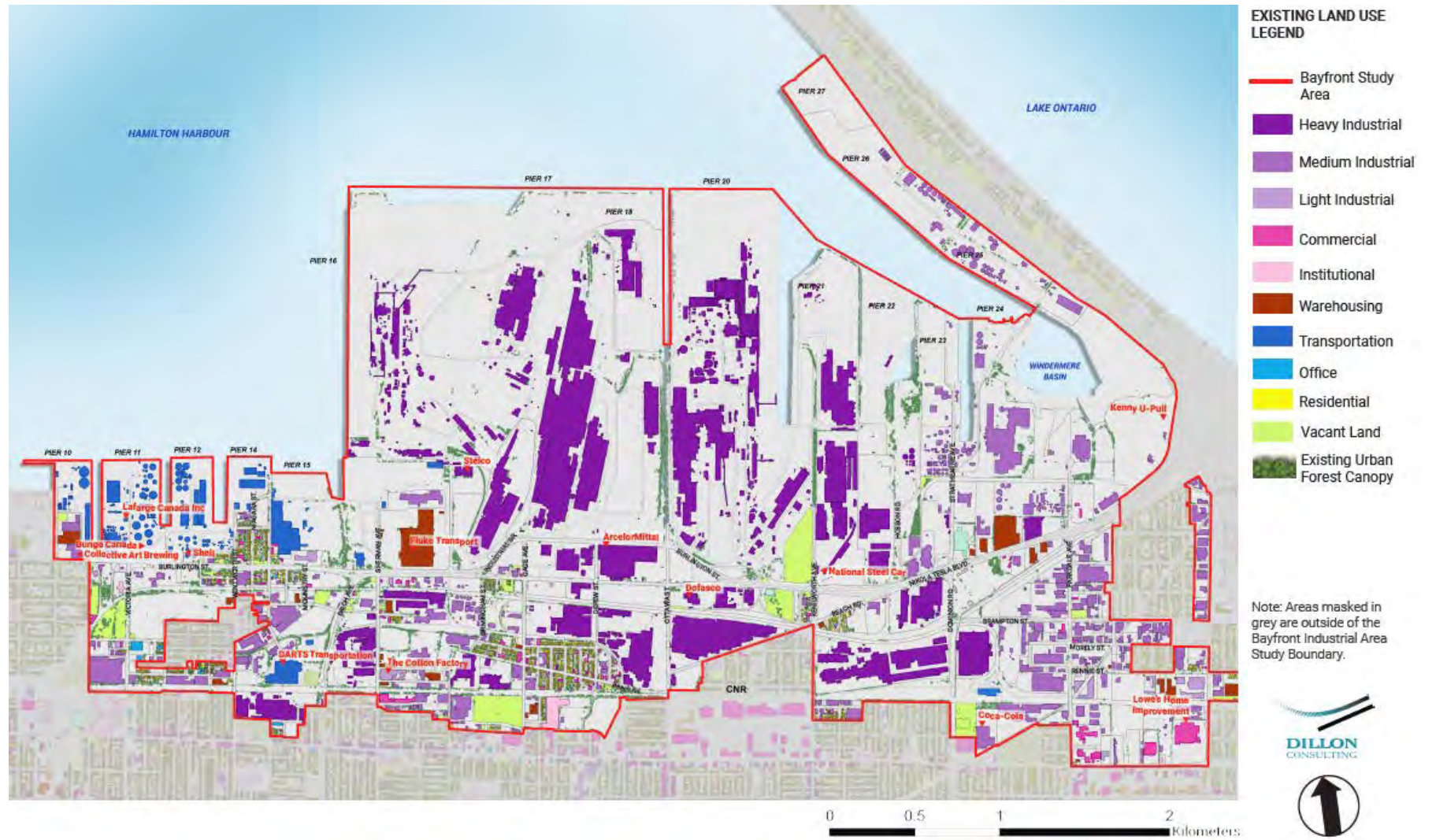




POTENTIAL OPPORTUNITIES FOR CHANGE

“An industrial campus targeting the brightest and best talent and developing an innovative industry toward resilience and transformation.”

Hamilton Bayfront Industrial Uses – Existing Conditions



Targeting Potential Physical Opportunities for Change

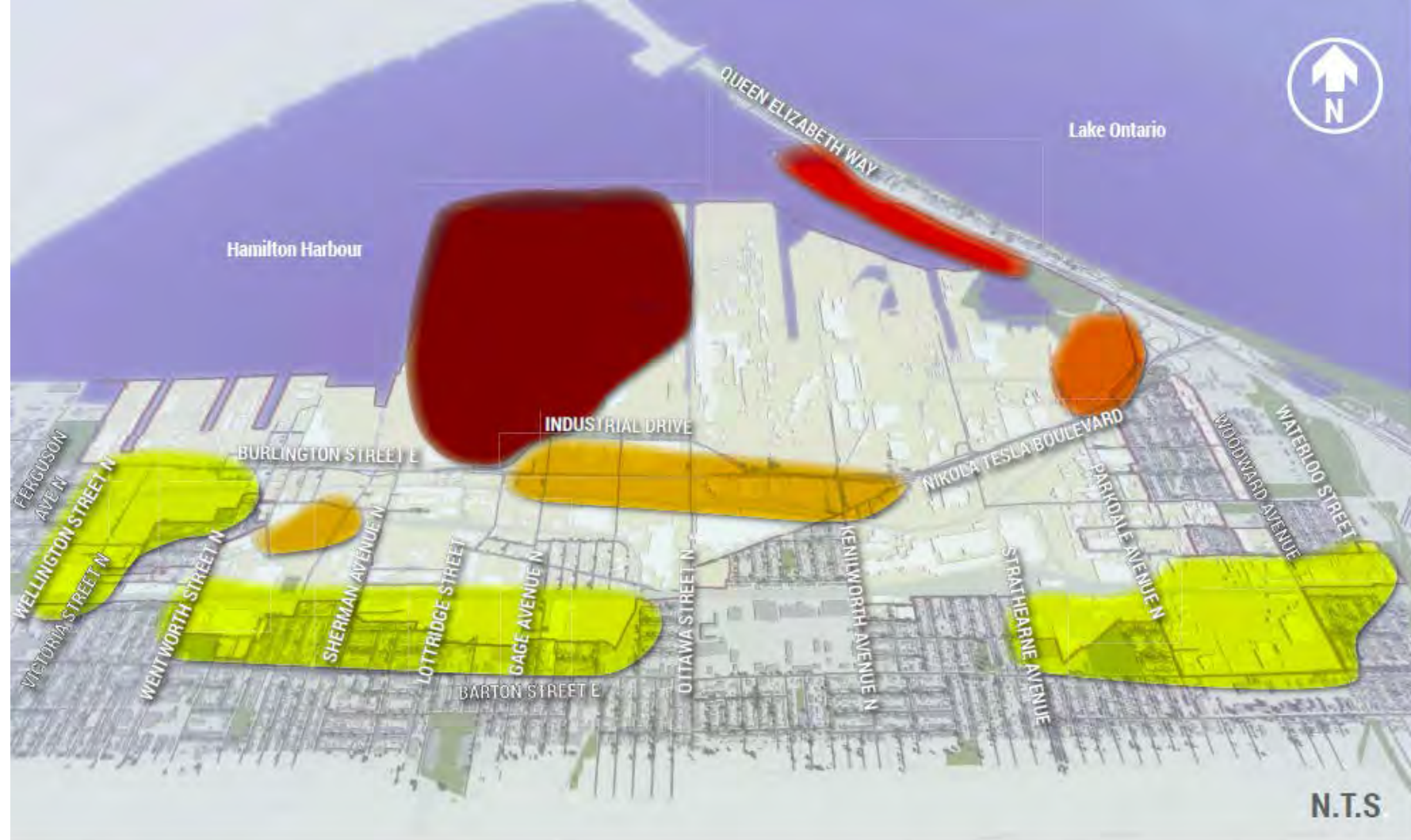


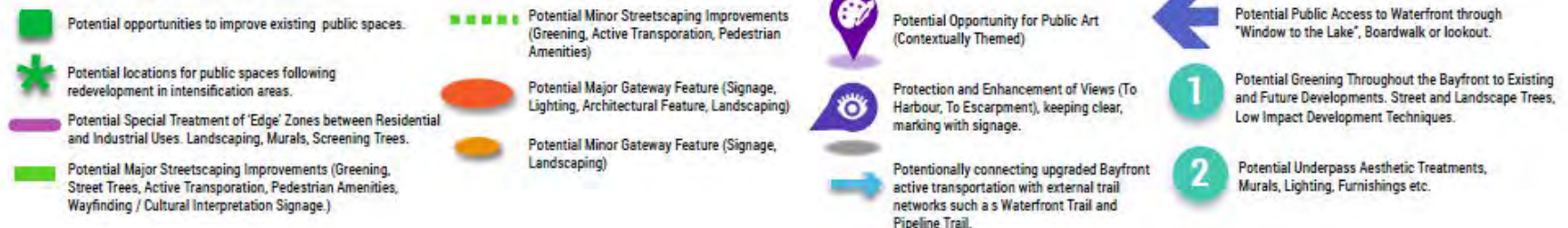
Figure 1: Potential Opportunities for Change

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

Targeting Potential Physical Opportunities for Change



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



An overhead view of a group of people sitting around a large wooden table in a meeting. Several individuals are using mobile devices like smartphones and tablets, while one person is using a laptop. The scene is brightly lit, and the wood of the table and floor is clearly visible.

Hamilton's Bayfront Industrial Area Strategy

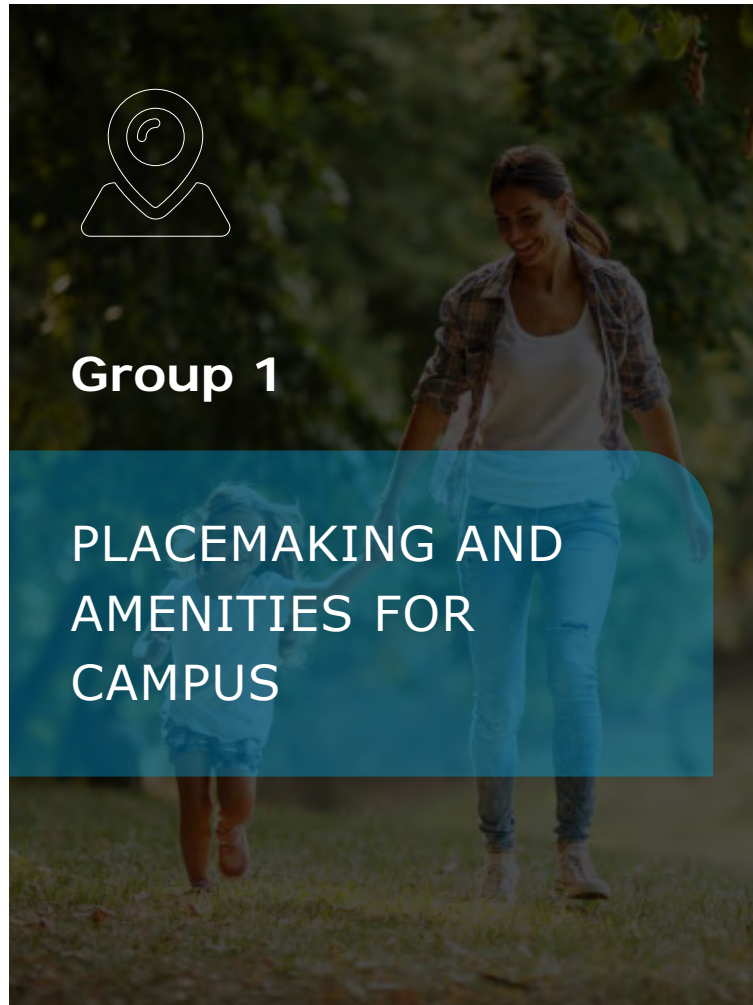
Steering Committee Activity

Sheila Botting, Deloitte with input from participants

Accelerating the Hamilton Bayfront Urban Industrial Campus

Steering Committee brainstorming activity led by Sheila Botting, Deloitte

Sheila Botting, Deloitte Senior Partner, introduced the group brainstorming activity, dividing everyone into three groups where participants discussed the assigned topics for discussion:



Group 1

PLACEMAKING AND AMENITIES FOR CAMPUS

The image for Group 1 features a woman in a plaid shirt and jeans walking outdoors, smiling. A white location pin icon is in the top left corner. A teal semi-transparent banner at the bottom contains the group name and topic.



Group 2

PHYSICAL INFRASTRUCTURE

The image for Group 2 shows a modern building with a lush green vertical garden facade. A white icon of a city skyline is in the top left corner. A green semi-transparent banner at the bottom contains the group name and topic.



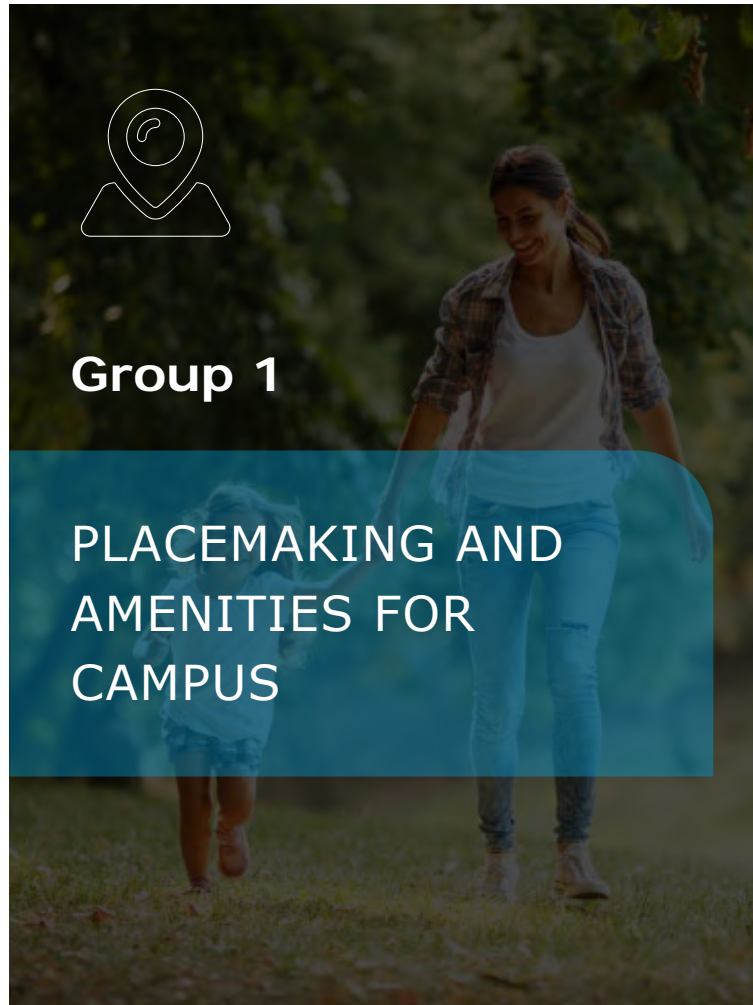
Group 3

WAR FOR TALENT IN A DIGITAL AGE CAMPUS – PROGRAM STRATEGY

The image for Group 3 depicts a woman sitting on a bicycle outdoors. A white icon of a hand holding a gear is in the top left corner. A teal semi-transparent banner at the bottom contains the group name and topic.

Accelerating the Hamilton Bayfront Urban Industrial Campus

Steering Committee brainstorming activity



Brain storming examples from the team:

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

Accelerating the Hamilton Bayfront Urban Industrial Campus

Steering Committee brainstorming activity

Brain storming examples from the team:

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



Accelerating the Hamilton Bayfront Urban Industrial Campus

Steering Committee brainstorming activity



Brain storming examples from the team:

- Developing a research and development centre jointly with McMaster, Mohawk, and Brock, focused on investing in people, programming, research, continued learning opportunities as a way of attracting and retaining talent.
- The need for improved transportation connections and internal mobility (Sobi Bikes, bike lanes, bus shuttles to GO Stations), as employees are interested in other methods of commuting than via car.
- Improve the social network, provide restaurants and bars which complement the working waterfront and drive social interactions and networking.
- Creating that “flagship” building that would consist of:
 - An incubation component focused on attracting start-ups and research based companies
 - Space and design focused on social experiences by including restaurants, cafes, and bars
 - Communal expansive lounge areas cultivating an area for networking or recreation
 - Flexible spaces for events, meetings, larger presentation forums, and intellectual programs.
- Improving the esthetics of the area and private properties through, gardening, increasing the tree canopy, art work, attractive street lighting etc.
 - Create goals like doubling the tree canopy coverage – Companies could use this as an employee social activity that is also a public outreach event (volunteer tree planting events).
- Improving social capital, branding and programming to improve employee loyalty and retention:
 - Inspirational leaders of companies providing presentations/talks to inspire employees and industry people
 - Educational connections and programming with McMaster, Mohawk and Brock
 - Industry conventions, lunch and learns, networking events to showcase new research, new products, leading technology changes, think tanks to help problem solve an issue /programming / borrow a page from tech companies, inspiration leadership, education.
- Employee Incentive Programming contributing to employee wellbeing and retention
 - Discounts at the health club on site
 - Discounts for childcare on site
 - Discounted Transit Passes or SOBI memberships
 - Mortgage matching program (similar to RRSP matching but to assist employees in buying a home)



DISCUSSION AND NEXT STEPS

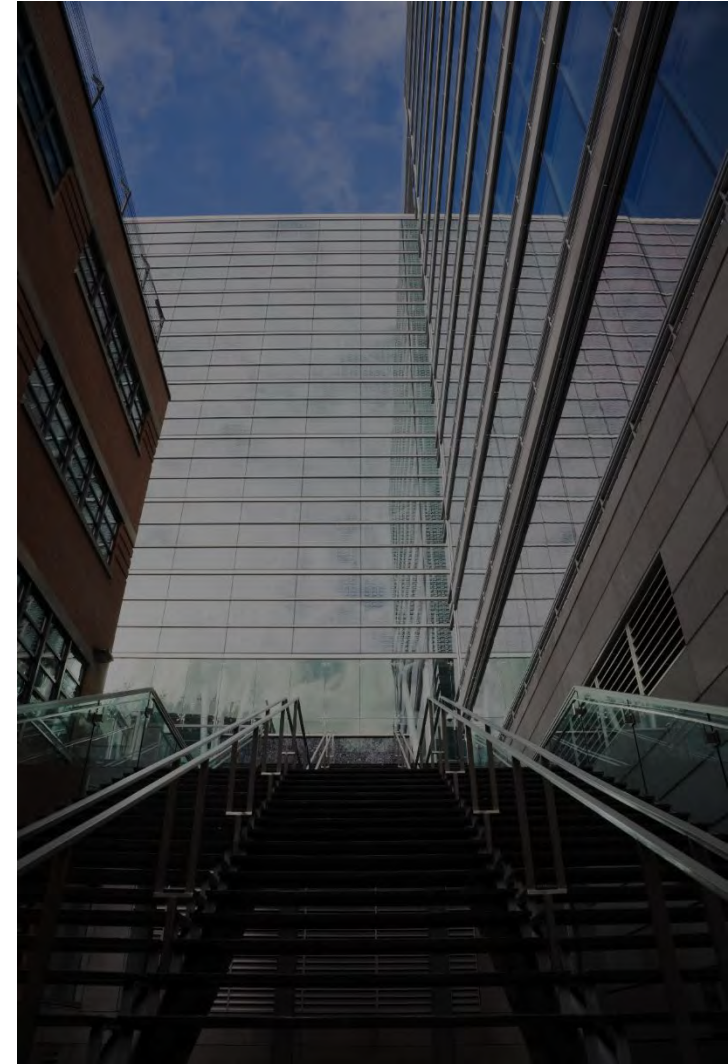
“An industrial campus environment targeting the brightest and best talent and developing an innovative industry toward resilience and transformation.”

Hamilton Bayfront Industrial Area Strategy - Next steps

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

Key next steps toward advancing the industrial campus environment

1. Next meeting participants must bring 1 or 2 emerging leaders/professionals from their industry or company that represent the future of the Bayfront Industrial Area (Tiffany to remind members about).
2. As flexible innovative workspaces came up in the discussion, Deloitte invited Steering Committee members to tour of Deloitte's downtown Toronto office (Tiffany to coordinate with Sheila).
3. Meeting minutes as well as the list of innovation district best practices will be shared with the Steering Committee to review prior to the next meeting (ie. Amsterdam, Sidewalk in Toronto, Smart Cities etc.).
4. Next Steering Committee meeting will take place in the early fall.
5. Potential opportunity for a Bayfront Industrial Area Strategy outreach event/forum targeting young professionals through coordinating with Hamilton YEP and Hive as well as involving smaller companies to tap into shared economies and build on the campus discussion (Tiffany to look into)
6. Councillor Green noted that this additional event/forum could also include a voting opportunity to gauge support on some of the larger ideas and concepts regarding the Bayfront Industrial Area Strategy overall and the Industrial Innovation Campus idea.
7. Councillor Green noted that the next Steering Committee meeting could remain local, but be at the McMaster Building across the street or at the McMaster Innovation Centre to assist in inspiring an innovative flagship space.
8. The consultants will incorporate the idea and word "campus/innovation district" into the vision and objectives per the conversations from the Steering Committee.
9. We need to now focus on strategies towards implementation. Ultimately only the strategies will fall under the scope of this Phase 2 – Bayfront Industrial Area Strategy project, but it will assist with the recommendation of a Phase 3 that will focus on implementation, costs, partnerships, and figuring out where creative funding programs come in.
10. This aspect will be featured in the Bayfront Industrial Area Strategy and Action Plan document, which will be the basis of the next meeting. There will be an opportunity for the Steering Committee to fully review the draft of this document to provide detailed feedback.



Hamilton Bayfront Renewal Steering Committee - Participants, July 18th, 2018

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



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