“Bringing North East Hamilton to Life”
North East Hamilton Economic Empowerment Zone
Background, Vision and Land Use Strategy Plan
June 2008
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PART I  BACKGROUND

The Case for an Economic Empowerment Zone in North Hamilton

“The Government also believes, and the Social Agenda requires, that an Economic Empowerment Zone be developed in North Hamilton and elsewhere to encourage and protect often overlooked entrepreneurs” (excerpt Throne Speech 2005).

The Bermuda Small Business Development Corporation (BSBDC), a QUANGO under the Ministry of Finance, was tasked with creating the Economic Empowerment Zone (EEZ).

The Economic Empowerment Zone borders are as in Map B (see Annex 3(ii))-Victoria Street to the South, North Street to the North, King Street to the East and proposed to be extended to Cedar Avenue to the West (originally Parliament Street to the west.). This area is commonly referred to as “back of town” and constitutes the north-east quadrant of the City of Hamilton.

North-East Hamilton represents Bermuda’s first suburb. In the 1800’s, it was a place where the wealthy lived in townhouses while they worked in the City of Hamilton during the week, before retiring to the countryside on the weekends. In the early 1900’s, North-East Hamilton became the hub of the Black experience where professionals prospered and began to build legacies. Since that time, however, this area, like many others, has simply been unable to keep pace with the economic and social changes of the country. Now challenged by crime and drugs, this area is a mere shadow of its former glory.

Despite these problems, North-East Hamilton and its surrounding communities have maintained a strong sense of identity and their heritage, diversity and character, foster the strengths that are important assets to aid in the successful implementation of the Economic Empowerment Zone.

North-East Hamilton is a diverse community. Its heritage centers not only on the traditional types of jobs and industries that were so important to the development of the area, including restaurants, health and beauty shops and multi-functional entertainment facilities, but also on the people who came to live and work there. North-East Hamilton is home to a rich blend of cultures, particularly Caribbean and West Indian. This, in conjunction with the rich commercial and industrial history of the area, helps to make it what it is today.

It is in this proud past where the roots of better tomorrows can be sown. North-East Hamilton’s citizens, businesses and communities have been working hard to bring its dreams to fruition.

PART II  RESEARCH & ANALYSIS

Issues facing North Hamilton and its Vision for the Future

1. Introduction

The Bermuda Small Business Development Corporation (BSBDC), in its efforts to deliver programs in support of the Government’s social and economic initiatives, sought to better understand the needs of the community first through a series of Vision Focus Group Sessions.

It was envisioned that the combined Vision Focus Group participant input, along with other necessary research and information forums would serve as a base to design the best steps forward to cement a VISION that is galvanized by the collective Economic Empowerment Zone (EEZ) community.

2. Vision Focus Groups

(i) The Goal

To consult a broad cross section of Economic Empowerment Zone constituents to obtain their ideas for the social, physical, economic and spiritual development of the infrastructure and persons residing, working and doing business within the Zone, via Vision Focus Group sessions.

(ii) The Process

Vision Focus Group participants were asked to review the BSBDC board room walls which were covered with vision idea starters and write/draw their vision thoughts on their individual presentation boards. After a period of individual reflection, examination of the wall vision idea starters and group discussion, the participants shared their individual North Hamilton development ideas. The results were compiled in a booklet called the Vision Focus Group Feedback Report.

(iii) Feedback Report – Summary

• Forty one (41) Economic Empowerment Zone constituents were invited to share their vision for improvement of North East Hamilton between December 20, 2005 and March 15, 2006.
• The Vision Focus Group sessions were conducted by William Spriggs, CMA; under the general engagement and direction of the Bermuda Small Business Development Corporation.
• All participants were invited to BSBDC offices or consulted individually at their places of business (See Schedule A for Vision Focus Group Participants by date).
• All participants thought the process of sharing their N.E. Hamilton ideas was good with most mentioning that they hoped to see some new level of action.
• Over 80% of Focus Group participants felt that the present drug element would need to be eliminated for real sustained change to occur. Drugs, police presence and tourist safety were just some of the ideas shared – all pointing to the negative element currently within the Economic Empowerment Zone.
• Over 50% of Focus Group Participants felt that the following issues were very important and should be given priority attention and action in going forward:
  o Youth: Common ideas centered around development of the Youth Centre, motivating the youth to get involved with N.E. Hamilton development and increased personal development workshops aimed at youth.
  o Beautification: Common ideas focused on simple yet effective ways to enhance the aesthetic image of N.E. Hamilton – improving the look of businesses, residences, streets and landscaping were easily understood. Creative ideas were present within this Report, one being the development of an archway to mark the beginning of the Economic Empowerment Zone.
  o Vibrant Cultural Atmosphere: Common ideas spoke to the need for exciting nightlife, bustling restaurants, late night shopping and the utilization of local musicians.
• 25% of participants felt that the following issues were important and should be incorporated within high level North East Hamilton planning:
  o Education: Many Focus Group participants felt that the need for constituent personal and professional upliftment was key for continued North East Hamilton Development i.e. workshops to educate home owners on property values
3. **Uptown Market Association (UMA)**

(i) **Introduction**

The Uptown Market Association (UMA), with the primary assistance of The Bermuda Small Business Development Corporation (BSBDC), has grown into a professional entity committed to facilitating positive change within the Economic Empowerment Zone. The UMA’s vision is to develop itself into an organization that can be an effective voice, lobby group and empowerment agent for the North East Hamilton community.

(ii) **Mission**

“To improve the social, physical, economic and spiritual being of the residents, property and business owners, employees and persons visiting the North East Hamilton.”

(iii) **The Process**

The UMA Executive analysed the BSBDC generated N.E Hamilton Vision Focus Group Report for the common themes, ideas, challenges and opportunities that ran throughout, which facilitated the creation of the UMA Strategic Plan. This feedback was seen as key to understanding and acting on the needs of the community; hence the establishment of the following 7 development subjects within the UMA Strategic Plan.

- Elimination of Illegal Drugs
- Youth Development
- People Empowerment
- Image and Beautification
- Partnerships and Support Organizations
- Economic Development
- Vibrant Cultural Atmosphere

4. **The Design Roundtable**

(i) **Introduction**

Often times, design is used as a tool and catalyst to bring about positive change in neighbourhoods, not just from a physical perspective but by bringing about change in human behaviour as well. The BSBDC recognized this and as a second step to supplement and compliment the policies it was developing to address the socio-economic issues in the Economic Empowerment Zone, it compiled a group of design professionals with architecture, landscape design, community planning and urban design backgrounds (dubbed the Design Roundtable) and charged them with the development of a comprehensive master plan for the study area.

(ii) **The Process**

The combined N.E. Hamilton Vision Focus Group participant input report, along with other necessary research and information forums, would serve as a basis to create a physical framework for the realisation of a collective vision for the Economic Empowerment Zone (EEZ) community. The Design Roundtable agreed with the BSBDC to the following deliverables:

- Production of a N.E. Hamilton concept and master plan and presentation drawings
- Drafting of a design criteria/guidelines document
- Review/amendments to current regulatory/legislative frameworks (including City of Hamilton Plan and Corporation of Hamilton)
- Discussions with EEZ stakeholders with feedback taken into account

(iii) **Perspective Analysis**

The Design Roundtable began its work on Thursday April 24th 2006 and agreed to meet weekly to achieve its deliverables. In order to set the framework for design the designers felt it was necessary to identify Court Street and North Hamilton from the perspective of its users. This analysis was to determine what types of users visit the area and what issues, problems and expectations those users would have of the neighbourhood. Very quickly the Design Roundtable realized that the area serviced numerous types of users and as such would have to be assessed from the perspective of local, regional and national users. The following are the perspectives of those three types of users.

**Local Perspective**

This Background, Vision and Land Use Strategy Plan will have to address a number of issues and problems from the local perspective. This perspective consists of those who live and work in the immediate area of the Economic Empowerment Zone. Solutions are intended to address issues concerning vehicular traffic and circulation, citizen safety and an enhanced sense of community. The following issues would need to be addressed in any scheme for the area:

- Encourage slower/less vehicular traffic
- A safe and secure environment
- Accessibility by public transport
- Inclusive economic growth
- A strong sense of community
- A revitalized commercial core
- A diverse community
- A well-landscaped community
- Retain and promote culture and heritage
- Retain and increase residential uses
- Integration and linkages to public parks
- A vital and lively pedestrian character
- Adaptive re-use of vacant/derelict sites
- Retain the area’s traditional architectural character as much as possible
- People empowerment
- Reinforce neighbourhood identities
- Improve the sense of place throughout the area

**Regional Perspective**

The Background, Vision and Land Use Strategy Plan will also have to address a number of issues and problems from a regional perspective. This perspective consists of those who live and work in the contiguous neighbouring areas of the Economic Empowerment Zone. These are areas within a 2 mile radius. Solutions to enhance transportation, provide sustainable economic growth and address many of the social deficiencies of the area are linked to multi-level public, private and Government collaborations to determine applicable solutions and desired outcomes. The following issues would need to be addressed in any scheme for the area:

- Any Corporation of Hamilton expenditure must be fiscally balanced
- Determination of the most practical location of the City boundaries from a tax base point of view
- Minimise the impact of traffic upon the surrounding areas
• Encourage the authorities to clean up the image of the North Hamilton area, because it blights and devalues the surrounding areas by perception or association
• Encourage the consolidation of entertainment type uses on Court Street away from residential areas where the attendant noise and mayhem is not offensive
• Encourage the provision of inexpensive indoor/outdoor restaurants for regional users
• Encourage the provision of centralized facilities for senior day care, pre-school day care, senior residential living, health clinic, remedial education/skills classes, youth recreation, etc., which is pleasant, interactive and SAFE
• Provide a central safe gathering place/places for social interaction for the neighbourhood/region
• Use existing educational and other institutional facilities more efficiently
• Better utilise the skills and resources of the religious community in the programmes to improve community life
• Provide for uses that best serve the area i.e. the area does not need much more retail as Reid Street and Front Street are in close proximity
• Provide a solution to the drug problem and not just clean up Court Street and simply move the problem elsewhere
• Provide as much accommodation for childless adults as possible and related services, so that there is more accommodation available outside the City for families in more suitable locations
• Encourage the Court Street area to develop its own image and not try to duplicate other areas such as Front Street, etc.
• Develop Court Street in a manner that does not threaten the viability of other established commercial areas or businesses elsewhere in the City
• Court Street should function as a complimentary part of the Cityscape
• Court Street should be better connected and related to the other commercial areas of the City – the bipolar image that currently exists must be destroyed
• The bad reputation of Court Street is bad for the entire City and needs to be eliminated
• Ensure that the N.E. Hamilton area has sufficient political representation in view of its unique high concentration of lower income workers and formidable social issues

National Perspective
Finally, the Background, Vision and Land Use Strategy Plan will also have to address a number of issues and problems from a national perspective. This perspective consists of those who live on the entire island of Bermuda outside of the local and regional zones and who visit the EEZ to work, recreate and use its services. The strategy includes the cooperation of all Government Departments in collaboration with private business and general members of the public. It joins the goals and objectives of the local and regional perspectives in a common effort to revitalize the immediate Economic Empowerment Zone and its surrounding communities by reducing poverty, creating economic opportunity and raising the standard of living throughout the country through design and planning. The following issues would need to be addressed in any scheme for the area:
• North East Hamilton to function as a “Global Village”
• Increase public access using universal signifiers and connectors
• Encourage Public Parking in N.E. Hamilton
• Establish Public Transportation Routes
• Street Signage reflecting links to national interest sites
• Temporary flag/signage highlighting National Interest events
• Dissolving Public/Private Boundaries
• Street Signage
• Gates at NE Hamilton boundaries
• Increase signage/maps of North Hamilton shops, art, feature, historic buildings

(iv) Current Land Use Maps
The current land use maps were based on data collected in June 2006. While much effort has been made to ensure their accuracy, some information may be superseded by current development, land use changes and/or other informational irregularities. In light of this, these maps are most useful to ascertain trends and tendencies such as:
- General land use;
- Open space;
- Traffic and Parking; and
- Provision for transitional Civic Spaces.

(v) Site Analysis Maps
In order to clearly define the existing conditions of the area, the Design Roundtable undertook extensive site analysis of the EEZ. This analysis was to determine what forces were currently affecting the neighbourhood from a socio-economic and environmental perspective. The series of site analysis maps reflect the current conditions of North East Hamilton.

The site review is based on data collected/general observations made as of June 2006. While much effort has been made to ensure accuracy, some information has been superseded by current development, land-use changes and/or other informational irregularities. In light of this, the analysis should be viewed as being indicative of general land-use trends (see Maps at Annex 1(i) through (viii)).

This site review also responds to the first seven themes of the Uptown Market Association’s (UMA’s) Strategic Plan, which are drawn from research summarized in the 2006 BSBDC Vision Focus Report.

These seven themes strategies are as follows:
1. Elimination of Illegal Drugs
2. Youth Development
3. Vibrant Cultural Atmosphere
4. People Empowerment
5. Economic Development
6. Partnerships and Support Organizations
7. Image and Beautification

(vi) Project for Public Spaces (PPS) Design Criteria for Successful Outdoor Spaces
In evaluating thousands of public spaces around the world, the urban planning non-profit organization Project for Public Spaces (PPS) has found that studying the following four criteria are critical determinants of a site’s success or failure:
1. Uses and Activities;
2. Access and Linkages;
3. Comfort and Image; and
4. Sociability.

(vii) Integration of PPS Design Criteria With BSBDC VF Report / UMA Strategic Plan

The BSBDC Vision Focus Report / UMA Strategic Plan were related to the PPS design criteria as follows:

1. Uses and Activities
   a. Youth Development
   b. Vibrant Cultural Atmosphere
   c. People Empowerment
   d. Economic Development

2. Access and Linkages
   a. Economic Development
   b. Partnerships and Support Organizations

3. Comfort and Image
   a. Elimination of Illegal Drugs
   b. Image and Beautification

4. Sociability
   a. Youth Development
   b. Vibrant Cultural Atmosphere
   c. Economic Development

5. Bermuda Small Business Development Corporation (BSBDC)

(i) 2006 Household Survey

While the Design Roundtable has created a plan for the EEZ to address the urban design issues facing the area, up-to-date research is needed on the current social and economic issues within zone in order to create effective policies to address those issues. As such, the BSBDC a Household Survey in 2006 to collect the necessary data on the zone’s economic and social condition. The data revealed that there are some clear gaps in the socio-economic and environmental conditions of NE Hamilton area versus the rest of Bermuda. For instance the survey indicated some startling differences for residences in the area such as:

- Median Household Income
  - $55,090 EEZ vs. $84,344 Bermuda
- Unemployment
  - 5% EEZ vs. 2.1% Bermuda
- Homeownership
  - 23% EEZ vs. 51% Bermuda
- Renters
  - 73% EEZ vs. 49% Bermuda

This survey should be repeated on a regular basis.

(ii) North East Hamilton/EEZ Boundary

The City of Hamilton Plan 2001 which was approved by the legislature in July 2002 has as an objective “To achieve the economic and social regeneration and environmental improvement of North-East Hamilton”. The Plan itself clearly underscores the land in the north-east quadrant of the City as having the majority of the City’s residential population. It also highlights that although the area has a strong sense of community and is culturally and architecturally distinct, the area also has a negative image and is in need of economic regeneration. The need to improve conditions in the area was identified as a priority in the City Plan’s Background and Issues Report. The City Plan stresses the intention to formulate an Action Plan that would lead to tangible improvements in the quality of life for people living in the area.

At the beginning of the Design Roundtable’s work the BSBDC identified that the area of the proposed EEZ would be synonymous with the area designated as NE Hamilton in the City Plan based on the already identified socio-economic issues and research previously carried out (see Annex 3(i) – Map A). After undertaking the array of background analysis work, it was decided that the boundary of the proposed EEZ be extended westward to Cedar Avenue (see Annex 3(ii) – Map B). This would ensure that key linkages would be made between that sector of the City and NE Hamilton and allow the positive activities and uses that happen west of Cedar Avenue to filter in and influence the area.

(iii) Extension of the EEZ (see Annex 3(iv) – Map D)

Through the analysis work conducted, the Design Roundtable found some similarities in the socio-economic and environmental profiles of the wider buffer areas surrounding the NE Hamilton EEZ. This included neighbourhoods stretching out to Montpelier Road in the east, Woodlands Road in the west and North Shore Road in the north.

The Design Roundtable raised concerns that upon legally establishing the NE Hamilton EEZ, those areas that fell outside of the EEZ would not be able to take advantage of the special programme. As such, those areas which may have similar socio-economic and environmental issues as NE Hamilton would not have access to that special programme and not be addressed.

The Design Roundtable concluded that it would be a worthwhile exercise as a future phase to this study, that the BSBDC undertake research and study of those buffer zone neighbourhoods surrounding NE Hamilton to determine if they should fall within the NE Hamilton EEZ or have similar EEZs created for them.

PART III  CONCLUSIONS

The North Hamilton Economic Empowerment Zone Approved Scheme

Having studied all of the information at its disposal and following extensive public consultation with the stakeholders of North Hamilton to November 2007, the following design and land use conclusions were reached for the area by Bermuda Small Business Development Corporation and the Design Roundtable.

1. The North Hamilton Economic Empowerment Zone Approved Scheme

   The establishment of the North Hamilton Economic Empowerment Zone as an approved scheme under Section 2 of the Economic Development Act 1968 is a significant undertaking. To date, the EEZ Approved Scheme has provided socio-economic incentives to the stakeholders of the zone. However, the introduction of approved land use policies will reinforce and support those socio-economic policies.

   It is therefore recommended that the approved Background, Vision and Land Use Strategy Plan for the North Hamilton Economic Empowerment Zone entitled “Bringing North East Hamilton Back to Life” is designated as an approved scheme under Section 2 of the Economic Development Act 1968. This would
allow development projects within the EEZ meeting the intents and vision of the approved plan to have access to various socio-economic and land use incentives.

It is also recommended that notwithstanding the existing City of Hamilton Plan 2001 as the Local Plan for the City, the EEZ plan also be approved as a Local Plan under Section 7 of the Development and Planning Act 1974 and that the Minister of Finance and Economic Development formally requests that the Minister of Environment and Sport places a notice in the Gazette as per Section 10 of the Development and Planning Act 1974 declaring that the draft local plan, the Background, Vision and Land Use Strategy Plan “Bringing North East Hamilton to Life”, shall be operative as a local plan from a specified date until such approval for the final plan is obtained from the Legislature.

Liaising with other Ministers has already been established in the Development and Planning act 1974 so this would not be setting a precedent (e.g. Section 29 of the Act requires the Minister of Environment to obtain a certificate of approval from the Minister of Tourism for all applications for Hotel Development).

This will enable this document to supersede the relevant area in the City of Hamilton Plan 2001, with a recommendation that the final local plan approved contain the specific regulations for each of the 13 districts below. This would only replace the designated area in the City of Hamilton Plan 2001, leaving the remainder of the existing policies and regulations of the City Plan intact.

2. Create 13 Districts
(i) Introduction
The character of North East Hamilton varies dramatically from one block to the next, seemingly a collection of micro-neighbourhoods. Combined with the fact that the expressed concerns and the physical infrastructures are so varied, it became clear to the Roundtable that it would not be possible to create a general set of policies and regulations which could satisfactorily address the great range of issues identified.

Therefore the Roundtable approach to a solution was to capitalize upon the existing micro-neighbourhood structure of North East Hamilton. This resulted in the identification of 13 distinct districts.

Each District plays a specific, dynamic, but complimentary part in the kaleidoscope of components deemed necessary for a successful renewal process for the whole of North East Hamilton. These functions include the following:— attracting more Bermudians and tourists alike to the area, improving and increasing housing stock, providing community facilities, protecting areas of cultural value, consolidating neighbourhoods, increasing commercial opportunities, upgrading visual and social experiences, restoring control to the neighbourhood, inspiring investor confidence, etc.

The Roundtable then proceeded to develop specific policy guidelines for each District. The purpose of these Policy Guidelines is to provide the framework and direction to be used as the basis for the creation of specific regulations tailored to best facilitate the achievement of the policies outlined in each of the following 13 Districts of North East Hamilton.

Please note that the following general policies may not be identified in the specific Districts:
1. Setbacks may vary with the height above grade; whether the reasons are for aesthetics, light or air;
2. Uses may be regulated by storey; and
3. There will be every attempt to, as best as possible, achieve economic parity between all Districts employing a variety of devices separately or in combination.

It is important to acknowledge that any redevelopment of the Economic Empowerment Zone will also have to take note of two conditions that may arise — (1) interfacing between district boundaries and (2) comprehensive development of sites. The Roundtable envisions that those Districts that might benefit from taller buildings (6 and above) would only be allowed to achieve greater heights through comprehensive developments of sites through lot amalgamation and compilation. In addition the Roundtable envisions that further detail will have to be paid to the interface between districts especially those that have taller buildings next to lower buildings. In those cases it is envisioned that the taller buildings would step down to the lower buildings progressively and would also benefit from setbacks and open spaces to offset the increased height. These details will be worked out at the regulation development phase of each district (next phase in process).

(ii) Transition/Buffer Zone
The relationship between the properties on the boundary of the EEZ, those falling within and outside the EEZ, is an important dynamic to consider. As such it is recommended that a 50 foot transition zone is established around the EEZ allowing for those properties on the outside of the zone that physically touch the boundary to be able to take advantage of the land use strategies and economic policies afforded to those properties falling within the zone.

It is recommended that the 50 feet is measured from the outside edge of the road/street. This transition zone will allow a synergy within the boundary area of the EEZ (see Annex 3(iii) - Map C and Annex 3(viii) - Map H).

It is also recommended that in exceptional or mitigating circumstances the Minister is afforded power and discretion to make decisions allowing or disallowing properties to benefit from the EEZ. There will be criteria and guiding principles developed for this discretion to alleviate subjectivity such as:
• the compatibility with the zone’s vision and intent;
• a clear direct linkage to the activities of the zone;
• the nature of the business;
• the need to expand opportunities for various sectors within the zone;
• key ancillary services supporting the viability of the zone;
• employment and ownership opportunities for Bermudians; and
• the broad national economic interest.

(iii) The 13 Districts (see [Annex 3 - Maps C, E, F, G, and H]and [Annex 4(i) through (x)])

District 1 - Court Street Market
This District comprises a one block area straddling Court Street between Victoria and Dundonald Streets. It retains a scale and character of a residential neighborhood with the majority of buildings 2 storeys high. It has a mix of uses, primarily retail on the ground level with other uses on the upper storeys of buildings, many of which have lost their former charm on those facades fronting the narrow sidewalks. St. Paul’s AME Church is currently considered to be the landmark of the area.

Potential
A charming ambiance can be easily achieved through careful attention to its intimate low scale, traditional architectural embellishment and details, and improvement of the pedestrian experience. The narrow sidewalks further help to make this District an ideal entrepot to Gombey Square which forms the heart of North-East Hamilton.

Recommended Policies for District 1
1. To encourage commercial uses on the ground floor, but allow for mixed uses above;
2. To encourage architectural beautification through the adoption of an architectural theme;
3. To develop this District as an attractive gateway to the North East Hamilton commercial centre – incorporating landscaping, streetscaping, lighting, urban design, weather protection devices, etc.
4. To encourage sympathetic scale in all new development.

**District 2 – Gombey Square**

Gombey Square District comprises those properties along Court Street between Dundonald and Angle Streets. Its eastern side is characterized by one and two storey non-descript commercial buildings and its western side by largely vacant land interspersed with a few restaurants. This District is the historical, social and geographical heart of the east quadrant of Hamilton.

**Potential**

Its low-rise bland buildings and amount of open space make this District ripe to become the pulsating dynamic, and exciting heart of North-East Hamilton, and a fundamental cornerstone of its rejuvenation. Its larger landholdings also mean that interesting and innovative redevelopment schemes are more achievable in the shorter term and more able to provide a jumpstart than any other District.

**Recommended Policies for District 2**

1. To create an exciting vibrant area suitable for a variety of types of social interaction, recreation and commercial activities for residents and visitors alike;
2. To create an intermediate people attraction magnet halfway between Front Street and the future North Street Commons site (District 13), distinguished by its own unique identity and sense of place, and which does not attempt to duplicate existing areas elsewhere in the City;
3. To retain a low-rise building scale and encourage high quality architectural design features as well as exceptional landscaping, and pedestrian environment with due consideration to vehicular patterns and linkages; and
4. To facilitate the appropriate types, distribution and relationships between uses throughout the District.

**District 3 - Princess Gates**

This area is currently designated as a Historical District under the current City of Hamilton Plan, and is distinguished by its attractive Victorian inspired residential architecture which extends along Princess Street between Dundonald and Ewing Streets. Its primarily two storey buildings are set out along a wide street and are probably one of the most impressive remaining examples of the gentrification that North East Hamilton enjoyed before the dawn of the 20th Century.

**Potential**

The area’s wide street and several fine examples of Victorian inspired town houses provide an idea basis for the improvement and consolidation of one of the most unique and beautiful urban experiences in Bermuda.

**Recommended Policies for District 3**

1. To reinforce the historical flavour of this District in a manner that enables owners to maintain economic viability;
2. To enhance the visual character, homogeneity and identity of the District through sympathetic scale and traditional architectural details;
3. To improve the residential living and user environment;
4. To emphasize residential use, but not to the exclusion of certain other uses which are deemed to be compatible and enriching to the character of the neighborhood and do not unnecessarily strain the existing limited parking capacity;
5. To facilitate an improvement in landscape and streetscape details; and
6. To encourage regulations which aim to provide the best living environment, yet recognize the practical constraints of existing structures and circumstances.

**District 4 – Ewing Gates**

This area straddles Ewing Street from Princess Street to beyond Court Street and is characterized by low-rise, detached buildings and a mixture of uses. Its uniqueness is a function of its wide streets, central treed boulevard and residential scale. Unfortunately its continuity is compromised by the dissection of the Court Street traffic.

**Potential**

This area can easily be transformed into an attractive self-contained area capable of independently determining its own character and destiny. Its topography and location lends themselves to mid-rise buildings.

**Recommended Policies for District 4**

1. To encourage a dominance of residential uses, but not to the exclusion of certain non-residential uses on lower floors which are deemed to be compatible with and add to the vitality of the area;
2. To encourage improved residential living conditions, whilst fully recognizing the limitations of small lots, existing buildings and other unique site specific circumstances utilizing special residential and landscape standards;
3. To encourage attractive streetscape and landscaping; and
4. To facilitate the achievement of maximum development potential in a mid-rise setting of detached buildings sensitively designed with respect for the amenity of their neighbours as well as themselves.

**District 5 – Angle Gates**

This District straddles the narrow Angle Street from Court Street to Union Street. It comprises a mixture of ground floor commercial and upper-floor residential uses housed in mostly two storey detached buildings. It is most notable for its intimate scale and its very limited existing on-site or on-street parking capacity.

**Potential**

This seems to be an area which has some infill possibilities and to be more suited to the addition to/renewal and beautification of existing buildings and the provision of supplementary landscaping and planting, to enhance its traditional character, as opposed to large scale redevelopment. It has tremendous potential as a street which can be pedestrianized on certain occasions.

**Recommended Policies for District 5**

1. To encourage residential uses and those other compatible uses with little or no parking needs or for which the parking provision can be made onsite or elsewhere;
2. To encourage and facilitate the installation of additional vegetative landscaping and the upgrading of premises;
3. To facilitate the improvement of the residential living environment with tailored standards in detached buildings, featuring traditional architectural details.
4. To ensure that development in this District is architecturally sympathetic on sites close to Court Street and Princess Gates District;
5. To discourage overdevelopment; and
6. To encourage special attention to the street paving materials as well as other street design features.

**District 6 – Union Gates**

This District straddles Union Street between Dundonald and Ewing Streets. It comprises a dense mixture of residential and other uses housed in mostly one and two storey detached houses/buildings and adjoins the EF Gordon Square (District 12) which can provide the necessary community facilities. It forms the eastern backdrop for Gombey Square.
Potential
This is one of the few areas in the North East sector of Hamilton which can accommodate a sufficient number of mid to high-rise buildings to create a high density residential community. Its geographic location and layout make it also suitable for interesting pedestrian linkages and facilities, as well as a capacity to economically provide its own underground parking and supplementary public parking.

Recommended Policies for District 6
1. To encourage the maximum residential capacities for this area;
2. To encourage the provision of those amenities and supplementary uses required for high density living;
3. To provide for parking and service needs;
4. To encourage high residential, landscape and environmental standards;
5. To encourage landscape and pedestrian linkages;
6. To allow compatible non-residential uses as required to service this District or are contiguous with the Gombey Square commercial area;
7. To facilitate the efficient use of land space through the provision of access rights of way and identification of maximum density sites suitable for multi-use comprehensive development;
8. To encourage onsite or communal parking;
9. To protect the low-rise residential character and scale along street frontages and provide significant setbacks for higher-rise structures; and
10. To encourage land assembly, consolidation and amalgamation of comprehensive development sites where there is an opportunity to facilitate higher rise developments.

District 7 and District 8 – North Street Gardens West and North Street Gardens East
These Districts are located between North Street and the high hills to the south. The western half enjoys attractive vistas across the Dellwood Middle School and Bernard Park areas, whereas the eastern half overlooks the North Street Commons site and the Pembrooke Marsh National Park site. This is one of the closest Districts to sea level.

Potential
This area can accommodate some of the tallest buildings in the City with the least environmental impact, due to its low elevation, background hills, adequate distance from the more visually sensitive parts of the City, its magnificent aspects, its convenient vehicular access and its proximity to the parklands, and the North Shore.

Recommended Policies for District 7
1. To encourage the maximum development potential in architecturally superior detached buildings;
2. To encourage residential uses, but also provide for the inclusion of certain commercial uses;
3. To encourage onsite parking;
4. To encourage high quality living, landscape and environmental standards; and
5. To facilitate a high quality pedestrian experience.

District 9 – Cedar Avenue
Cedar Avenue is the historical Northern gateway to Hamilton. It is lined with trees, grass, boulevards and institutional uses in low-rise buildings scattered amongst attractive parkland and extensive open spaces.

Potential
This District provides an excellent garden setting to continue its historical low-rise, low site coverage community oriented uses such as private clubs, churches, schools, non-profit organizations, etc. It is the only such District left in the City of Hamilton and should be preserved for posterity as there is ample space elsewhere in the Hamilton area and Bermuda for other types of uses.

Recommended Policies for District 9
1. To preserve this garden parkway for future generations;
2. To encourage community oriented institutional uses and discourage non-compatible uses;
3. To encourage the parkway environment; and
4. To encourage buildings of a sympathetic scale and site coverage, and a high architectural standard.

District 10 – Brunswick Square
This area is surrounded by Brunswick, Angle and Dundonald Streets and a line just east of Gosling’s Warehouse. It is currently distinguished by its concentration of low-rise light industrial and commercial uses and parking lots.

Potential
The airspace in this area is underutilized. There is considerable additional height potential in mid-rise buildings.

Recommended Policies for District 10
1. To encourage a separation from the adjacent residential and low-rise commercial districts;
2. To restrict vehicular access routes to the area so that the area becomes more cohesive and defined by dedicated traffic routes for its industrial vehicles;
3. To encourage an improvement to the visual environment and pedestrian linkages;
4. To encourage a better utilization of available airspace;
5. To encourage the development of standards which cater to a variety of uses;
6. To encourage buildings adjacent to other Districts to be sensitive to their constraints; and
7. To encourage an increase in public parking facilities.

District 11 - Victoria Parkway
Victoria Parkway comprises of those blocks between Victoria and Dundonald Streets and a line west of Brunswick Street and east of Parliament Street. Victoria Street is the southern border of the North East quadrant of Hamilton. Dundonald St. is a major east west traffic artery. Several contemporary mid-rise office buildings have been developed in the last few years with several more on stream. These streets are connections between the City Hall/Victoria Park area and the eastern part of the City.

Potential
The area has a capacity for residential, commercial and certain other uses in detached mid-rise buildings.

Recommended Policies for District 11
1. To encourage detached buildings of exceptional architectural design;
2. To facilitate the creation of a Victoria Street pedestrian parkway and upgrading of a Dundonald Street pedestrian parkway from Cedar Avenue to Court Street;
3. To encourage high quality landscape, open space and environmental standards;
4. To allow for a variety of uses; and
5. To maximize its parking capacity.

District 12 – EF Gordon Square
This area has a rich history revolving around labour and union movements. The EF Gordon Square District comprises of two blocks surrounded by Dundonald, King and Victoria Streets and the Court Street Market District. It is characterized by parking lots and a mixture of uses in low-rise buildings including a clinic, a lodge, a union headquarters, a cinema, medical offices, retail, warehouse, etc. It is the entry point into Hamilton from the Happy Valley/ Middletown area as well as the high density Union Gates District.
Potential
The area has a capacity for higher rise buildings and is ideally situated for a variety of community type uses. It is capable of becoming a superb regional community centre and civic centre. It also has the capacity to be one of the largest complexes in the City of Hamilton – many hundreds of thousands of square feet of floor space.

Recommended Policies for District 12
1. To promote the creation of a District where regional community oriented uses are consolidated. These should include, but not be limited to – daycare, youth facilities, seniors living, clinic, library, medical offices, entertainment, recreation (i.e. indoor pool), cinema, charitable offices, union facilities, social and related government offices;
2. To discourage those uses deemed to be incompatible;
3. To encourage land assembly, consolidation and amalgamation of comprehensive development sites where there is an opportunity to facilitate higher rise developments;
4. To encourage underground parking facilities;
5. To encourage high quality and interesting civic open spaces and pedestrian linkages;
6. To encourage superior architectural design, landscape and environmental standards;
7. To facilitate the maximum utilization of the District through height and other guidelines; and,
8. To facilitate the creation of a civic landmark either through its civic open spaces, juxtapositioning of uses and/or impact on the skyline of Hamilton.

District 13 – North Street Commons
This District comprises of the TCD Centre and properties to its east. It is located between North Street and the Pembroke Marsh National Park at the northern terminus of Court Street. It is distinguished by its large open spaces, flat low elevation and scattering of low-rise older buildings of no architectural significance.

Potential
The District is ripe for redevelopment. It can easily be the northern anchor of the Court Street spine, since it is big enough to develop facilities which can draw many residents and visitors alike in a complex containing large amounts of space in buildings of exceptional architectural distinction with ample space for exciting landscape opportunities and sufficient parking.

Recommended Policies for District 13
1. To discourage any new development which can frustrate the ultimate redevelopment of the site as a centre of national significance;
2. To prepare a programme for site consolidation;
3. To permit only those public uses which can attract large numbers of residents and visitors and are compatible with the natural environment;
4. To only permit development of exceptional design merit; and,
5. To facilitate development which sensitively and attractively links to a high quality, nationally important nature reserve/open space system.

3. Conceptual Structure Needed for North East Hamilton
   (i) Introduction
The second half of the twentieth century saw tremendous changes to the commercial dynamics within the City of Hamilton. The end result is a city severed into two by the existing government administrative district, which stretches from Front Street to Victoria Street.

On the one hand we have the affluent Front/Reid Street areas, which are continuously fed visitors from the cruise ship terminals and the Hamilton Fairmont Hotel, and residents from the central business Districts as well as the bus and ferry terminals.

On the other hand we have a declining Court Street area which has no nearby sources of sustained large numbers of people on its streets. If this deficiency is not addressed, there is almost certain doom. The problem can be addressed by:
   a. Creating the area’s own people attractions;
   b. Becoming more accessible to pedestrians from established concentrated sources of large numbers of people;
   c. Becoming more accessible to motorists; and
   d. Increasing its residential component.

(ii) To Create the Area’s Own Attractions
In this regard the following people attractions are recommended:
   a. To develop the Court Street block between Dundonald and Elliott Streets as the pulsating, vibrant heart of North East Hamilton, in a manner capable of attracting larger numbers of residents and visitors alike. It should compliment the mosaic of the City with its unique qualities as opposed to trying to duplicate other areas in Hamilton; and,
   b. To designate the Transport Control Department site as the future home of an exciting and spectacular national attraction capable of drawing large numbers of people continuously; and
   c. To facilitate the creation of a large regional community and civic centre of national significance capable of attracting many people per day for various reasons in the E.F. Gordon Square District.

(iii) To Designate Key Pedestrian Access Routes
The Design Roundtable has identified several pedestrian routes which it feels are critical to the successful and sustained revival of North East Hamilton. Most are unattractive and uninviting, and require a significant infusion of imagination and landscaping. Others require significant financial investment as well.
   a. Court Street (Front Street to Dundonald Street)
This is the southern and most important gateway to North East Hamilton. It connects the cruise ship terminals and Front Street tourists to the heart of Court Street. Sidewalk reconfiguration, landscaping, streetscaping, imagination, and substantial funding are required.
   b. Court Street (Till’s Hill)
This is the northern gateway to Court Street. It connects the future North Street national attraction site to the heart of Court Street. Its current rampart barrier appearance can be overcome by excavating Court Street, thereby underpassing Ewing Street and lowering Till’s Hill, thus flattening Court Street from Angle St. northwards. Attractive vegetation in planters atop the foundations of the existing high walls as well as additional streetscaping and a hefty budget are needed to complete this potentially magnificent gateway.
   c. Victoria Street (Cedar Avenue to King Street)
This is the most convenient western gateway from the midtown business area around City Hall and Church Street West. This route requires some streetscaping and landscaping, perhaps some sidewalk reconfiguration here and there, but no major works.

d. Dundonald Street (Cedar Avenue to Court Street)
   This gateway serves points west of Victoria Park. Imagination, landscaping, and streetscaping are the principal requirements for a significant upgrading in attractiveness and invitation to beyond Cedar Avenue eastward.

(iv) To Make the Area More Accessible to Motorists
Having analyzed the needs of motorists, the following conclusions are of note:

a. The following streets need to be recognised as through routes for traffic
   1. Court Street;
   2. Victoria Street;
   3. Dundonald Street;
   4. King Street southbound;
   5. North Street; and
   6. Cedar Avenue.

b. Streets not identified above should be dedicated to local neighbourhood traffic

c. Provide concentrated parking facilities
   Those which can be provided most quickly would have to be located at the following sites:
   1. Dundonald Street/Ewing Street – west of the Gosling’s warehouse;
   2. The Victoria Street Clinic site; and
   3. Hamilton docks at the foot of Court Street.  
   Other sites have possibilities but are more likely to take a much longer time to be realized.

d. On-site parking requirements
   1. Waive in certain Districts;
   2. Make compulsory in certain Districts; and
   3. Require or allow a levy per car in lieu in other Districts to facilitate the provision of communal parking accommodation off site.

(v) Increased Residential Component
   The majority of the areas surrounding Court Street are designated for residential uses - some Districts will limit other uses in order to protect their residential potential, some Districts will facilitate high density community living and others will encourage low rise lower density environments.

4. Legislation & Administration

   (i) Introduction
   The success or failure of a Development Plan is dependent upon:
   (a) The adequacy of the legislation to enable the various required development control techniques to withstand the scrutiny of the law;
   (b) The sufficiency and creative abilities of the administrators in the case of a flexible plan; and
   (c) The creativity of the development regulations in the case of uninspired administrators.

   (ii) Ministries and Government Departments
   (a) Ministry of Finance and Economic Development (Economic Empowerment)
   (b) Ministry of Works and Engineering (Acquisition of property)
   (c) Ministry of the Environment and Sport (Planning and acquisition of green space land)
   (d) Ministry of Tourism & Transport (Promotion of the area with local and overseas agents)
   (e) Ministry of Culture and Social Rehabilitation (Cultural heritage preservation and Human Rights)
   (f) Ministry of Labour, Home Affairs, and Housing (Housing)
   (f) Corporation of Hamilton (Maintenance)

   (iii) Legislation and Legal Instruments Currently Available
   It is likely that several pieces of legislation will need to be reviewed to determine relevancy to the EEZ. Some may need to be modified in order to promote the development of the North East Hamilton Economic Empowerment Zone. These include:

   1. Municipalities Act 1923
   This legislation sets out the enabling powers to create the City of Hamilton and its operating framework as a Corporation. This also specifies any City ordinances and the boundaries of the municipality. Any annexation powers to extend the City boundaries would be outlined in this act.

   2. Public Health Act 1949
   This legislation sets out the enabling powers to declare premises as verminous or nuisances and to take action to abate or demolish then. This is particularly relevant with derelict and vacant properties.

   3. Amenities (Control of Ruinous Structures) Act 1950
   This legislation sets out the enabling powers to declare premises as ruinous and to take action to control and/or demolish then. This is particularly relevant with derelict and vacant properties.

   4. Industrial Development Act 1968
   This legislation sets out the enabling powers to declare areas of Bermuda as ‘approved schemes’ for their economic development and regeneration.

   5. Acquisition of Land Act 1970
   This legislation sets out the enabling powers for the Government to acquire land through compulsory purchase.

   This legislation sets out the enabling powers to declare residential areas of Bermuda as ‘general improvement areas’ in order to improve living conditions or means of access.

   This legislation sets out the enabling powers to allow the HR Commission to approve any special plan or programme designed to relieve hardship or economic disadvantage or to assist disadvantaged persons or groups to achieve or attempt to achieve equal opportunity. It can also approve plans designed to increase the employment of members of a group or class of persons disadvantaged because of their race, colour, nationality or place of origin.

This legislation sets out the enabling powers to allow for delegation of the Development Application Board’s power for granting or refusing planning permission to any Municipality. It also allows for Local Plans to be developed and approved for any area of Bermuda and for special study areas to be designated for the general improvement of residential or commercial areas that are derelict or of poor quality. Lastly, it also allows the Minister to enter into agreements with developers for payment of fees to allow higher densities and those funds to be used to create community areas in these and other high density areas.

(iv) Potential Legislative Deficiencies

A development plan as comprehensive as the North East Hamilton Plan needs innovative techniques to facilitate the achievement of its goals and objectives, all of which must be supported by law.

Some of these needs are as follows:-

(a) A special multilateral application review committee with veto power;
(b) An independent legal entity which can own, lease, or manage those facilities, open spaces, etc. which are deemed to be vital to the success of any District;
(c) Property maintenance enforcement;
(d) An acquisition or control programme for critical sites not currently under government control;
(e) Sale and transfer of development rights;
(f) Preferential treatment for certain activities, i.e. bank funding, government funding, community improvement schemes, etc.; and
(g) Transfer payments for certain site benefits, i.e. in lieu of parking to the Corporation of Hamilton.

Supplementary legislation will be needed in those cases where the existing legislation is inadequate to enable the implementation of the aforementioned technique.

(v) Proposed Legislative Remedies

An initiative as comprehensive as the North East Economic Empowerment Zone needs innovative techniques to facilitate the achievement of its goals and objectives, all of which must be supported by law. Supplementary legislation will be needed in those cases where the existing legislation is inadequate to enable the implementation of the aforementioned technique. The following are recommended:

(a) It is proposed that the Bermuda Small Business Development Corporation Act 1980 be amended to expand and change its remit to the Bermuda Economic Development Corporation Act or similar. Under this new expanded legislation there would be responsibility for economic empowerment zones as well as other areas (such as small businesses, etc.) with the establishment of different agencies/departments to govern these different areas.

(b) In the summer of 2007, the Industrial Development Act 1968 was amended and renamed to the Economic Development Act 1968. The Act also redefined the term “approved scheme” to mean a scheme for the economic development of any part of Bermuda, it defined “economic empowerment zone”, and allowed the Minister to approve and designate area as an EEZ by an order. It is proposed that the Economic Development Act 1968 is amended and expanded again to include a range of new powers to effectively govern the economic empowerment zones such as:

(c) Economic Empowerment Zones are created as vehicles to assist those disadvantaged persons within the zones to achieve equal opportunity - economically, socially and physically - making the transition from poverty to full participation in the economic mainstream. As such, the EEZs should only exist for defined periods of time to allow the persons within those zones to reach established benchmarks otherwise there is the potential for establishing a cycle of dependency. It is recommended that the Economic Empowerment Zones be established for an initial period of 10 years which would enable visible progress to be made, while allowing for assessment at the end of the period and the opportunity to determine a continuance of the Zone or an alternate course of action.

(d) Economic Empowerment Zones Agency (EEZA) would be established to govern the EEZs. The EEZA would report to the Bermuda Economic Development Corporation and its Board. The BEDC Board would establish a sub-committee of its Board responsible for overseeing the EEZA and through that reporting line from the BEDC provide direct decision-making ability to the EEZA (see linkage and cross-reference with subparagraph 2.4 below).

(e) A similar scenario currently exists in the Development and Planning Act 1974 where the Development Applications Board can create sub-committees and a similar explanation is applicable. The Development Application Committee, has authority given to it by the Minister through the Board and can also approve development applications as if it were the Board itself. The relevant sections from that act are as follows:

(f) “The Board may appoint sub-committees from among their members and every such sub-committee shall consist of a Chairman and such number of sub-committee members as the Board may, in each case, determine, who shall hold office on the sub-committee for such period and on such terms as the Board may determine. Notwithstanding anything contained in this Act the Board may, with the consent in writing of the Minister, authorize a sub-committee of the Board to perform any of their functions under this Act or other statutory provision; and the act of any sub-committee so authorized to perform any function of the Board shall be deemed to be an act of the Board when such sub-committee are acting within the scope of their authority.”

(g) Using urban development areas and urban development corporations in the UK as a viable model for the Bermuda EEZs, the EEZA would have the authority to:

a. Acquire Land;

b. Undertake Planning Functions;

c. Undertake Building Control Functions;

d. Act as a Housing Agency;

e. Make Loans for Building;

f. Make loans in pursuance of building agreements; and

g. Survey Land.

Lastly, it is proposed that the Development and Planning Act 1974 be amended to add a section under “Part V Special Provision in Certain Cases” referencing the ability for the Minister of Finance and Economic Development to establish Economic Empowerment Zones under the Economic Development Act 1968 and to be able to establish an Agency with powers for planning and building control functions under that act. In amplification of the Economic Empowerment Zones, this new section in the Act should also speak to the ability to create local plans for the EEZ under Section 7 of the Development and Planning Act 1974.

(vi) Proposed Land Use Techniques

After carrying jurisdictional reviews of empowerment/enterprise zones in the US and urban development areas in the UK, it is recommended that the following land use controls, amongst others, be used as necessary to promote urban revitalization in the North East Hamilton Economic Empowerment Zone (EEZ) and any subsequent EEZs.

(a) Inclusionary Zoning – Affordable housing is currently a pressing need in Bermuda. Voluntary inclusionary zoning using density bonuses is a relatively simple land use control, easy to implement. Additionally, legislation already exists in Bermuda offering density bonuses to encourage residential development in Hamilton. Such legislation could be used a model. Inclusionary zoning refers to legislation that aims to increase the availability of low- and moderate-cost housing for people who are financially unable to compete for market-rate housing. The typical inclusionary zoning ordinance either encourages or mandates builders of new housing
Parking Levy – Collected in lieu of the parking requirement by a development that cannot or will not be met. It can include the transfer of payments for certain site benefits (i.e. in lieu of parking) to the Corporation of Hamilton.

Proposed Organisational Structure
Facilitating the implementation and sustainability of the EEZs will require new and innovative organizational structures to oversee and drive the change in these zones. It is proposed that the Bermuda Small Business Development Corporation Act be amended to expand and change its remit to the Bermuda Economic Development Corporation.

Under this new organizational structure, the expanded Corporation would be responsible for economic empowerment zones as well as other areas (such as small businesses, etc.) with the establishment of different agencies/departments to govern these different areas of responsibility. Proposed organizational hierarchies are set out in Charts A, B, & C below.

The Economic Empowerment Zones Sub-Committee (see Chart A below) would consist of 9 members as follows:
- 3 members from the Minister-appointed Bermuda Economic Development Corporation Board
- Bermuda Housing Corporation Board (BHC) Chair or representative
- Development Applications Board (DAB) Chair or representative
- Economic Empowerment Zones (EEZ) District Board Chair or representative
- 3 members from the public appointed by the Minister of Finance

The EEZ Sub-Committee would also have representatives from the Civil Service as Ex-Officio non-voting members as follows:
- Financial Secretary, Ministry of Finance
- Ministry of Tourism Representative
- Ministry of Education Representative
- Ministry of Works and Engineering Representative
- Bermuda Police Service Representative
- Department of Planning Representative
- Sustainable Development Unit Representative

The Economic Empowerment Zones Agency (see Chart B below) would manage the EEZs and have the following responsibilities:
- District Liaising;
- Economic Development;
- Physical Revitalisation; and
- Social Transformation.

The EEZ District Board would be made up of representatives from each EEZ (East, West and Central) to ensure that the voices of the residents and business are heard (see Chart C below).
Bermuda Economic Development Corporation (BEDC)

Bermuda Economic Development Corporation Board
9 members

Economic Empowerment Zones Sub-Committee
9 members
(bi-monthly or weekly meetings/decisions on EEZ initiatives and projects)
- 3 members from BEDC Board
- BHC Chair or Representative
- DAB Chair or Representative
- EEZ District Board Chair or Representative
- 3 members of public appointed by Minister
- Ex-Officio Civil Servants attending meetings
- BEDC Director/Manager attending meetings
- EEZA Director attending meetings

Future Department/Agency

Future Department/Agency

Economic Empowerment Zones Agency (EEZA)
Economic Empowerment Zones (EEZ) District Board
(Advocacy Group for the residents and businesses in the Zones)

- Representatives from each EEZ District (9)
  - Chair rotates from each zone

**Central EEZ NE**
Hamilton

**Central EEZ**

**Central District Groups**
Representatives (3)

**East EEZ**
TBD

**East District Groups**
Representatives (3)

Future East Districts Action Groups

**West EEZ**
TBD

**West District Groups**
Representatives (3)

Future West Districts Action Groups

**District 1**
Community Action Group

**District 2**
Community Action Group

**District 3**
Community Action Group

**District 4**
Community Action Group

**District 5**
Community Action Group

**District 6**
Community Action Group

**District 7**
Community Action Group

**District 8**
Community Action Group

**District 9**
Community Action Group

**District 10**
Community Action Group

**District 11**
Community Action Group

**District 12**
Community Action Group

**District 13**
Community Action Group
5. Proposed Next Steps

This document represents the design framework and broad guidelines indicating a preferred direction for the North East Hamilton Economic Empowerment Zone to take over the next decade. The Design Roundtable recommends that upon the future revision of the City of Hamilton Plan 2001, that document should pay regard to the vision, goals, and objectives of this document. While this document represents a design framework and broad guidelines, the next phase in this process is to create detailed specific regulations for each of the 13 districts so that stakeholders are clear as to the development potential and restrictions with the zone. The previous draft report and strategy document was presented before Cabinet in June 2007 and recommended the following steps to be undertaken:

- **Step 1:** Obtain Minister of Finance and Cabinet approval for the draft plan – this will include other Ministries that are stakeholders to this plan;
- **Step 2:** Undertake at least 30 days of public consultation on the draft plan;
- **Step 3:** Revise draft plan as necessary taking into consideration the comments from public consultation;
- **Step 4:** Lay draft plan in House of Assembly to get endorsement from the legislature;
- **Step 5:** Once approved, develop specific regulations for each district with established district action groups;
- **Step 6:** Develop a formal implementation plan and schedule of works for the projects and initiatives in each district; and
- **Step 7:** Acquire land as necessary to bring to fruition the vision for the area.

The following provides an update on the status of those previous steps and makes recommendations for next actions for the future success of North East Hamilton:

- **Step 1:** The BSBDc presented the draft plan to Cabinet in June 2007. The Design Roundtable was present to present the details of the plan and the vision for the EEZ to Cabinet. As a result Cabinet approved the contents of the draft plan and its release for public consultation.
- **Step 2:** The BSBDc undertook extensive public consultation to get feedback on the draft plan. Formal public consultation launched in August 2007 and concluded in November 2007. Public consultation involved town hall meetings, district meetings, private individual and group meetings, TV broadcast of documentaries, the BSBDc website and wide distributed public consultation feedback forms. The EEZ Launch town hall meeting counted between 120 and 150 attendees. Individual district meetings saw a total attendance of 50 to 60 people. The DRT conducted 15 to 20 private consultations with individuals or individual groups. In total and to date, public consultation has included 185 to 230 individuals (a mix of property owners, residents, and business owners). Other stakeholder meetings included HSBC, the Department of Planning, the Corporation of Hamilton, Habitat for Humanity, the BIU, the BPSU, the select committee representing the Mayor’s Commission. Some stakeholders not only attended the launch meeting, but also made sure they attended at least their respective district meetings. Others requested follow-up meetings and individual private consultations. Most property owners attended the District 1 and 2 meeting.
- **Step 3:** The feedback the BSBDc received from the public consultation was positive. Most stakeholders provided expressions of support and had a willingness to help with the revitalization of North East Hamilton. Parking was seen as a major issue within the EEZ which needed to be addressed more in the draft plan. In addition, while there was support for the districts concept, stakeholders wanted assurances that there would be equity between districts so that any divisiveness could be minimised. The majority of stakeholders felt that in order for the draft plan to be successfully implemented, the decision making for development would have to be taken out of the Department of Planning and Corporation indicating the need for a suitable authority in the EEZ. Although there were a few property owners who wished for more development potential on their, most stakeholders were comfortable with the proposed regulations and supportive of the collective vision for the area. This document reflects any changes made.
- **Step 4:** Once Cabinet approval has been gained for this draft plan as the vision and strategy for the EEZ, the Minister of Finance and Economic Development will lay the plan in the House for approval by the legislature. It is anticipated that this can be achieved by August 2008. After the Background, Vision and Land Use Strategy Plan is approved by the Legislature giving broad support for the vision and direction of the EEZ, it is anticipated that the detailed regulations for the Local Plan can be drafted within 3 months.
- **Step 5:** While the revised Background, Vision and Land Use Strategy Plan represents the vision for North East Hamilton, vision alone will not be enough to facilitate change in the zone. It is recommended that the next phase of the initiative will be to create a Local Plan for North Hamilton which would contain specific, detailed land use policies and design regulations for each district. This EEZ Local Plan will control the types and designs of development that can take place. The EEZ Local Plan would need to be approved by the Minister of the Environment & Sport first and then tabled in the House of Assembly for approval by the Legislature as per the requirements of the Development and Planning Act 1974. The draft EEZ Local Plan, once declared operative, would be subject to the provisions of public consultation on those detailed regulations before it can be brought to the House for final approval. Given these requirements it is expected that the EEZ Local Plan could be before the Legislature before the end of 2008. The EEZ Local Plan would supersede the relevant sections within the City of Hamilton Plan 2001 and any development within the EEZ would have to meet the requirements of those detailed regulations. The establishment of the Economic Empowerment Zones Agency and the Economic Empowerment Zones Board of Directors will drive the next phase of developing specific regulations for each district with established district action groups.
- **Step 6:** The establishment of the Economic Empowerment Zones Agency and the Economic Empowerment Zones Board of Directors will drive the next phase of developing a formal implementation plan and schedule of works for the projects and initiatives in each district. In keeping with the desire to see projects progress, the BSBDc has developed a series of both Design Competition documents and Request for Quotations (RFQ) documents which will be put out for advertisement and tender to local design firms and businesses. More specifically, the objective of both the Design Competition guidelines and the RFQs will be to enable the BSBDc to secure innovative designs, suitable skills, and capable services to address key landmark places in the EEZ. It is felt that the four priority projects to progress in the first instance are as follows:
  - Main Gateway and various Gateways throughout the zone;
  - Redesign the Till’s Hill Overpass;
  - Upgrade the urban infrastructure of the Angle Street District; and
  - Design the Market Square area.
- **Step 7:** The establishment of the Economic Empowerment Zones Agency and the Economic Empowerment Zones Board of Directors will drive the next phase of acquiring land as necessary to bring to fruition the vision for the area.

**PART IV LAND USE STRATEGY**

1. **Introduction**

Land Use Strategy for the NE EEZ

This Background, Vision and Land Use Strategy Plan have been derived from the work of the Design Roundtable over a 6 month period and should be reviewed every 5 years.
2. Vision
To create a zone (NEHEEZ) that is accessible, vibrant, dynamic, comfortable, enjoyable and safe by only allowing development that meets the needs of its residents, landowners, businesses and patrons alike while balancing the need to protect and preserve its unique qualities.

3. Guiding Principles
- Put sustainable development, defensible space and CPTED principles at the core of the decision-making process
- Manage and protect the environment effectively
- Regulate development to ensure only those that meet the immediate and future needs of the EEZ are approved
- Ensure adequate enforcement systems and instruments to curtail illegal activity
- Provide guidance and education to the public to develop awareness of all the current environmental issues and their relationships to social and economic issues of the day

4. Goals and Objectives
- Create a comprehensive strategy that focuses on the economic revitalization of the North East Hamilton Economic Empowerment Zone
- Mandate a collaborative strategy and partnership among Government, private businesses and the general public to implement this comprehensive strategy
- Require the participation of the public, businesses, financial and educational institutions and the non-profit sector in the development and implementation of the revitalization strategy
- Leverage significant Private sector investment in distressed communities throughout the island
- Provide significant tax benefits to businesses (large and small) for investing in the human development of distressed communities
- Provide a mechanism for evaluating and enhancing existing programs that presently exist in our communities within the Economic Empowerment Zone
- Instill entrepreneurial strategies throughout all sectors of our community by mandating public/private partnerships and the requirement to enhance and/or create, but not supplant existing funding resources

This land use strategy must be read in conjunction with and linked to the overall VISION for the area.

Goal 1 OPEN SPACE, AMBIENCE AND RECREATION
A Zone with adequate open space and high quality leisure and recreational options which provides for the greatest access and comfort (see Annex 2(i)).

Goal 2 ENVIRONMENT
A Zone where ecologically sustainable principles and practices are applied to ensure the preservation and enhancement of the natural environment (see Annex 2(ii)).

Goal 3 URBAN DESIGN AND INFRASTRUCTURE
A Zone where urban development, design and infrastructure promotes a variety of safe living options that reflect NE Hamilton’s unique culture and heritage whilst ensuring the adequacy and efficiency of City services (see Annex 2(iii)).

Goal 4 TRANSPORTATION, PARKING AND PEDESTRIANISATION
A Zone where there is context-sensitive public access as well as innovative car storage solutions in order to strengthen links to the community, minimise land-consumptive practices, free valuable land for higher priority uses, promote pedestrianisation and active living in an urban context (see Annex 2(iv)).

Goal 5 GOVERNANCE, ACCOUNTABILITY AND TRANSPARENCY
A Zone where good governance is the benchmark and there is sufficient legislative and management tools to ensure that the goals and objectives of the design guidelines are achieved (see Annex 2(v)).

5. Design Guidelines to achieve the Renaissance of the EEZ

Historical Context
The land for the new town of Hamilton was consolidated in 1790 and the town was incorporated three years later. The land for the new town of Hamilton began to be assembled in 1790. The grid layout and the 50-foot by 100-foot standard lot width were set out at this time and remain a significant influence on the character of the City. In 1815 it became the island’s capital. In 1897 Hamilton was granted City status to coincide with the celebrations held for Queen Victoria’s Diamond Jubilee.

Heritage
The protection and enhancement of the EEZ’s cultural identity is an important component of a sustainable city. Any design should promote the protection of key architecturally or historically important areas and buildings. In 1998 the Department of Planning undertook an Urban Design Survey which estimated that around 15% of city buildings were built before 1900. The design of any new buildings in historic areas will be encouraged to reflect the character and appearance of the area and Bermuda’s architectural traditions.

The EEZ has a rich architectural heritage that should be respected. In addition to the specific Historic Areas designated under the City of Hamilton Plan 2001, there are many individual buildings that contribute to the special character of the area. These include a number of unknown but important buildings in the NE Hamilton area such as Wantley on Princess Street and Belvoir on Ewing Street.

Design Aesthetic
These design guidelines aim to improve the contribution that new buildings make to the comfort and attractiveness of the pedestrian environment within the EEZ. Therefore, developments are encouraged to incorporate public and private open spaces such as arcades, verandahs, canopies, roof gardens, courtyards and other features that can provide activity and interest on the street, as well as shade, shelter and amenity space.

Aesthetic Quality
- All development will enhance the visual quality of the streetscape and relate well to its context.
• All development must enhance the visual quality of the roofline of the street or the skyline of the City.
• Where plant and machinery are not housed within the basement or roof structures, these service structures should be attractive features on the city skyline that are integrated into the overall design scheme for the development.
• New development will be expected to complement the existing traditional materials and finishes in the EEZ.

**Lighting**

• Any external lighting on a building within the NE Hamilton Area should be sympathetic to the building and the street scene.
• All new street lighting should be aesthetically pleasing to fit in with the character of the area.

**Signage**

• New signs should respect the size, scale and design of the existing buildings. Often features or details of the building will suggest a motif for new signs.
• Sign materials should be compatible with those of the buildings in the area. Materials characteristic of the building’s period and style, used in contemporary designs, can form effective new signs.
• It is most appropriate to locate new signs on the flat, unadorned parts of a façade, including above doors or windows.
• Lettering sizes must not exceed fifteen inches (15”) in height or width.
• Flashing or illuminated signs visible from any street or public way are not allowed.
• Signs that obscure architectural details such as windows, cornice, decorative brickwork and storefronts are inappropriate.
• Signs that interfere with the sight lines of adjoining buildings are inappropriate.
• No advertisement sign is to be visible above the roofline or skyline of any property.
• Wherever possible entrances to shops should be at pavement level, to allow easy access for people with wheelchairs.

**Building Elevation**

• Amenities common to buildings along certain streets within the EEZ should be encouraged on new buildings.
• Balustrades and rails rather than solid walls should be used on verandahs.
• Entrance doors should be visible from the street.
• Any design affecting a historic or architectural significant building shall ensure that the appearance, scale, design, materials and the details of the development preserve or enhance the quality and character of the building or its setting.
• Any new design should not detract from established landmarks.

**Appearance**

The Bermuda Image is not as readily defined for commercial buildings as it is for residential properties. However, the EEZ should reflect Bermuda’s architectural heritage and culture. In areas where larger buildings are permitted, designers are encouraged to carefully consider how the design of the building responds to established architectural styles and traditions and the intent for the District.

**Facades**

• There shall be no large areas of blank wall on visible side and/or rear elevations.
• Large areas of building wall at street level without windows or other visual interest are avoided.

• Roller shutter housings or boxes must be incorporated into the design of the building and, when in their retracted position, should not be visible from the street.
• Shop front designs that ignore the upper floors spoil the appearance of the building and the street scene.
• As such, the upper floors should be integrated into the design.
• Large areas of reflective glazing will not be permitted at street level and will generally be discouraged elsewhere except when noted otherwise.

**Massing**

The total amount of floor space permitted on a site has been historically controlled in the City of Hamilton by the maximum number of storeys permitted and the maximum number of storeys permitted at street level. These, in conjunction with setback controls (natural light, street-level and upper-level), also forms the development envelope for each site in the EEZ.

Utilization of FAR to better control the mass of a building should be considered. The FAR represents the relationship between the site area and the maximum gross amount of floor space permitted on the site. For example, if a site has an area of 10,000 ft² and the FAR is 4.25, the total gross floor space permitted on the site will be 42,500 ft².

**Scale**

Hamilton is still a relatively low-rise City and the EEZ is no exception. As more large buildings are built around Hamilton, it is important that the scale of the City and especially the residential scale of the EEZ, are not lost. Any new development should seek to provide visual interest and enhance the pedestrian environment in its design.

In most locations where upper storeys are permitted over and beyond what is permitted at the street level, the upper storeys are to be set back in order to retain an attractive pedestrian environment. However, it is also important that buildings offer visual interest to pedestrians. Good quality additions to the existing skyline that create interest and exhibit innovation will also be welcomed.

**Setbacks**

• Within the EEZ, for taller buildings, there will be a requirement for a variety of setbacks to minimise the scale of the building and offset the impact on the pedestrian environment as well as the environmental amenity of neighbouring buildings.
• Within the EEZ, projections from the building façade to enhance the comfort and environment for pedestrians such as canopies, verandahs or other street level features will be encouraged providing that the design and appearance of the proposed feature relates well to both the building and the pedestrian environment.

**Height**

The City of Hamilton Plan 2001 currently allows maximum heights of 3, 4, 5, 6, & 7 storey buildings within the EEZ. These storeys are based on historical precedents set under previous City Plan such as the 1984 plan. As mentioned previously, it is important to acknowledge and in some cases, lower heights will be required in order to retain the residential scale of certain parts of the EEZ. It should also be noted that developments which involve taller buildings should be on larger lots that may have to be created by lot amalgamation, as taller buildings on very small lots can lead to a negative microclimate and pedestrian environment at the street level.

**Pedestrian Experience**

The taller the building, the greater the risk of interference with the microclimate of the pedestrian environment. Without careful attention to minimise the negative effects of a building, the sidewalk can
become an unpleasant windy environment. Developers are encouraged to ensure that their proposals do not make the pedestrian environment unpleasant or uncomfortable. The EEZ should retain its pedestrian friendly scale and in those locations where tall buildings are allowed there remains an emphasis on creating a comfortable, attractive, interactive and safe pedestrian environment.

Wayfinding
- Pedestrian paths must be well detailed and include elements at human scale.
- Well-designed signage should enhance the pedestrian experience.
- Street fences and walls should be pedestrian friendly.
- Elements adjacent to the street must be kept at human scale. An incremental stepping away from this scale should be used to introduce larger scaled elements.

Open Spaces
- The creation of public and private open spaces shall be encouraged as part of any new development.
- Existing green/open spaces should be linked together to create new opportunities.
- Strong spaces should be reserved for community features and uses.

Public Art
Public art can play an important part in the vitality of urban areas, especially by enlivening public spaces and creating visual interest. At the street level, art and craftwork can be readily appreciated by passers-by, particularly if this takes the form of integrated design to the fabric of a building. Examples of public art projects in other jurisdictions include carved and decorative stonework; paving; sculpture; street furniture; glazing; railings; signs; light fixtures; lighting; water features etc. It is expected that significant new developments in the EEZ will contribute public art components.
- The integration of public art into all new development will be encouraged. The artwork should be external and visible from the street.

Landscaping and Streetscaping
Developers will be expected to pay particular attention to the detail of hard and soft landscaping at the street level of all new buildings. In an urban context, designers are encouraged to keep details simple and not to clutter the pedestrian environment. Hard landscaping and street trees may often be an appropriate starting point for schemes within the EEZ.
- High quality hard and soft landscaping will be required. The landscaping scheme should be attractive and should avoid creating features that impede pedestrian and vehicular movement or comfort.
- All options should be explored for retaining existing street trees as part of any redevelopment scheme. When trees are removed as part of a development, funds should be contributed for replacement planting/maintenance for the community.
- Coordination of buried services and landscaping must occur in order to provide adequate soil volumes/growing space for urban street trees.
- Enhancement of the pedestrian environment to define specific areas of commercial/social activity nodes may be accomplished through paving which should also incorporate traffic calming techniques.
- All new sidewalks should be a minimum of 5 feet wide and significantly wider on designated promenade routes such as Court St. (South), Dundonald St. (East), Victoria St. (East).

Utilities
Developers of certain projects will be required to show that their development proposal can be adequately serviced by sewer, water, telephone, electricity, garbage and services ordinarily required by such a development; and in cases where there is an inadequacy, that it can be provided without unduly financially burdening its neighbours or other parts of the City.

6. Implementation and Action Plan
The process to establish an EEZ has created a new awareness for North-East Hamilton. Although further work will need to be carried out in order to more accurately prioritize and cost the actions proposed in the Background, Vision and Land Use Strategy Plan closer to the time of implementation, there are several major as well as numerous minor and intermediate projects on key sites that are very pivotal to the urban regeneration of the area. Some are indicated by approximate costs and others by placement on a completion schedule. Those that should be done first as a priority are included under the first column.

The success of the physical quality of life within the EEZ and its resultant impact on social and economic issues rests on the implementation of this document. Although further detailed analysis will have to be done, the Design Roundtable estimates that these projects can be accomplished over a ten year period of buoyant economic times. This document should be used to facilitate funding allocation and required fund raising to implement projects.

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<td>(iv) Angle St.</td>
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<tr>
<td>(a) Cedar Ave to North St.</td>
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<td>(b) Court St. to King St.</td>
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<td>(c) Court St. to Union St.</td>
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<td>(v) Ewing St.</td>
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<td>(a) North St. to Court St.</td>
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<td>(b) Court St. Eastwards</td>
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<td>(vi) North St.</td>
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<tr>
<td>(a) Cedar Ave to Angle St.</td>
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<tr>
<td>(b) Angle St. to Ewing St.</td>
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<tr>
<td>(c) Ewing St. to Court St.</td>
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<tr>
<td>(d) Court St. Eastwards</td>
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<td>(vii) Cedar Ave</td>
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<td>(a) Victoria St. – Angle St.</td>
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<td>(viii) Brunswick St.</td>
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<tr>
<td>(a) Victoria to Dundonald St.</td>
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<tr>
<td>(b) Dundonald St. to Cedar Ave via Beacon St.</td>
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<td>(c) Beacon St. to Angle St.</td>
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<td>(ix) Parliament St.</td>
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<td>(a) Victoria St. to Dundonald St.</td>
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<td>(x) Princess St.</td>
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<tr>
<td>(a) Dundonald St. to Angle St.</td>
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<tr>
<td>(b) Angle St. to Ewing St.</td>
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<td>(xi) Union St.</td>
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<tr>
<td>(a) Victoria St. to Dundonald St.</td>
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<tr>
<td>(b) Dundonald St. to Angle St.</td>
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<tr>
<td>(c) Dundonald St. to Angle St.</td>
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<tr>
<td>(xii) King St.</td>
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<tr>
<td>(a) Victoria St. to Dundonald St.</td>
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<tr>
<td>(b) Dundonald St. to Elliot St.</td>
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<td></td>
</tr>
<tr>
<td>(c) Elliot St. to Union St.</td>
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</tbody>
</table>
ANNEX 1 – SITE ANALYSIS MAPS
ANNEX 1 (ii)

SITE ANALYSIS - CRIME AND SAFETY CONCERNS

A small concentration of "issue" areas occur on north Court Street between Elliott and Angle Streets. Territorial and anti-social behaviours create a perception that the area is unsafe. This is exacerbated by the absence of women, small children and the elderly.
ANNEX 1 (iii)
SITE ANALYSIS - CULTURAL AND CIVIC LAND USES

LEGEND
- Political and Union buildings
- Churches/Spiritual Centers
- Cultural activities
- School and educational services
- Open/recreational space

North East Hamilton
Economic Empowerment Zone Initiative

OPPORTUNITIES
- Inceptive access and linkages to the District's destinations
- Creation of a vibrant local culture
- Attachment to various cultural centers and other areas of cultural activity

CONSTRAINTS
- Presently, the District lacks a paved pedestrian area, which is essential for the District's future development.
- There is a need for additional recreational spaces within the District.
- The District requires more cultural activities to attract visitors and residents.
- The District needs better management of waste and environmental issues.

A collaboration between
The Design Foundation
and
Starcity Small Business Development Corporation
ANNEX 1 (iv)
SITE ANALYSIS - PUBLIC PARKS AND GREEN SPACES

LEGEND
Open/recreational space
Potential open space
Vacant lot

CONTRASTS:
Large recreational space at edge of district - no community parks, playgrounds or green spaces within center of district.

TOD lands used in potential as green space (park) but is physically/visually isolated from Court Street.

Workshop images between bordering open space parks and district - these areas do not relate to each other.

Central green space in south Court Street (government property) lacks set aside to district - this conflicts with the street's identity of south Court Street.

Historic playground in the center of the district became overrun by drugs, crime and anti-social behavior. This playground was subsequently removed and a parking lot installed instead. This parking lot is also contains with drugs and crime. 

OPPORTUNITIES
Create a "Central Park" or central park network with programable activities and walkable maintenance.

Open entrance to Court Street. Improve entrance off East Street parking area and redesign to create public amenity views into south exterior.
ANNEX 1 (v)
SITE ANALYSIS - FOOD, PERSONAL CARE SERVICES AND EVENING ENTERTAINMENT

CONSTRAINTS:
- No civic center for the area although North Court Street is the "Front Porch" or "Stage of the District"
- Court Street southwest declines significantly south of Victoria Street. Due to the absence of residential and retail components, "dead streets" effects prevail between Victoria and Front Streets (2 blocks)

OPPORTUNITIES:
- Add more retail, food and nighttime entertainment attractions to draw tourists and customers
- Suggestions include: movies theaters, performing and/or cover or outdoor performance space, sports venues, etc... Additionally a District management entity can organize street related activities and events in dead zones (e.g. block parties, street vendors, performers and artists, etc.) that promote community culture and draw tourists

Create a "public" Front Porch or "Stage" for the District
ANNEX 1 (vi)

SITE ANALYSIS - BUILDINGS OF ARCHITECTURAL SIGNIFICANCE

LEGEND
- Places of worship/spiritual centers
- High architectural interest
- Architectural interest
- Historic preservation area

CONTRASTS
- Historic Preservation area zoning does not value buildings of architectural significance

OPPORTUNITIES
- Promote N.E. Hamilton for its architecturally significant buildings. Route public transport or shuttle and walking tours into the District.
ANNEX 2 – LAND USE STRATEGY
GOALS AND OBJECTIVES
ANNEX 2 (i) – OPEN SPACE, AMBIENCE & RECREATION

Goal 1  OPEN SPACE, AMBIENCE AND RECREATION
A Zone with adequate open space and high quality leisure and recreational options which provides for the greatest access and comfort.

Objective 1.1
Development of new open spaces maintained for the use and enjoyment of the community, through an integrated and planned approach.

<table>
<thead>
<tr>
<th>Strategy One</th>
<th>Action No.</th>
<th>Action to Achieve Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.1</td>
<td>Review current open space provisions with regards to and identify priority areas for creating open space.</td>
</tr>
<tr>
<td></td>
<td>1.2</td>
<td>Develop an Open Space Strategy for the area.</td>
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<tr>
<td></td>
<td>1.3</td>
<td>Ensure an equitable distribution of open space through the disposal of surplus reserves coupled with the acquisition of land based on demonstrated need.</td>
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<td></td>
<td>1.4</td>
<td>Develop identified land for increased public access, amenity and open space within the area.</td>
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<td></td>
<td>1.5</td>
<td>Maximise linkages between open spaces in order to provide safe and effective movement within an integrated network of open spaces.</td>
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<tr>
<td></td>
<td>1.6</td>
<td>Secure funding opportunities from statutory and other sources in order to implement actions arising from the Open Space Strategy.</td>
</tr>
<tr>
<td></td>
<td>1.7</td>
<td>Make provision to purchase sites of open space and provide financial incentives for retention of open space.</td>
</tr>
<tr>
<td></td>
<td>1.8</td>
<td>Investigate financial or other disincentives for development of open space areas.</td>
</tr>
</tbody>
</table>

Objective 1.2
Provide high quality public recreational areas and facilities and options for the entire community to engage in open space activities.

<table>
<thead>
<tr>
<th>Strategy Two</th>
<th>Action No.</th>
<th>Action to Achieve Objective</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>2.1</td>
<td>Identify opportunities to expand community ownership of significant spaces.</td>
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<tr>
<td></td>
<td>2.2</td>
<td>Develop landscaped street links to enhance opportunities for pedestrians and cyclists.</td>
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<td></td>
<td>2.3</td>
<td>Develop a sidewalk strategy to create sidewalks to promote walking.</td>
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<tr>
<td></td>
<td>2.4</td>
<td>Pedestrianise key corridors such as Elliott Street and parts of Court Street.</td>
</tr>
</tbody>
</table>

Objective 1.3
Ensure equal accessibility to public recreational areas and facilities.

<table>
<thead>
<tr>
<th>Strategy Three</th>
<th>Action No.</th>
<th>Action to Achieve Objective</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>3.1</td>
<td>Identify areas for improving access for people with disabilities.</td>
</tr>
<tr>
<td></td>
<td>3.2</td>
<td>Incorporate policies requiring accessibility in neighbourhood design guidelines.</td>
</tr>
<tr>
<td></td>
<td>3.3</td>
<td>Require accessibility on all public facilities.</td>
</tr>
</tbody>
</table>
## Objective 2.1
Environmentally sustainable principles and practices in waste management including recycling and reuse of waste material.

<table>
<thead>
<tr>
<th>Strategy Four</th>
<th>Action No.</th>
<th>Action to Achieve Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Provide an efficient and effective street sweeping program to manage litter.</td>
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<tr>
<td>4.2</td>
<td>Ensure best practice domestic waste collection and green waste services are implemented in the area.</td>
<td></td>
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<tr>
<td>4.3</td>
<td>Increase participation in recycling and composting in the neighbourhood through innovative learning and promotional techniques.</td>
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<tr>
<td>4.4</td>
<td>Minimise the area's waste stream to landfill by reducing, reusing and recycling all materials created in day to day operations.</td>
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</tbody>
</table>

## Objective 2.2
Effective management of rain and storm water that will result in improved water quality in our lens.

<table>
<thead>
<tr>
<th>Strategy Five</th>
<th>Action No.</th>
<th>Action to Achieve Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Encourage on site retention and re-use of storm water where practical through urban design policies.</td>
<td></td>
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<tr>
<td>5.2</td>
<td>Maximise the re-use of storm water in the area's operations and irrigation techniques.</td>
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<tr>
<td>5.3</td>
<td>Include water re-use in all future developments.</td>
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<tr>
<td>5.4</td>
<td>Implement major drainage and water sensitive solutions to conserve and re-use storm water.</td>
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</tr>
</tbody>
</table>

## Objective 2.3
Encourage a holistic approach to design development, building practices and project maintenance.

<table>
<thead>
<tr>
<th>Strategy Six</th>
<th>Action No.</th>
<th>Action to Achieve Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1</td>
<td>Review street lighting requirements to minimise environmental impacts.</td>
<td></td>
</tr>
<tr>
<td>6.2</td>
<td>Ensure energy efficiency and good design practices through urban design guidelines.</td>
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<tr>
<td>6.3</td>
<td>Develop environmental grants and rebates to encourage uptake of sustainable technologies.</td>
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<tr>
<td>6.4</td>
<td>Promote the highest &quot;greenness rating&quot; in all buildings in the NEH EEZ as set by local conditions.</td>
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<tr>
<td>6.5</td>
<td>Investigate the creation of &quot;green&quot; mortgages to facilitate building houses that are water, energy and resource efficient.</td>
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<tr>
<td>6.6</td>
<td>Investigate adopting green building standards such as BREAM or LEED.</td>
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</tbody>
</table>

## Objective 2.4
Maintain and enhance the diversity of plants and species within the NE Hamilton Economic Empowerment Zone.

<table>
<thead>
<tr>
<th>Strategy Seven</th>
<th>Action No.</th>
<th>Action to Achieve Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1</td>
<td>Develop a cross-jurisdictional Task Group to focus on urban environment issues for the EEZ including urban street trees.</td>
<td></td>
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<tr>
<td>7.2</td>
<td>Develop a comprehensive Urban Forest Strategy for the area. Develop and implement appropriate incentives and enforcement mechanisms.</td>
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<tr>
<td>7.3</td>
<td>Identify and protect all significant trees within the NE Hamilton EEZ.</td>
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<tr>
<td>7.4</td>
<td>Review and improve the area's tree planting and maintenance program and liaise with relevant parties to identify priority areas for planting and opportunities for further enhancement and preservation of trees.</td>
<td></td>
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<tr>
<td>7.5</td>
<td>Install urban plants in accordance with the agreed strategy.</td>
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</tbody>
</table>

## Objective 2.5
A Master Plan for NE Hamilton EEZ that incorporates policies to facilitate environmental management.

<table>
<thead>
<tr>
<th>Strategy Eight</th>
<th>Action No.</th>
<th>Action to Achieve Objective</th>
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<tbody>
<tr>
<td>8.1</td>
<td>Provide environmental consideration in the policies of the master plan.</td>
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<tr>
<td>8.2</td>
<td>Ensure a balance is found between the environmental issues of the day and the development needs of the neighbourhood from an economic and social perspective.</td>
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</table>
ANNEX 2 (iii) – URBAN DESIGN & INFRASTRUCTURE

Goal 3 URBAN DESIGN AND INFRASTRUCTURE
A Zone where urban development, design and infrastructure promotes a variety of safe living options that reflect NE Hamilton’s unique culture and heritage whilst ensuring the adequacy and efficiency of City services.

Objective 3.1
Urban development that meets the needs of the NE Hamilton EEZ whilst preserving and improving our lifestyle.

<table>
<thead>
<tr>
<th>Strategy Nine</th>
<th>Ensure land in the area is used efficiently while providing interest and vitality in uses, allowing social regeneration and environmental improvement.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action No.</td>
<td>Action to Achieve Objective</td>
</tr>
<tr>
<td>9.1</td>
<td>Direct future developments to build on brown field or infill sites through use of instruments such as incentives.</td>
</tr>
<tr>
<td>9.2</td>
<td>Increase responsibility of developers to ensure a planning gain is achieved for the island.</td>
</tr>
<tr>
<td>9.3</td>
<td>Build up and down where site opportunities and technologies allow, instead of out. This may mean increasing heights within established urban areas.</td>
</tr>
<tr>
<td>9.4</td>
<td>Integrate transport and infrastructure planning.</td>
</tr>
</tbody>
</table>

Objective 3.2
Protection and enhancement of the neighbourhood’s unique heritage.

<table>
<thead>
<tr>
<th>Strategy Ten</th>
<th>Preservation, maintenance and enhancement of buildings and sites of special architectural or historical significance.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action No.</td>
<td>Action to Achieve Objective</td>
</tr>
<tr>
<td>10.1</td>
<td>Increase awareness about the existence of cultural, heritage and environmental sites in the area.</td>
</tr>
<tr>
<td>10.2</td>
<td>Retain and enhance buildings and areas with special heritage or distinctive character and amenity.</td>
</tr>
<tr>
<td>10.3</td>
<td>Create design guidelines ensuring that all new buildings to retain look and feel of traditional architecture.</td>
</tr>
<tr>
<td>10.4</td>
<td>Explore opportunities to offer financial aid or grants for upkeep of heritage properties.</td>
</tr>
<tr>
<td>10.5</td>
<td>Advocate for the under grounding of overhead services in heritage areas.</td>
</tr>
</tbody>
</table>

Objective 3.3
Adequate housing and shelter for all.

<table>
<thead>
<tr>
<th>Strategy Eleven</th>
<th>Ensure a range and diversity of dwelling units is built to meet the specific needs of the area’s residents.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action No.</td>
<td>Action to Achieve Objective</td>
</tr>
<tr>
<td>11.1</td>
<td>Develop mechanisms whereby developers receive reliefs or incentives to build residential units that meet the specific housing needs identified for the area.</td>
</tr>
<tr>
<td>11.2</td>
<td>Allow higher density housing included with mixed use accommodation.</td>
</tr>
<tr>
<td>11.3</td>
<td>Require the provision of affordable housing in all residential developments over a certain size.</td>
</tr>
<tr>
<td>11.4</td>
<td>Increase densities and heights for residential development.</td>
</tr>
<tr>
<td>11.5</td>
<td>Guide the design of residential developments to include a reduction of the footprint by encouraging the use of wasted spaces such as attics and basements.</td>
</tr>
</tbody>
</table>
Goal 4  TRANSPORTATION, PARKING AND PEDESTRIANISATION
A Zone where there is context-sensitive public access as well as innovative car storage solutions in order to strengthen links to the community, minimise land-consumptive practices, free valuable land for higher priority uses, promote pedestrianisation and active living in an urban context.

Objective 4.1
Reduce use of private vehicles by providing viable alternatives to the need to travel.

<table>
<thead>
<tr>
<th>Strategy Twelve</th>
<th>Action to Achieve Objective</th>
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</thead>
<tbody>
<tr>
<td>12.1</td>
<td>Provide the mechanism to encourage developments that integrate provision for users to live, work and recreate all in one location.</td>
</tr>
<tr>
<td>12.2</td>
<td>Provide incentives and bonus for including &quot;green&quot; transport plans in development proposals.</td>
</tr>
<tr>
<td>12.3</td>
<td>Ensure that government-owned and other commercial buildings within the neighbourhood to provide showers and changing facilities on site to promote walking or cycling to/from work.</td>
</tr>
<tr>
<td>12.4</td>
<td>Require commercial buildings to install bike racks as part of application to encourage users to cycle.</td>
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</tbody>
</table>

Objective 4.2
Reduce the footprint and environmental impact of urban vehicle storage, as well as, the visual quality of these structures, through innovative technologies and design.

<table>
<thead>
<tr>
<th>Strategy Thirteen</th>
<th>Action to Achieve Objective</th>
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</thead>
<tbody>
<tr>
<td>13.1</td>
<td>Encourage well designed multi-storey parking structures instead of grade level parking lots.</td>
</tr>
<tr>
<td>13.2</td>
<td>Ensure any multi-storey parking structures are aesthetically pleasing and provide a comfortable experience for the pedestrian.</td>
</tr>
<tr>
<td>13.3</td>
<td>Shared parking facilities should be encouraged where possible to reduce the overall number of these in the EEZ.</td>
</tr>
</tbody>
</table>

Goal 5  GOVERNANCE, ACCOUNTABILITY AND TRANSPARENCY
A Zone where good governance is the benchmark and there is sufficient legislative and management tools to ensure that the goals and objectives of the design guidelines are achieved.

Objective 5.1
A system that ensures compliance to the policies and regulations of the day.

<table>
<thead>
<tr>
<th>Strategy Fourteen</th>
<th>Action to Achieve Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.1</td>
<td>Encourage the community to take ownership of the zones public and private spaces.</td>
</tr>
<tr>
<td>14.2</td>
<td>Encourage the community to work with police to prevent and report environmental infractions.</td>
</tr>
<tr>
<td>14.3</td>
<td>Establish an easy method for the community to report environmental infractions.</td>
</tr>
</tbody>
</table>
ANNEX 3 – ECONOMIC EMPOWERMENT ZONE MAPS
ANNEX 3 (i)

MAP A

CITY OF HAMILTON
PLAN 2001
NORTH-EAST
HAMILTON SECTOR
ANNEX 3 (ii)

MAP B

NORTH EAST HAMILTON EEZ
ANNEX 3 (iii)

MAP C

SPECIAL DESIGN
DISTRICTS
ANNEX 3 (iv)

MAP D

POTENTIAL EXPANDED EEZ
ANNEX 3 (vi)

MAP F

PROPOSED KEY DEVELOPMENT AND LANDMARK SITES WITHIN THE EEZ
ANNEX 3 (vii)

MAP G

PROPOSED ACQUISITION SITES AND PUBLIC/PRIVATE PARKING SITES WITHIN THE EEZ
ANNEX 3 (viii)

MAP H

PROPOSED DISTRICT ZONING WITHIN THE EEZ
ANNEX 4 – VIGNETTES AND IMAGES
ANNEX 4 (i)

VIGNETTE 1

PROPOSED BEFORE AND AFTER IMAGES OF FRONT AND COURT STREETS JUNCTION
ANNEX 4 (ii)

VIGNETTE 2

PROPOSED BEFORE AND AFTER IMAGES OF VICTORIA AND COURT STREETS JUNCTION
ANNEX 4 (iii)

VIGNETTE 3

PROPOSED BEFORE AND AFTER IMAGES OF DUNDONALD AND COURT STREETS JUNCTION
ANNEX 4 (iv)

VIGNETTE 4

PROPOSED BEFORE AND AFTER IMAGES OF ANGLE AND COURT STREETS JUNCTION
ANNEX 4 (v)

VIGNETTE 5a

PROPOSED BEFORE AND AFTER IMAGES OF NORTH AND COURT STREETS JUNCTION
ANNEX 4 (vi)

VIGNETTE 5b

PROPOSED BEFORE AND AFTER IMAGES OF NORTH AND COURT STREETS JUNCTION
ANNEX 4 (vii)

VIGNETTE 6

PROPOSED BEFORE AND AFTER IMAGES OF DUNDONALD STREET AND CEDAR AVENUE JUNCTION
ANNEX 4 (viii)

VIGNETTE 7

PROPOSED BEFORE AND AFTER IMAGES OF ANGLE STREET AND CEDAR AVENUE JUNCTION
ANNEX 4 (ix)

PROPOSED BEFORE AND AFTER IMAGES OF UNION AND DUNDONALD STREETS JUNCTION

NorthEast Hamilton

Economic Empowerment Zone Initiative
ANNEX 4 (x)

VIGNETTE 9

PROPOSED BEFORE AND AFTER IMAGES OF DUNDONALD AND KING STREETS JUNCTION

PROPOSED BEFORE AND AFTER IMAGES OF DUNDONALD AND KING STREETS JUNCTION
ANNEX 4 (xi)

VISIONS FOR THE FUTURE

PROPOSED DESIGN DETAILS FOR THE EEZ