



City of Hamilton
GENERAL ISSUES COMMITTEE

Meeting #: 18-013
Date: June 20, 2018
Time: 9:30 a.m.
Location: Council Chambers, Hamilton City Hall
71 Main Street West

Stephanie Paparella, Legislative Coordinator (905) 546-2424 ext. 3993

	Pages
1. APPROVAL OF AGENDA	
(Added Items, if applicable, will be noted with *)	
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| 6.3 | * WILL PRESENT ON BEHALF OF THE CITY UNDER ITEM 7.1 - David Carter, Executive Director, Innovation Factory, respecting Item 7.1 - Report PED18132, Innovation Factory Request for Funding Renewal Option - 2018 | |

7. STAFF PRESENTATIONS

- | | | |
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8. DISCUSSION ITEMS

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| 8.3 | Waterdown Rotary Memorial Park Skating Loop Public Art Project (PED18127) (Ward 15) | 635 |
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| 8.5 | Hamilton Wentworth District School Board Liaison Sub-Committee Report 18-002, May 23, 2018 | 645 |

Discussion of Confidential Appendix “A” to Report 18-002 would be pursuant to Section 239(2), Sub-section (k) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

9. MOTIONS

10. NOTICES OF MOTION 648

11. GENERAL INFORMATION / OTHER BUSINESS

11.1 Amendments to the Outstanding Business List:

11.1.a Items to be removed:

- | | |
|----------|--|
| 11.1.a.a | Open Government: Access to Information for City of Hamilton Funded Boards and Agencies

(Addressed as Item 5.3 on the June 6, 2018 GIC Agenda – Report FCS18050) |
| 11.1.a.b | Affordable Housing Demonstration Project

(Addressed as Item 8.1 on the June 6, 2018 GIC Agenda - Report PED16236) |
| 11.1.a.c | Inventory of Brownfield Lands (for possible legal cannabis operations land)

(Addressed as Item 8.2 on the June 6, 2018 GIC Agenda - Report PED18113) |
| 11.1.a.d | Special Events Advisory Team "SEAT Light" Model

(Addressed as Item 5.3 on the June 20, 2018 GIC Agenda - Report PED17112(a)) |

11.1.a.e Impacts of the Change to the 2007 Transportation Master Plan

(Addressed as Item 7.4 on the June 20, 2019 GIC Agenda - Report PED18137)

11.1.a.f Proposed Sale of Enbridge Pipelines Inc. Line 10 to Westover Express Pipeline Limited

(Addressed as Item 8.2 on the June 20, 2018 GIC Agenda - Report PED18130)

12. PRIVATE AND CONFIDENTIAL

12.1 Closed Session Minutes - May 16, 2018

Pursuant to Section 239(2), Sub-sections (i) and (k) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

12.2 Closed Session Minutes - June 6, 2018

Pursuant to Section 8.1, Sub-sections (b), (c), (d) and (f) of the City's Procedural By-law 14-300, and Section 239(2), Sub-sections (b), (c), (d), (f), (i) and (k) of the *Ontario Municipal Act*, 2001, as amended, as the subject matters pertain to personal matters about an identifiable individual, including City employees; a proposed or pending acquisition or disposition of land for City purposes; labour relations or employee negotiations; the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

- 12.3 Disposition of City Owned Lands - Car Park Lot 76-75 Catharine Street South, Hamilton (PED17227(a)) (Ward 2)

651

NOTE: Report PED17227(a) is a public document, with the exception of Appendix "B" to that report.

Discussion of Appendix "B" to Report PED17227(a), would be pursuant to Section 8.1, Sub-section (c) of the City's Procedural By-law 14-300, and Section 239(2), Sub-section (c) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land for City purposes.

- 12.4 John//Rebecca Park Property Acquisitions (PED18134) (Ward 2)

Pursuant to Section 8.1, Sub-section (c) of the City's Procedural By-law 14-300, and Section 239(2), Sub-section (c) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land for City purposes.

- 12.5 City Manager's 2017 Performance Review

Pursuant to Section 8.1, Sub-sections (b) and (d) of the City's Procedural By-law 14-300, and Section 239(2), Sub-sections (b) and (d) of the *Ontario Municipal Act, 2001*, as amended, as the subject matters pertain personal matters about an identifiable individual, including City employees; and, labour relations or employee negotiations.

13. ADJOURNMENT



GENERAL ISSUES COMMITTEE MINUTES 18-013

9:30 a.m.

Wednesday, June 6, 2018

Council Chambers

Hamilton City Hall

71 Main Street West

Present: Deputy Mayor B. Johnson (Chair)
Councillors T. Whitehead, T. Jackson, C. Collins, S. Merulla,
M. Green, J. Farr, A. Johnson, D. Conley, M. Pearson,
L. Ferguson, A. VanderBeek

**Absent with
Regrets:** Mayor F. Eisenberger – Other City Business
Councillors D. Skelly, J. Partridge, R. Pasuta – Personal

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. **Westdale Village Business Improvement Area (BIA) Revised Board of Management (PED16015(b)) (Ward 1) (Item 5.2)**

(A. Johnson/Whitehead)

That the following individuals be appointed to the Westdale Village Business Improvement Area (BIA) Board of Management:

- (i) Donna Bacher; and,
- (ii) Robert Crockford

CARRIED

2. **Open Government: Access to Information for City of Hamilton Funded Boards and Agencies (FCS18050) (City Wide) (Item 5.3)**

(Green/Collins)

That, in accordance with the motion approved at the October 18, 2017, General Issues Committee, the organizations listed in Appendix "A" to Report FCS18050, **as amended**, be requested to post their Board or Agency agendas, minutes and all associated accompanying presentations and documents, inclusive of financial statements on their respective websites.

MAIN MOTION, AS AMENDED, CARRIED

3. **Invitation to the Hamilton-Wentworth Catholic District School Board - City of Hamilton Property Acquisition Payments (Item 6.1)**

(Merulla/Collins)

That the Hamilton-Wentworth Catholic District School Board be invited to participate in the Hamilton-Wentworth District School Board's proposal respecting City of Hamilton Property Acquisition Payments, accordingly.

CARRIED

4. **Pier 8 Development Opportunity Request for Proposals Evaluation (PED14002(h)) (Ward 2) (Item 7.2)**

(Farr/Green)

- (a) That the ***Waterfront Shores Corporation*** be approved as the Preferred Proponent for the Request for Proposal Contract Number C11-66-17 entitled "Pier 8 Development Opportunity for Prequalified Proponents", and that following a final Council decision on the Proponent, Appendix "D" remain confidential ***until such time as an Agreement has been fully executed by the parties***, and Appendix "E" be available for release to the public;
- (b) That staff be authorized and directed to negotiate a Development Agreement between the City of Hamilton and the Preferred Proponent (identified in confidential Appendix "B" to Report PED14002(h)) required to give effect to Contract Number C11-66-17 for the Pier 8 Development Opportunity, with content satisfactory to the City Manager and in a form satisfactory to the City Solicitor;
- (c) That the Mayor and the City Clerk be authorized and directed to execute the Development Agreement and any ancillary agreements and documents required to give effect to Contract Number C11-66-17 for the Pier 8 Development Opportunity in a form satisfactory to the City Solicitor and report back for information;
- (d) That the Fairness Monitor's Report, attached as Appendix "B" to Report PED14002(h), which certifies that RFP C11-66-17 was completed in a fair, open, and transparent manner, be received;
- (e) That the properties owned by the City of Hamilton identified as the "Subject Lands" in RFP C11-66-17, as shown in Appendix "C" attached to Report PED14002(h), be declared surplus to the requirements of the City of Hamilton, in accordance with the "Procedural By-law for the Sale of Land" being By-law No. 14-204, and made available for sale without the requirement for an appraisal; and,
- (f) ***That subject to a successful negotiation of a Development Agreement between the City of Hamilton and the preferred***

proponent, that staff report back with the rankings and summary of the 4 proposals and a summary of the successful bid.

MOTION, AS AMENDED, CARRIED

5. Affordable Housing Demonstration Project (PED16263(a) (Ward 4) (Item 8.1)

(Merulla/Jackson)

- (a) That staff be directed to consult with the community and stakeholders regarding the proposed Community Improvement Plan Area (CIPA) boundary as detailed in Appendix "A" to Report PED16236(a);
- (b) That staff be authorized and directed to evaluate potential Community Improvement Plan Area (CIPA) incentives that will deliver a sustainable, accessible and affordable community including but not limited to forgivable loans equivalent to Development Charge and Parkland Dedication fees;
- (c) That Corporate Services staff be directed to present the option of removing Development Charge exemptions for affordable housing to the Development Charge Stakeholders Sub-Committee for consideration when recommending policy direction for the 2019 Development Charge Study; and,
- (d) That upon implementation of the approval the item respecting review of extending the Community Improvement Plan Area be removed from the Planning Committee Outstanding Business list.

CARRIED

6. Inventory of Brownfield Areas (PED18113) (City Wide)

(Ferguson/VanderBeek)

That Report PED18113, respecting the Inventory of Brownfield Areas, be received.

CARRIED

7. Capital Projects Work-in-Progress Review Sub-Committee Report 18-003, May 22, 2018 (Item 8.3)

(Collins/Pearson)

- (a) **Capital Project Closing Report as of December 31, 2017 (FCS17078(b)) (City Wide) (Item 8.1)**
 - (i) That the General Manager of Finance and Corporate Services be authorized to transfer a combined \$627,510.93 from the Unallocated Capital Levy Reserve and other Program Specific Reserves to the capital projects as outlined in Appendix "A" to Report FCS17078(b);

- (ii) That the General Manager of Finance and Corporate Services be directed to close the completed and / or cancelled capital projects listed in Appendix "B" to Report FCS17078(b) in accordance with the Capital Closing Policy;
- (iii) That Appendix "C" to Report FCS17078(b), Capital Projects Budget Appropriation Schedule for the period covering October 1, 2017 through December 31, 2017, be received for information; and,
- (iv) That Appendix "D" to Report FCS17078(b), Capital Projects to be Debt Funded for the period covering October 1, 2017 through December 31, 2017 totalling \$240,000, be approved.

(b) Public Works - Capital Projects Status Report as of December 31, 2017 (FCS17076(b)) (City Wide) (Item 8.2)

- (i) That the Capital Projects Status Report, Public Works Tax Supported Projects, as of December 31, 2017, attached as Appendix "A" to Report FCS17076(b), be received; and,
- (ii) That the Capital Project Status Report, Public Works Rate Supported Projects, as of December 31, 2017, attached as Appendix "B" to Report FCS17076(b), be received.

CARRIED

8. Lease Agreement - Car Park #80, 191 King Street West and 22 and 30 Bay Street South (PED18119) (Ward 2) (Item 12.1)

(Farr/Pearson)

- (a) That the City Solicitor be authorized and directed to complete the transaction on behalf of the City, respecting the Lease Agreement - Car Park #80, 191 King Street West and 22 and 30 Bay Street South, including paying any necessary expenses, and amend and waive terms and conditions on such terms as deemed reasonable;
- (b) That the Mayor and Clerk be authorized and directed to execute all necessary documents respecting the Lease Agreement - Car Park #80, 191 King Street West and 22 and 30 Bay Street South, in a form satisfactory to the City Solicitor;
- (c) That Report PED18119, respecting the Lease Agreement - Car Park #80, 191 King Street West and 22 and 30 Bay Street South, remain confidential and not be released as a public document; and,

- (d) That the direction provided to staff in Closed Session, respecting Report PED18119, Lease Agreement - Car Park #80, 191 King Street West and 22 and 30 Bay Street South, be approved.

CARRIED

9. Property Acquisition to Support the Transit Maintenance and Storage Facility (PED18115/PW18045) (Ward 3) (Item 12.2)

(Green/A. Johnson)

- (a) That the General Manager, Finance and Corporate Services Department, be authorized and directed to engage all required professional services to implement the Property Acquisition to Support the Transit Maintenance and Storage Facility, including but not limited to, external legal counsel and fiscal agents;
- (b) That the City Solicitor be authorized and directed to complete the transactions, for a Transit Maintenance and Storage Facility and Salt Dome on behalf of the City, including paying any necessary expenses, amending the closing, due diligence and other dates, and amending and waiving terms and conditions on such terms as she considers reasonable;
- (c) That the Mayor and City Clerk be authorized and directed to execute any necessary documents respecting the Property Acquisitions to Support the Transit Maintenance and Storage Facility, in a form satisfactory to the Solicitor;
- (d) That all necessary By-law(s) be passed to authorize the debenture issue(s) negotiated, placed and secured in accordance with subsections (c), (d), (e) and (f) to Report PED18115/PW18045, respecting the Property Acquisitions to Support the Transit Maintenance and Storage Facility;
- (e) That Report PED18115/PW18045, respecting the Property Acquisitions to Support the Transit Maintenance and Storage Facility, remain confidential and not be released as a public document until completion of the Real Estate transactions; and,
- (f) That the direction provided to staff in Closed Session, respecting Report PED18115/PW18045, Property Acquisition to Support the Transit Maintenance and Storage Facility, be approved.

CARRIED

10. Labour Relations Matter (Item 12.4)

(Green/Pearson)

That the information provided in Closed Session respecting the Labour Relations Matter, be received.

CARRIED

FOR INFORMATION:**(a) CHANGES TO THE AGENDA (Item 1)**

The Committee Clerk advised of the following changes to the agenda:

1. PUBLIC HEARINGS/DELEGATIONS (Item 6)

- 6.3 David Carter, Innovation Factory, to provide an update respecting the Innovation Factory Request for Funding Renewal Option – Annual Review

This delegate wishes to appear before Committee on June 20th; the same date that the staff report is to be before Committee for consideration.

2. CONSENT ITEMS (Item 5)

- 5.3 Open Government: Access to Information for City of Hamilton Funded Boards and Agencies (FCS18050) (City Wide)

Staff have advised that a correction needs to be made to Appendices “A” and “C” to Report FCS18050; therefore, an amending motion is before you for consideration.

3. DISCUSSION ITEMS (Item 8)

- 8.4 Pier 8 Development Opportunity Request for Proposals Evaluation (PED14002(h)) (Ward 2)

As there is a presentation to accompany Report PED14002(h), respecting the Pier 8 Development Opportunity Request for Proposals Evaluation, this matter has been moved up to Item 7.2.

4. PRIVATE & CONFIDENTIAL (Item 12)

- 12.3 City Manager’s 2017 Performance Review

Pursuant to Section 8.1, Sub-sections (b) and (d) of the City's Procedural By-law 14-300, and Section 239(2), Sub-sections (b) and (d) of the *Ontario Municipal Act*, 2001, as amended, as the subject matters pertain personal matters about an identifiable individual, including City employees; and, labour relations or employee negotiations.

12.4 Labour Relations Matter (no copy)

Pursuant to Section 8.1, Sub-sections (b) and (d) of the City's Procedural By-law 14-300, and Section 239(2), Sub-sections (b) and (d) of the *Ontario Municipal Act, 2001*, as amended, as the subject matters pertain personal matters about an identifiable individual, including City employees; and, labour relations or employee negotiations.

(VanderBeek/Whitehead)

That the agenda for the June 6, 2018 General Issues Committee meeting be approved, as amended.

CARRIED

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 3)

(i) May 16, 2018 (Item 3.1)

(Whitehead/A. Johnson)

That the Minutes of the May 16, 2018 meeting of the General Issues Committee be approved, as presented.

CARRIED

(d) DELEGATION REQUESTS (Item 4)

(i) Anthony Marco, Hamilton Community Benefits Network (HCBN), respecting the HCBN's Mission and Vision (Item 4.1)

(Green/Farr)

That the delegation request, submitted by Anthony Marco, Hamilton Community Benefits Network (HCBN), respecting the HCBN's Mission and Vision, be approved to appear before the General Issues Committee on June 20, 2018.

CARRIED

(e) CONSENT ITEMS (Item 5)

(i) Minutes of Various Sub-Committees and Advisory Committees (Item 5.1)

(Whitehead/Ferguson)

That the Minutes of the following Advisory Committees be received:

- (a) Business Improvement Area Advisory Committee, April 10, 2018 (Item 5.1(a))
- (b) Arts Advisory Commission, March 27, 2018 (Item 5.1(b))

CARRIED

(ii) Open Government: Access to Information for City of Hamilton Funded Boards and Agencies (FCS18050) (City Wide) (Item 5.3)

(Green/Collins)

WHEREAS, two organizations were placed on Appendix "C" to Report FCS18050 (Boards and Agencies that Publish Agendas and Minutes) that should have been reflected on Appendix "A" to Report FCS18050 instead (Boards and Agencies that do not Publish Agendas and Minutes);

THEREFORE, BE IT RESOLVED:

- (a) That Appendix "A" to Report FCS18050, respecting Open Government: Access to Information for City of Hamilton Funded Boards and Agencies, be amended by adding the following organizations:

- (i) Hamilton Waterfront Trust;*

- (ii) Hamilton-Burlington SPCA; and,*

- (b) That Appendix "C" to Report FCS18050, respecting Open Government: Access to Information for City of Hamilton Funded Boards and Agencies, be amended by deleting the following organizations:

- (i) Hamilton Waterfront Trust; and,*

- (ii) Hamilton-Burlington SPCA.*

AMENDMENT CARRIED

(f) PUBLIC HEARINGS / DELEGATIONS (Item 6)

- (i) Todd White, Chair, Hamilton-Wentworth District School Board (HWDSB) respecting the HWDSB Proposal for City of Hamilton Property Acquisition Payments (Item 6.1)**

Todd White, Chair, Hamilton-Wentworth District School Board, addressed Committee, respecting the HWDSB's proposal for City of Hamilton property acquisition payments.

(Whitehead/A. Johnson)

That the presentation provided by Todd White, Chair, Hamilton-Wentworth District School Board, respecting the HWDSB's proposal for City of Hamilton property acquisition payments, be received.

CARRIED

(Pearson/Ferguson)

That the recommendation, respecting the Hamilton-Wentworth District School Board's proposal for City of Hamilton property acquisition payments, be amended by adding the words "***an annual***", to read as follows:

That the request from the Hamilton-Wentworth District School Board (HWDSB), requesting that the City of Hamilton set ***an annual*** maximum payment amount for the acquisition of School Board property, should the City be the successful bidder, in a 5-year agreement, be referred to the General Manager of Planning and Economic Development and the City Solicitor for review, in consultation with HWDSB staff, and report back to the General Issues Committee.

AMENDMENT CARRIED

(Collins/Pearson)

That the request from the Hamilton-Wentworth District School Board (HWDSB), requesting that the City of Hamilton set ***an annual*** maximum payment amount for the acquisition of school-board property, should the City be the successful bidder, in a 5-year agreement, be referred to the General Manager of Planning and Economic Development and the City Solicitor for review, in consultation with HWDSB staff, and report back to the General Issues Committee.

MOTION, AS AMENDED, CARRIED

A copy of the handout is available on the City's website at www.hamilton.ca or through the Office of the City Clerk.

For disposition of this matter, please refer to Item 3.

(ii) Lorna Zaremba, Theatre Aquarius, respecting an Update regarding Theatre Aquarius (For a future GIC) (Item 6.2)

Lorna Zaremba, Theatre Aquarius, addressed Committee respecting an update regarding Theatre Aquarius.

(Pearson/VanderBeek)

That the presentation provided by Lorna Zaremba, Theatre Aquarius, respecting an update regarding Theatre Aquarius, be received.

CARRIED

A copy of the presentation above is available on the City's website at www.hamilton.ca or through the Office of the City Clerk.

(iii) David Carter, Innovation Factory, to provide an update respecting the Innovation Factory Request for Funding Renewal Option – Annual Review (Item 6.3)

As noted in the Changes to the Agenda, this delegate will to appear before Committee on June 20th; the same date that the staff report is to be before Committee for consideration.

(iv) Shekar Chandrashekar respecting an opportunity to rebut information contained in Report FCS18030 (Item 6.4)

Shekar Chandrashekar addressed Committee respecting an opportunity to rebut information contained in Report FCS18030.

(Merulla/Farr)

That Mr. Shekar Chandrashekar be permitted additional time, beyond the permitted 5 minutes, to continue with his presentation.

CARRIED

(Green/Jackson)

That the presentation provided by Shekar Chandrashekar respecting an opportunity to rebut information contained in Report FCS18030, be received.

CARRIED

A copy of the presentation is available on the City's website at www.hamilton.ca or through the Office of the City Clerk.

(g) STAFF PRESENTATIONS (Item 7)

(i) City Manager's 2017 Performance Review (Item 7.1)

(Whitehead/Ferguson)

That the City Manager's 2017 Performance Review, be TABLED to the June 20, 2018 General Issues Committee meeting.

CARRIED

(ii) **Pier 8 Development Opportunity Request for Proposals Evaluation (PED14002(h)) (Ward 2) (Item 7.2)**

Chris Phillips, Senior Advisor, addressed Committee and provided a PowerPoint presentation respecting Report PED14002(h) - Pier 8 Development Opportunity Request for Proposals Evaluation.

(Farr/Green)

That the presentation, respecting Report PED14002(h) - Pier 8 Development Opportunity Request for Proposals Evaluation, be received.

CARRIED

A copy of the presentation is available on the City's website at www.hamilton.ca or through the Office of the City Clerk.

(Farr/A. Johnson)

That sub-section (a) to Report PED14002(h) - Pier 8 Development Opportunity Request for Proposals Evaluation, be amended by deleting the words "Proponent identified in Confidential Appendices "D" and "E" to Report PED14002(h)" and the word "document"; and, by adding the words "*until such time as an Agreement has been fully executed by the parties,*" to read as follows:

- (a) That the Proponent identified in Confidential Appendices "~~D~~" and "~~E~~" to Report PED14002(h) **Waterfront Shores Corporation** be approved as the Preferred Proponent for the Request for Proposal Contract Number C11-66-17 entitled "Pier 8 Development Opportunity for Prequalified Proponents", and that following a final Council decision on the Proponent, Appendix "D" remain confidential document *until such time as an Agreement has been fully executed by the parties,* and Appendix "E" be available for release to the public;

AMENDMENT CARRIED**(Farr/Green)**

That a new sub-section (f) be added to Report PED14002(h), respecting Pier 8 Development Opportunity Request for Proposals Evaluation, which reads as follows:

- (f) *That subject to a successful negotiation of a Development Agreement between the City of Hamilton and the Preferred Proponent, that staff report back with an information report respecting a summary of the 4 proposals.*

AMENDMENT CARRIED

For disposition of this matter, please refer to Item 4.

(h) PRIVATE & CONFIDENTIAL (Item 12)**(i) City Manager's 2017 Performance Review (Item 12.3)****(Whitehead/Ferguson)**

That the City Manager's 2017 Performance Review, be TABLED to the June 20, 2018 General Issues Committee meeting.

CARRIED**(Pearson/Green)**

That Committee move into Closed Session respecting Appendices "D" and "E" to Item 7.2, as well as Items 12.1, 12.2 and 12.4, pursuant to Section 8.1, Sub-sections (b), (c), (d) and (f) of the City's Procedural By-law 14-300, and Section 239(2), Sub-sections (b), (c), (d), (f), (i) and (k) of the *Ontario Municipal Act*, 2001, as amended, as the subject matters pertain to personal matters about an identifiable individual, including City employees; a proposed or pending acquisition or disposition of land for City purposes; labour relations or employee negotiations; the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

CARRIED**(ii) Lease Agreement - Car Park #80, 191 King Street West and 22 and 30 Bay Street South (PED18119) (Ward 2) (Item 12.1)**

Staff was provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 8.

(iii) Property Acquisitions to Support the Transit Maintenance and Storage Facility (PED18115/PW18045) (Ward 3) (Item 12.2)

Staff was provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 9.

(i) ADJOURNMENT (Item 13)

(Pearson/Conley)

That, there being no further business, the General Issues Committee be adjourned at 2:34 p.m.

CARRIED

Respectfully submitted,

B. Johnson, Deputy Mayor
Chair, General Issues Committee

Stephanie Paparella
Legislative Coordinator
Office of the City Clerk

4.1

Form: Request to Speak to Committee of Council

Submitted on Tuesday, June 5, 2018 - 10:26 am

==Committee Requested==

Committee: Unknown

==Requestor Information==

Name of Individual: Eileen for Rose Hopkins

Name of Organization: Hamilton Fringe Festival

Contact Number:

Email Address:

Mailing Address:

Reason(s) for delegation request:

On behalf of Rose Hopkins festival organizer I would like to request to be a designation at the City Council meeting of June 25 to promote the Hamilton Fringe Festival 19-29 July.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes



Hamilton

**CAPITAL PROJECTS WORK-IN-PROGRESS REVIEW
SUB-COMMITTEE
REPORT 18-004**

9:30 a.m.

May 28, 2018

Room 264

Hamilton City Hall

Present: Councillors C. Collins (Chair), D. Conley, M. Pearson, B. Johnson

Absent: Councillor J. Partridge – Leave of Absence
Councillor T. Whitehead

**THE CAPITAL PROJECTS WORK-IN-PROGRESS REVIEW SUB-COMMITTEE
PRESENTS REPORT 18-004 AND RESPECTFULLY RECOMMENDS:**

1. Capital Projects Status Report (Excluding Public Works) as of December 31, 2017 (FCS17077(b)) (City Wide) (Item 8.1)

That the Capital Projects Status Report (Excluding Public Works) as of December 31, 2017, attached as Appendix “A” to Report FCS17077(b), be received.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

There were no changes to the agenda.

The agenda for the May 28, 2018 Capital Projects Work-In-Progress Review Sub-Committee meeting was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)

(i) May 22, 2018 (Item 3.1)

The Minutes of the May 22, 2018 meeting of the Capital Projects Work-In-Progress Review Sub-Committee meeting were approved, as presented.

(d) ADJOURNMENT (Item 13)

Being no further business, the Capital Projects Work-In-Progress Review Sub-Committee adjourned at 9:59 a.m.

Respectfully submitted,

Councillor Collins, Chair
Capital Projects Work-in-Progress
Sub-Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	June 20, 2018
SUBJECT/REPORT NO:	Small Business Enterprise Centre – 2017 Activity Report (PED18140) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Kristin Huigenbos (905) 546-2424 Ext. 4110
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

Council Direction:

On January 13, 2016, the General Issues Committee approved Report PED16035 entitled Small Business Enterprise Centre Program Initiatives.

As a component of this Report, staff is directed to provide an annual report to the GIC on the progress of the programs delivered within the Small Business Enterprise Centre operation.

Information:

On January 13, 2016, The Hamilton Small Business Enterprise Centre (SBEC) was authorized and directed by Council to enter into new Provincial Transfer Payment Agreements with the Ministry of Economic Development and Growth (MEDG) and the Ministry of Research Innovation and Science (MRIS); adding valuable new programming and incentives based initiatives to the SBEC Program.

As a result, 2017 saw staff from the SBEC execute and deliver three key program incentives to compliment the core services within the SBEC Program mandate. All programs and incentives have been leveraged through Provincial funding resulting in zero levy impact, while supporting the local needs for economic development and growth across Hamilton's entrepreneurial eco-system. Key program incentives are as follows:

1. Summer Company Program has been delivered by the SBEC team since 2001, and continues to gain interest from local students and educators each year. The 2017 Summer Company Program saw more than 100 program inquiries,

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**SUBJECT: Small Business Enterprise Centre – 2017 Activity Report (PED18140)
(City Wide) - Page 2 of 2**

resulting in 43 applications for a total of 38 seats. The Summer Company Program remains a key component of the Ontario Government's young entrepreneurs programs, which aims to encourage more young people to turn their talents into creative and innovative businesses. Summer Company provides hands-on business training and mentoring, together with awards of up to \$3,000 to help enterprising students start up and run their own summer business.

2. Starter Company was part of the Ontario Youth Jobs Strategy and focused on helping young entrepreneurs (18–29 years of age) create a full-time business through training, mentorship and micro-grant opportunities. On March 31, 2017 this Program was completed. Over the three-year term of program delivery in Hamilton, the SBEC team worked with 352 applicants, granting \$485 K, helping start 99 new businesses which created more than 153 new jobs in Hamilton.
3. The Starter Company Plus is the newest Ministry Program that commenced in January 2018 with a focus on providing valuable training, mentoring and micro-grant opportunities to anyone over the age of 18, looking to start and run a business in Hamilton. Within the first term of program delivery, the SBEC team has worked with 188 applicants, providing comprehensive training and coaching to 83 participants and disbursing 33 grants with a total investment of \$165 K.

The Summer Company, Starter Company and Starter Company Plus Programs all parallel our focus on economic prosperity, as identified in the Economic Development Action Plan, and further support the need to expand and grow entrepreneurial programs and incentives in Hamilton. New programs and incentives continue to compliment core operations within the SBEC Program and contribute to the entrepreneurial renaissance transforming the local business community.

To that end, the Hamilton Small Business Enterprise Centre has been providing entrepreneurial training, mentoring and support to Hamilton entrepreneurs since 2001 with continued focus on the expansion of services and resources in response to macro environmental scans and needs analysis. Key performance indicators delivered in 2017 include the following:

- Facilitated more than 72,000 general inquiries (walk-ins, phone calls, emails and social media/web interactions);
- Hosted 1,029 one-to-one business consultations;
- Assisted in the start-up of 161 new businesses;
- Created 167 new jobs in Hamilton;
- Delivered 54 workshops and seminars to more than 917 participants; and,
- Conducted 58 outreach events, reaching 6,515 clients.

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INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	June 20, 2018
SUBJECT/REPORT NO:	Special Events Advisory Team (SEAT) Customer Service Improvement Review Update (PED17112(a)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Carrie Brooks-Joiner (905) 546-2424 Ext. 4132 Pam Mulholland (905) 546-2424 Ext. 4514
SUBMITTED BY:	Anna M. Bradford Director, Tourism and Culture Planning and Economic Development Department
SIGNATURE:	

Council Direction:

At its meeting July 14, 2017, City Council approved General Issues Committee Report 17-015 included a staff direction to assess the feasibility of a Special Events Advisory Team “SEAT Light Model” in order to improve the customer service experience for festival and event organizers (“event organizers”) seeking approval to host an event on outdoor City property.

Information:

This report provides updates concerning:

- SEAT application and processes;
- customer service improvements implemented to date; and
- next steps for stakeholder consultations and improvements to SEAT operations.

As a reminder SEAT is an acronym for the Special Events Advisory Team; a team of City staff representing municipal departments/divisions and officers of the Hamilton Police Service. For information on SEAT criteria and purpose of the application process, refer to Appendix A.

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**SUBJECT: Special Events Advisory Team (SEAT) Customer Service Improvement
Review Update PED17112 (a) (City Wide) - Page 2 of 3**

With the Council direction of July 14, 2017, staff undertook a continuous improvement approach to SEAT to improve the customer service experience for external applicants and streamline internal processes.

Customer Service Improvement Review

The following customer service improvements are complete:

Review Objective	Staff Actions and Results Achieved (Q4 2017 to Q2 2018)
Improve online user experience.	<ul style="list-style-type: none"> • Web pages re-designed to improve navigation and information access (www.hamilton.ca/seat).
Improve application process for event organizers	<ul style="list-style-type: none"> • SEAT website content and guidelines were rewritten in plain language. Questions revised to clarify the information required. • Guidelines reduced by five pages (30 pages to 25). • Language in the application guide content aligned with the application form. • Customized approval letters implemented. Removed information not applicable to the event.
Provide new online tools	<ul style="list-style-type: none"> • Site plan maps created for 6 high use event parks and the City Hall Forecourt illustrating bookable spaces and available features and services (e.g., number of parking spaces, location electrical outlets, and potable drinking water, etc.). • The maps also help clarify the link between bookable spaces and related rental fees.
Improve program administration	<ul style="list-style-type: none"> • Re-developed the SEAT application in AMANDA software. • Aligns with broader corporate use of the software and will allow for improved data analysis and reporting. • The 2019 SEAT application will be available online in December 2018.
SEAT Light Model	<ul style="list-style-type: none"> • Staff are evaluating the feasibility of approving low risk events in parks through a simplified process; and/or • removing low risk events in parks from the SEAT process entirely. Through a review of SEAT mandatory criteria and its connection to City policies and by-laws, staff are investigating

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SUBJECT: Special Events Advisory Team (SEAT) Customer Service Improvement Review Update PED17112 (a) (City Wide) - Page 3 of 3

	<p>by-law/ policy changes or exemptions for low risk events, for Council's review.</p> <ul style="list-style-type: none"> • With the 2019 SEAT application, event organizer/organization contact information will carry forward year to year. Staff explored having complete application information for annual events that go unchanged transfer to next year's application, but this is not feasible due to AMANDA software limitations. • The AMANDA Team and SEAT staff will continue to work together to implement technical and process improvements.
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Next Steps

The continuous improvement approach to SEAT operations is ongoing. For example:

- Staff are consulting with SEAT applicants (e.g., organizers of neighbourhood association events and multi-day large scale events) to assess the efficiency of the 2019 SEAT Guidelines; and,
- Staff will continue to identify and implement customer service and program administration improvements.

Staff will provide a final report to the General Issues Committee concerning the SEAT Customer Service Improvement Review by Q2 of 2019.

Appendices and Schedules Attached

Appendix 'A' to Report PED17112(a) – SEAT Application Process and Criteria

CBJ:ro

SEAT Application Purpose and Criteria

Event organizers seeking approval to hold public multi-day festivals or single-day events on outdoor City property are required to submit an application to SEAT if the event includes select logistical components, as referenced in Table 1 below.

“Outdoor” City property includes, but is not limited to, roads, alleyways, parks, parking lots, trails, City Hall Forecourt and Tim Horton’s Field Plaza. A “public” event is any free or ticketed event open for the general public. Exhibitions, fairs, festivals, entertainment, cause-related, and fundraising, are all examples of a public event.

Table 1

Events requiring a SEAT Application have any one of these components:	Events NOT requiring a SEAT Application include:
<ul style="list-style-type: none"> • Amplified sound; • Food being given or sold to the general public at an event open to the public (includes food trucks); • Alcohol sale/service to the general public; • Pyrotechnics or fireworks; • The use of electricity (includes plugging into an outlet for power and using a generator); • Tents larger than 60 m² which require building permits; • Stages larger than 225 m² which require building permits; • Amusement rides and inflatables (e.g., bouncy castles or bouncers); which require a license to operate; and • Projected attendance over 1,000 people. 	<ul style="list-style-type: none"> • Events held indoors on City property; • A sports tournament or sporting event; • A private event for guests (i.e., wedding, family reunion picnic, etc.); • Faculty and student-only school events (e.g., cross country running races, fundraisers such as the annual Terry Fox Run, etc.)

SEAT reviews events on private property only if the event had a significant impact on multiple City services (e.g., requiring Hamilton Police Service officers for extensive traffic management, HSR shuttle buses specific to the event site, etc.) such as Festival of Friends when it was held at the Ancaster Fairgrounds.

The purpose of the SEAT application process is to confirm that:

- there are no location scheduling conflicts with other events or activities;
- public health and safety considerations are met (e.g., safe preparation and food handling, appropriate security, etc.);
- municipal and provincial permits (e.g., Road Closure Permit, Special Occasion Permit, etc.), permissions, and insurance are secured; and,
- City services (e.g., regular bus routes, emergency vehicle response routes, etc.) are not negatively impacted as a result of an event.



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	June 20, 2018
SUBJECT/REPORT NO:	Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Lisa Browett (905) 546-2424 Ext. 7519 Carlo Gorni (905) 546-2424 Ext. 2755 Meredith Plant (905) 546-2424 Ext. 1219
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

Council Direction:

City Council, at its meeting held November 28, 2012, approved increasing loan commitments under the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program (HDBKMRPIP) (formerly known as the Hamilton Downtown Multi-Residential Property Investment Program) from \$26 M to \$45 M, provided that the total loan monies lent under the Program at one time does not exceed \$35 M, and directed staff to review the terms and conditions of the HDBKMRPIP on an annual basis and report back to the General Issues Committee during the first quarter of each year on the outcome of the review.

Information:

Report PED18102 provides an update on the status of the HDBKMRPIP, as well as other Urban Renewal Programs and initiatives.

It is noted that all incentives provided within our Community Improvement Project (CIP) Areas are currently under review, particularly those specifically related to the Downtown CIP. Urban Renewal staff is working with Finance and Administration staff, assisting the background study being conducted in conjunction with the Development Charges By-law update to be finalised in 2019. Staff will report back to this Committee on those findings in the first quarter of 2019.

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 2 of 32

Hamilton Downtown Barton/Kenilworth Multi-Residential Property Investment Program

The City has loaned, as at December 31, 2017, approximately \$40.3 M under the HDBKMRPIP supporting the creation/renovation of 1,413 dwelling units, at an interest cost to the City of approximately \$3.7 M (\$2,591.81/dwelling unit). The public cost of the Program has levered approximately \$226.4 M of private construction value at a ratio of 1:48. As of December 31, 2017 there were 16 loans that had been repaid in full, two loans being repaid, one loan had been written-off and one project was under construction.

Appendix "A" to Report PED18102 identifies the location of 21 projects within the Downtown Hamilton Community Improvement Project Area (DHCIPA) that have received funding, or are under construction, and will receive funding under the HDBKMRPIP.

Hamilton Downtown, Barton and Kenilworth Multi-Residential Property Investment Program - 2017 Year End Status

Units Built/Under Construction	1,413
Number of Projects	21
Construction Value	\$226,352,164
Loans Advanced	\$40,301,838
Loans Paid Back	\$28,180,767
Written-off (One Loan)	\$1,101,207
Loans Outstanding	\$11,019,864
Interest Paid	\$3,662,225
Ratio of Interest Paid to Construction Value	1:62
Cost (Interest Plus Default)	\$4,763,432
Ratio of Cost to Construction Value	1:48

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 3 of 32



220 Cannon Street East, Hamilton

As of December 31, 2017, \$11,019,864 was outstanding in loans that are in various stages of repayment or redevelopment and \$4,617,939 is committed but not advanced. Therefore, based on a maximum of \$35 M in loans being out at one time, there is an additional \$19,362,197 in future loan commitments that can be approved by City Council and advanced.

The terms and conditions of the HDBKMRPIP were reviewed by Staff as part of the Five-Year Review of the Downtown and Community Renewal Community Improvement Plan. The review culminated in Report PED17036 approved by City Council at its meeting held May 11, 2016. Amendments to the HDBKMRPIP included, but were not limited to:

- Expanding the Program to the Barton and Kenilworth commercial corridors;
- Reducing the maximum loan per project to \$4 M; and,
- Reducing the maximum loan per developer or related group to \$10 M.

Staff also would like to take this opportunity to update Committee and Council on the following Urban Renewal Programs and initiatives:

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 4 of 32

Hamilton Tax Increment Grant Program

In 2017, \$452,774 was due to be issued to 16 reassessed projects through the Hamilton Tax Increment Grant Program (HTIGP). Since grants were first issued in 2004, \$6.9 M has been granted through the Program to 29 reassessed projects that had a combined construction value of \$166,237,595 which accounts for a 1:22 ratio of public grant leveraging private investment.

Hamilton Tax Increment Grant Program

2017 Year End Status of Reassessed Projects

Grants Due in 2017 (to 16 Projects)	\$452,774
Grants Issued 2004-2017 (to 29 projects)	\$6,892,198
Estimated Total Grants (for all 29 projects including any future grants to be paid out)	7,708,560
Construction Value (2017)	\$166,237,595
Ratio of Total Grants to Construction Value	1:22



150 Main Street West, Hamilton

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 5 of 32



31-39 King William Street, Hamilton

The Map, attached as Appendix “B” to Report PED18102, identifies the location of 27 properties within the Downtown Hamilton Community Improvement Project Area that have received grants under the HTIGP. Note the map does not include the two projects - one located in Ancaster and one in Stoney Creek that have received grants.

Increase in Taxes

The following chart lists projects in Downtown Hamilton and in the Ancaster, Westdale Village and Stoney Creek Community Improvement Project Areas (CIPA) that have received, or have been approved, for loans/grants under the HDBKMRPIP and/or the HTIGP and compares their pre-development Municipal taxes to their 2017 Municipal taxes. The increase in total Municipal taxes (inclusive of growth, reassessment and budget) equates to approximately \$5.6 M. This increase will be realized annually. Note that the figures with an asterisk are estimates of the increase in Municipal taxes as the projects have been completed but not reassessed by the Municipal Property Assessment Corporation (MPAC), are under construction, or construction has not commenced to date.

Property Address	Base Year	Difference between base year taxes and 2017 taxes	HDBKMRPIP	HTIGP
135 James Street South	2003	+\$424,000	✓	
11 Rebecca Street	2004	+\$67,000	✓	✓
155 James Street South	2003	+\$53,000	✓	
118 Market Street	2003	+\$124,000	✓	✓
91 Wellington Street North	2003	+\$15,000	✓	
4, 8, 12 Forest Avenue	2005	+\$29,000	✓	✓
47 Caroline Street North	2007	+\$123,000	✓	✓

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 6 of 32

Property Address	Base Year	Difference between base year taxes and 2017 taxes	HDBKMRPIP	HTIGP
80 King William Street	2003	+\$109,000	✓	
267/271 King Street East	2007	+\$3,000	✓	
260-280 King Street East	2005	+\$96,000	✓	✓
170-176 Jackson Street West	2007	+\$7,000	✓	✓
66/68 King Street East	2007	+\$1,000	✓	
215/231 Main Street West	2006	+\$4,000	✓	
289 Hunter Street East	2007	+\$1000	✓	
68 George Street	2010	+\$229,000	✓	✓
275 King Street West	2011	+\$101,000	✓	✓
40 Bay Street South	2012	+\$318,000	✓	✓
150 Main Street West	2013	+\$510,000	✓	*✓
137-149 Main Street West	2013	+\$111,000	✓	✓
33 Main Street East	2002	+\$17,000		✓
135 Hunter Street	2002	+\$63,000		✓
100-110 James Street South	2004	+\$20,000		✓
1 Main Street West	2004	+\$60,000		✓
66 Bay Street South	2004	+\$223,000		✓
1 Hunter Street East	2006	+\$63,000		✓
210 Main Street East	2007	+\$61,000		✓
87-89 King Street East	2006	+\$16,000		✓
232 Cannon Street East	2009	+\$48,000		✓
52 Cannon Street West	2008	+\$25,000		✓
193-197 James Street North	2009	+\$10,000		✓
130-134 Wellington Street North	2011	+\$10,000		✓
162 Ferguson Avenue North	2012	+\$41,000		*✓
121-123 James Street North	2012	+\$88,000		✓
69 Hughson Street North	2013	+\$14,000		*✓
205 Hunter Street West	2013	+\$26,000		✓
50 Murray Street	2012	+\$99,000		✓
147-159 Walnut Street South	2013	+\$17,000		✓
180-188 Wilson Street	2014	+\$15,000		*✓
179-191 James Street North	2014	+\$283,000	✓	*✓
189 King Street East	2014	+\$1,000		*✓
191 King Street East	2014	+\$1,000		*✓
125 Wellington Street North	2014	+\$59,000		*✓
140 Main Street East	2014	+\$318,000		*✓
290 Barton Street West	2015	+\$107,000		*✓
112 King Street East	2015	+\$541,000		*✓

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 7 of 32

Property Address	Base Year	Difference between base year taxes and 2017 taxes	HDBKMRPIP	HTIGP
245 James Street North	2015	+\$2,000		*✓
193 King Street East	2015	+\$28,000		*✓
31-39 King William Street	2015	+\$47,000		*✓
127 Market Street	2016	+\$5,000		*✓
220 Cannon Street East	2016	+\$184,000	✓	*✓
232 Cannon Street East (extension)	2016	+\$21,000		*✓
20-22 George Street	2017	+\$629,000		*✓
73 King Street East	2017	+\$3,000		*✓
27 Bold Street	2017	\$103,000		*✓
Ancaster CIPA				
407 Wilson Street East	2013	+\$6,000		✓
Westdale Village CIPA				
1005 King Street West	2016	+\$2,000		*✓
Stoney Creek CIPA				
22 Jones Street	2014	+\$6,000		✓
7 King Street	2014	+\$8,000		*✓
Total		\$5,595,000		

In addition to increasing the assessment and resulting property taxes of the specific property that directly receives funding, the redeveloped properties also help increase the value and desirability of surrounding properties that are no longer next to a vacant, derelict or contaminated property. Surrounding properties might also benefit from new residents, employees and customers in nearby redevelopment properties.

Financial Incentive Programs Administered by Urban Renewal

Urban Renewal administers various financial incentives. The chart below identifies the number of applications staff processed in 2011-2017:

Financial Incentive Program	2011	2012	2013	2014	2015	2016	2017
BIA Commercial Property Improvement Grant Programs	34	38	53	62	55	59	46
Commercial Corridor Housing Loan and Grant Program (pre-application)	14	21	17	22	18	21	17

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 8 of 32

Financial Incentive Program	2011	2012	2013	2014	2015	2016	2017
Commercial Corridor Housing Loan and Grant Program (final application)	2	3	2	6	3	5	5
Hamilton Heritage Property Improvement Grant Program	2	2	8	4	8	2	13
Hamilton Office Tenancy Assistance Program	1	1	1	2	5	1	5
Hamilton Downtown Barton and Kenilworth Multi-Residential Property Investment Program	2	4	2	1	3	0	2
Hamilton Tax Increment Grant Program	2	8	8	10	9	4	4
Hamilton Commercial Façade Property Improvement Grant Program		17	31	54	4	16	28
GORE Building Improvement Grant Program		5	8	15	N/A	0	0
Hamilton Community Heritage Fund Loan Program			2	1	1	1	1
ERASE Programs		21	19	25	12	23	27
Hamilton Heritage Conservation Grant Program				18	7	9	9
Barton/Kenilworth Commercial Corridor Building Improvement Grant Program						4	13
Barton/Kenilworth Tax Increment Grant Program						3	4
Barton/Kenilworth Planning and Building Fee Rebates						1	4
TOTALS	57	120	151	220	125	149	180

Although the Business Improvement Area Commercial Property Improvement Grant Program, the Commercial Property Improvement Grant Program, the Gore Building Improvement Grant Program and the Hamilton Heritage Conservation Grant Program are 50/50 matching grants, the true value of the work leveraged by the City grant is more than 50%. Funds under the Programs are advanced only when the work has been completed. The charts below provide an overview of the grants.

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 9 of 32

Business Improvement Area Commercial Property Improvement Grant Program

The Business Improvement Area Commercial Property Improvement Grant Program (BIACPIG) is offered within Hamilton's active Business Improvement Areas (BIAs) and provides a matching grant to a maximum of \$20 K (\$25 K for corner properties) for façade improvements and limited interior improvements. The grant amount is dependent upon the linear foot of frontage of the building.

Business Improvement Area Commercial Property Improvement Grant Program 2002-December 31, 2017				
Time Period	Number of Projects Paid	Construction Value	Grant Paid	Grant as a percentage of Construction
2017	50	\$1,702,026	\$604,477	36%
2002-2017	457	\$12,185,447	\$4,744,804	39%



43 King William Street, Hamilton (before and after)

Commercial Property Improvement Grant Program

The Commercial Property Improvement Grant (CPIG) offers a matching grant for façade improvements and limited interior improvements to a maximum of \$10 K per application (\$12.5 K for corner properties). The Program is offered to property owners and authorized tenants who are not eligible for the BIACPIG and located within Downtown Hamilton, Community Downtowns, the Mount Hope/Airport Gateway and the

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 10 of 32

commercial corridors as identified in the Downtown and Community Renewal Community Improvement Project Area.

Commercial Property Improvement Grant Program 2012–December 31, 2017				
Time Period	Number of Projects Paid	Construction Value	Grant Paid	Grant as a Percentage of Construction
2017	14	363,596	\$138,922	38%
2012-2017	62	1,641,234	592,531	36%



608 Upper James Street, Hamilton

Commercial Corridor Housing Loan and Grant Program

The Commercial Corridor Housing Loan and Grant Program (CCHLGP) offers financial assistance for the construction of new residential units and renovation of existing residential units within Downtown Hamilton, Community Downtowns, the Mount Hope/Airport Gateway, Business Improvement Areas, the commercial corridors as identified in the Downtown and Community Renewal CIPA By-law and properties within the City boundary designated under the *Ontario Heritage Act*. The loan is calculated on the basis of \$20 K per dwelling unit, to a maximum of \$600 K per property. The grant provides up to a \$5,000 grant per property for professional fees and some City of Hamilton fees paid.

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 11 of 32

Commercial Corridor Housing Loan and Grant Program Inception to December 31, 2017				
Time Period	Number of Projects Approved	Loan Amount Advanced	Loans Repaid	Grant Paid Out
2007-2017	7	\$699,250	\$442,750	\$29,216

GORE Building Improvement Grant Program

The GORE Building Improvement Grant Program (GBIGP) offered a matching grant for building improvements to a maximum of \$50 K per application for properties fronting on King Street between James Street and Catharine Street. It was offered for a three-year period with applications being accepted until December 31, 2014.

Note that City Council at its meeting held December 8, 2017 decided that:

- The deadline for the submission of a separate, completed GBIGP Application for each 18, 20, 22, 24 and 28 King Street East, for the previously approved conditional grant commitment to an upset limit of \$250 K under the GBIGP for Hughson Business Space Corporation (Linda Barnett, David Blanchard, Ronald Quinn, and William Rogan), the registered owners, be extended to no later than December 31, 2018, conditional upon the receipt of a Building Permit application being submitted to the City for the redevelopment of 18-28 King Street East no later than June 1, 2018; and,
- That, should the Hughson Business Space Corporation (Linda Barnett, David Blanchard, Ronald Quinn and William Rogan) the registered owners of 18, 20, 22, 24 and 28 King Street East not submit a Building Permit Application for the redevelopment of 18-28 King Street East by June 1, 2018, staff be directed to report back to the General Issues Committee for direction as to whether or not the conditional grant commitments, under the Hamilton Heritage Property Grant Program (HHPGP) and GBIGP, for those properties should continue to be valid.

A separate Report which speaks to the status of this application and recommendations for Council's consideration will be on the agenda of the June 20, 2018 meeting of the City of Hamilton's General Issues Committee.

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 12 of 32

Gore Building Improvement Grant Program 2012-December 31, 2017 (Three-Year Program Only)				
Time Period	Number of Projects Paid	Construction Value	Grant Paid	Grant as a percentage of Construction
2017	2	\$116,160	58,080	50%
2012-2017	17	2,242,483	\$724,139	32%



11 King Street East, Hamilton (before and after)

Hamilton Heritage Conservation Grant Program

The Hamilton Heritage Conservation Grant Program (HHCGP) is offered to owners/authorized tenants of properties designated under Parts IV or V of the *Ontario Heritage Act* that are not eligible for the HHPGP. The maximum matching grant is \$5,000 for the conservation/preservation of heritage features.

Hamilton Heritage Conservation Grant Program Since Inception (2014–December 31, 2017)	
Number of Grant Commitments	38
Total Grant Commitments	\$163,550
Grants Advanced	\$136,714
Conservation Value of Projects	\$621,121
Grants as a Percentage of Construction	26%

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51 Markland Street, Hamilton

This Program expired on April 9, 2017. A staff report which speaks to the future status of this Program will be brought forward for the consideration of Council in July 2018.

Hamilton Heritage Property Grant Program

The HHPGP is offered to owners/authorized tenants of properties designated under Parts IV or V of the *Ontario Heritage Act* and located within Downtown Hamilton, a Community Downtown, an active Business Improvement Area, or, located within the lower City between Highway 403 and the Red Hill Valley Parkway and used for commercial, institutional or multi-residential purposes. The Program offers grants to a maximum of \$150 K (50% for the first \$40 K of work and 25% of costs over and above the \$40 K) for conservation or structural/stability work plus an additional \$20 K grant for heritage assessments/reports.

Note that City Council at its meeting held December 8, 2017 decided that:

- That the deadline for the submission of a separate, completed HHPGP Application for each 18, 20, 22, 24 and 28 King Street East, for the previously approved conditional grant commitment to an upset limit of \$850 K for the Hughson Business Space Corporation (Linda Barnett, David Blanchard, Ronald Quinn and William Rogan) the registered owners, be extended to no later than December 31, 2018, conditional upon the receipt of a Building Permit Application being submitted to the City for the redevelopment of 18-28 King Street East no later than June 1, 2018;

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- That, should the Hughson Business Space Corporation (Linda Barnett, David Blanchard, Ronald Quinn and William Rogan) the registered owners of 18, 20, 22, 24 and 28 King Street East not submit a Building Permit Application for the redevelopment of 18-28 King Street East by June 1, 2018, staff be directed to report back to the General Issues Committee for direction as to whether or not the conditional grant commitments, under the HHPGP and GBIG, for those properties should continue to be valid.

A separate Report which speaks to the status of this Application and recommendations for Council's consideration will be on the agenda of the June 20, 2018 meeting of the City of Hamilton's General Issues Committee.

Hamilton Heritage Property Grant Program Since Inception 2008–December 31, 2017	
Number of Grant Commitments	37
Total Grant Commitments	\$1,812,707
Total Conditional Grant Commitments (for 18-28 King Street East)	\$850,000
Grants Advanced	\$1,345,327
Grants Approved to be Advanced (not including 18-28 King Street East)	\$467,380
Conservation Value of Projects (not including 18-28 King Street East)	\$10,288,487
Grants as a Percentage of Construction (not including 18-28 King Street East)	13%



25 Mill Street North, Waterdown

A further separate staff Report which speaks to the current and future financial needs of this program will be brought forward for the consideration of Council in July 2018.

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Office Tenancy Assistance Program

The Office Tenancy Assistance Program (OTAP) offers a low-interest loan for leasehold improvements for office use within Downtown Hamilton, Community Downtowns, Business Improvement Areas and the commercial corridors along Barton Street, east of the Barton Village BIA, and along Kenilworth Avenue North, as identified in the DCRCIPA.

Office Tenancy Assistance Program Since Inception 2010–December 31, 2017	
Number of Loan Commitments	7
Total Loan Commitments	\$1,004,232
Square Feet of New/Expanded Office Space	75,356

Office Tenancy Assistance Program Since Inception 2010–December 31, 2017	
Loans Advanced	\$515,727
Loans Paid Back	\$370,161
Loans to be Advanced	\$488,505
Construction Value of Approved Projects	\$6,059,244

Hamilton Community Heritage Loan Fund

The Hamilton Community Heritage Loan Fund (HCHLF) offers a zero-interest loan to a maximum of \$50 K for work that conserves or restores the heritage attributes of a property designated under Part IV or Part V of the *Ontario Heritage Act*.

Hamilton Community Heritage Loan Fund January 1, 2009–December 31, 2017	
Number of Loan Commitments	16
Total Loan Commitments	\$593,112
Loans Advanced	\$523,735
Loans Paid Back	\$355,769
Loans Outstanding	\$167,970
Loans to be Advanced	\$69,337
Interest Paid	\$46,453

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 16 of 32



256 Park Street South, Hamilton

Barton/Kenilworth Commercial Corridor Building Improvement Grant Program

The BKCCBIGP was introduced in June 2016 for properties located within the boundaries of the Barton Village BIA, the Barton and Kenilworth commercial corridors and the properties that front on Barton Street between James Street North and Victoria Avenue North as identified in the DCRCIPA. The Program offers a matching grant to a maximum of \$50 K per deeded property towards the redevelopment of property.

Barton/Kenilworth Commercial Corridor Building Improvement Grant Program June 2016–December 31, 2017	
Number of Grant Commitments	11
Total Grant Commitments	\$414,963
Grants Advanced	\$242,064
Grants Approved to be Advanced	\$172,899
Conservation Value of Projects	\$1,597,839
Grants as a Percentage of Construction	26%

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 17 of 32



374 Barton Street East, Hamilton (existing conditions)

This Program is currently scheduled to end on December 31, 2018. A staff report which speaks to the future status of this program will be brought forward for the consideration of Council in July 2018.

Barton/Kenilworth Tax Increment Grant Program

As a pilot project to December 31, 2018, the Program provides for a nine-year grant based on the increase in the Municipal portion of the realty taxes attributed to the redevelopment of residential or commercial lands and buildings located within the boundaries of the Barton Village BIA, the Barton Street East and Kenilworth Avenue North commercial corridors, and the properties that front on Barton Street between James Street North and Victoria Avenue North as identified in the DHCIPA. The grant is at 100% of the Municipal realty tax increase during the first five years, 80% in year six, 60% in year seven, 40% in year eight and 20% in year nine.

Barton/Kenilworth Tax Increment Grant Program Inception (2016) to December 31, 2017	
Number of Grants Approved	4
Estimated Total Grants	\$2,482,154
Construction Value	\$16,825,000
Ratio of Total Grants to Construction Value	1:7

This Program is currently scheduled to end on December 31, 2018. A staff report which speaks to the future status of this program will be brought forward for the consideration of Council in July 2018.

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 18 of 32

Barton/Kenilworth Commercial Corridors Rebate of Application Fees

The Program provides a rebate of some Planning and Building application fees for properties within the boundaries of the Barton Village BIA, the Barton Street East and Kenilworth Avenue North commercial corridors, and properties that front on Barton Street between James Street North and Victoria Avenue North, as identified in the Downtown Hamilton Community Improvement Project Area (DHCIPA). Building Permit fees are rebated upon final inspection and building permit completion. Fees for Committee of Adjustment (COA) minor variances that support the revitalization of the corridors and supported by Planning staff, are rebated upon approval of the variance, as long as there were no appeals to the Ontario Municipal Board (OMB). If appeals are filed with the OMB and the OMB upholds the COA's decision, the rebate of the fee would be issued. If there are appeals and the OMB overturns a COA decision, a rebate is not be issued. Site Plan application fee rebates are rebated after issuance of a Building Permit.

Applications: One Application was received in 2016 for a Demolition Permit fee and Building Permit fee totalling \$1,951. The rebate for the Demolition Permit fee in the amount of \$228 was approved and paid in July, 2017. The rebate for the Building Permit fee will be issued in accordance with the terms of the Program. Four additional applications have been submitted as of December 31, 2017 and rebates will be submitted in accordance with the terms of the Program.

2017 Downtown Hamilton Building Activity

Development in the Downtown Hamilton Urban Growth Centre (UGC) continued in 2017, with a total of 196 building permits being issued, representing \$82.5 M in building permit construction value.¹ The UGC area includes properties within, and abutting, the block bounded by Hunter Street, Queen Street, Cannon Street and Victoria Avenue, and also includes properties abutting James Street North to the West Harbour GO Train Station and southerly to Charlton Avenue (St. Joseph's Hospital). The construction values from 2002 to 2017 are illustrated in Figure 1.

¹ Permits issued for demolition, signs and events are excluded from the reported totals for Downtown Hamilton and the Community Downtowns.

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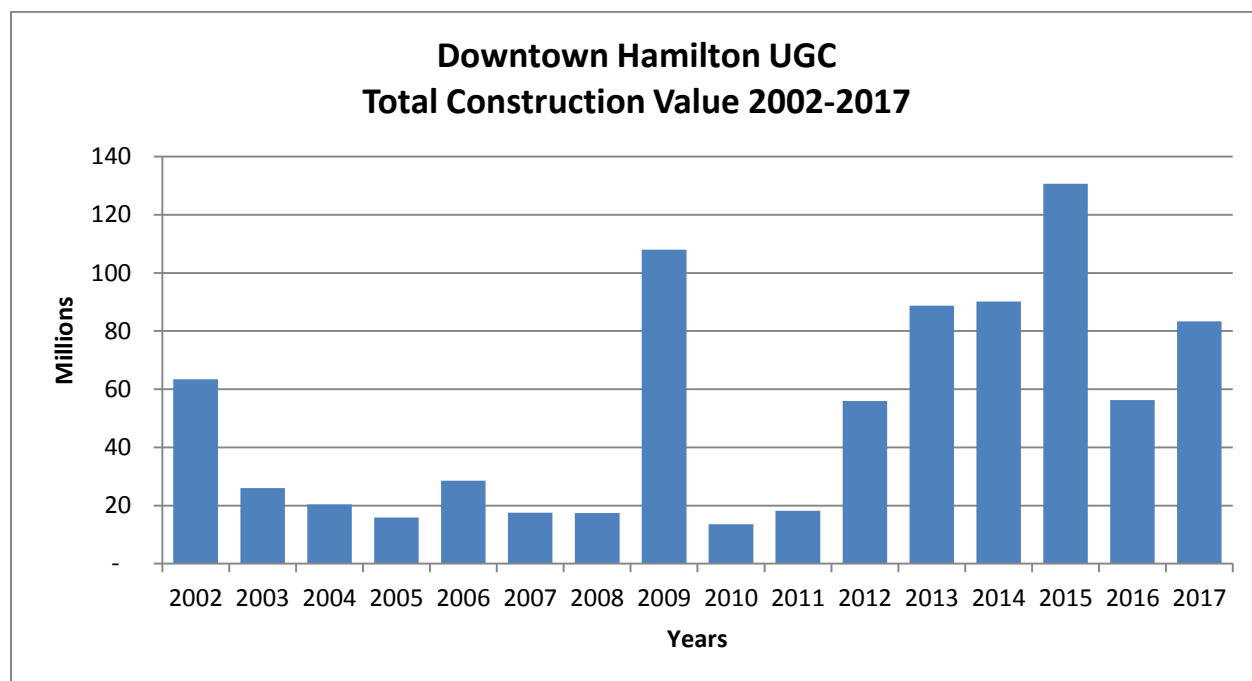


Figure 1

Those developments and improvements valued at \$500 K or greater, and listed below, account for over 85% of the total building permit construction value.

Developments in the DHCIPA, which includes the Downtown Hamilton UGC are outlined below and total approximately \$89.1 M in construction value, totalling 308 building permits. Those projects which merit acknowledgment to the building permit construction value reported for 2017 include the following residential and non-residential developments:

- 46 James Street North-To construct the superstructure of a sprinklered 20-storey, 1,374 m², 162-unit apartment building (15,038 m² gfa, including one level of underground parking, 344 m² ground floor retail);
- 100 Wilson Street-Construction of a new two-storey 2,810 m² (building area) police station with underground parking, lab and temporary holding cells as per plan approved;
- 1 Elgin Street-To construct the superstructure of a three-storey, 211 m² transformer station building for Hydro One;
- 1 Elgin Street-To construct foundations only for a future three-storey industrial (Gas Insulated Switchgear) building;

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 20 of 32

- 10 James Street North-To construct a sprinklered two-storey, 556 m² addition to the office building and alterations to the interior and exterior of the existing building;
- 50 Main Street East-Alteration to the existing five-storey office building to fit-up the third, fourth and fifth floors for the City of Hamilton;
- 100 King Street West-Alteration to the existing fire alarm system serving Jackson Square; scope includes upgrading wiring, replacing panels, replacing several fire alarm devices in the same location and adding new strobes in public corridors;
- 20 Emerald Street South-Alterations to the existing office building for the Good Shepherd Province Administration Headquarters;
- 55 John Street North-Permit revised for additional work added to the scope of work including relocation of fire hose cabinet, and changes to mechanical and electrical systems. Alterations to the second floor of the existing building for Horizon Utilities Inc.;
- 120 Bay Street South-Alterations to the existing building noted as Phase One for St. Mark's Church;
- 130 Bay Street South-Permit Revised to Reflect the Correct Address of 130 Bay Street South. Alterations to the existing building noted as Phase One for "St. Mark's Church";
- 223 Jackson Street West-Alterations to repair the parking garage deck;
- 19 John Street South-Revised to transfer permit ownership. Alteration to all storeys, enclose the alleyway on the North side of the building and to construct the 453 m² fifth-floor to become a five-storey above grade commercial office shell building;
- 100 Ferguson Avenue South-To repair the concrete balconies and to replace balcony guards of the apartment building;
- 100 Bay Street South-Alterations to repair concrete in the underground parking garage of the existing building as noted in the Engineer's report dated March 2016 (sealed September 5, 2017): Phase One (Parking Garage Roof Slab Repairs) and Phase Two (Parking Garage Suspended Slab);
- 100 King Street West-Alterations on the 16th floor of the existing commercial building to create an office, RBC Wealth Management; and,
- 55 York Boulevard-Alteration of the existing Library to replace window glazing and curtain wall repairs (mechanical tower and south elevation floors two, three, four, five and six, and removal of brise-soleil structures.

Building permits were issued for the construction of 235 new residential units in 2017 in the DHCIPA (214 within the UGC), including: 192 units at 46 James Street North; 16 units at 151 John Street South and ten units at 81 King Street East. From 2002 through 2017, building permits have been issued for a total of 2,715 dwelling units in the UGC, providing an average growth of 170 units per year.

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 21 of 32

Residential vs. Non-Residential Construction

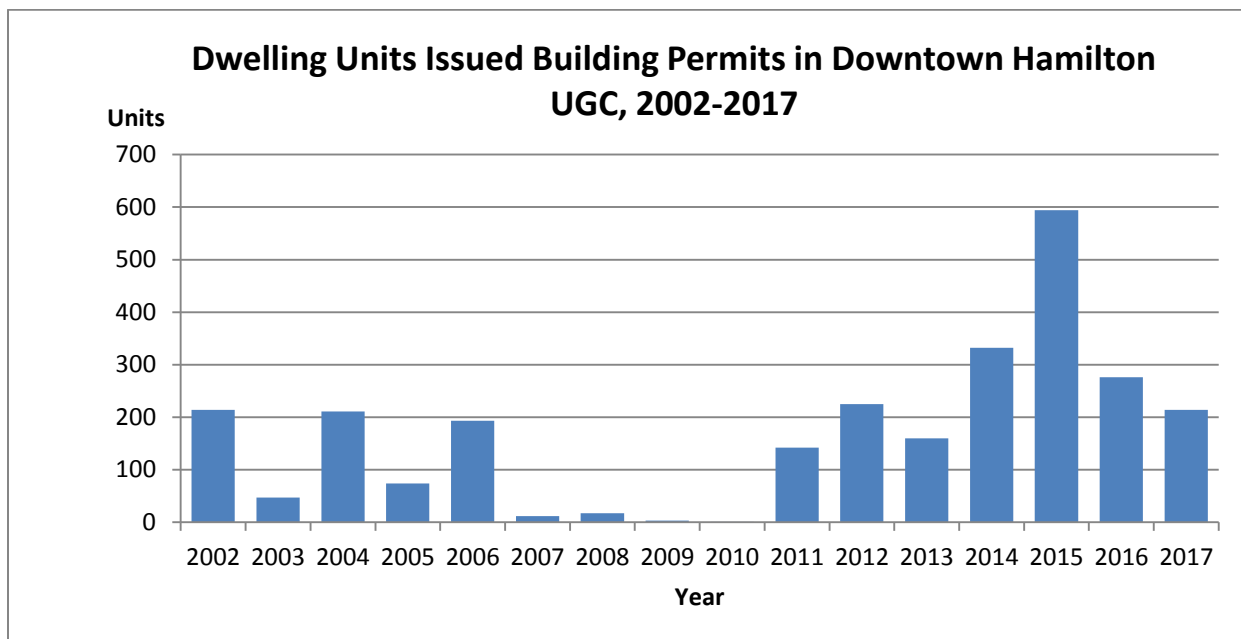
In 2017 non-residential development values once again surpassed residential development in the Downtown:

UGC Non-residential: 128 permits = \$47,856,865 construction value

UGC residential: 69 permits = \$34,665,318 construction value

Downtown CIPA Non-residential: 161 permits = \$51,670,565 construction value

Downtown CIPA residential: 151 permits = \$37,434,878 construction value



Notes:

- Dwelling units as per the year a building permit was issued;
- 2004 includes 108 units in the former Staybridge Suites Hotel, which converted to a retirement residence in 2010;
- 2011 includes 127 units in the new Staybridge Suites Hotel;
- 2012 includes 182 units in the new Hilton Homewood Suites Hotel; and,
- Dwelling units at 14 Mary Street are not included since the project did not proceed despite being issued a building permit in 2001 (62 units) and 2009 (59 units).

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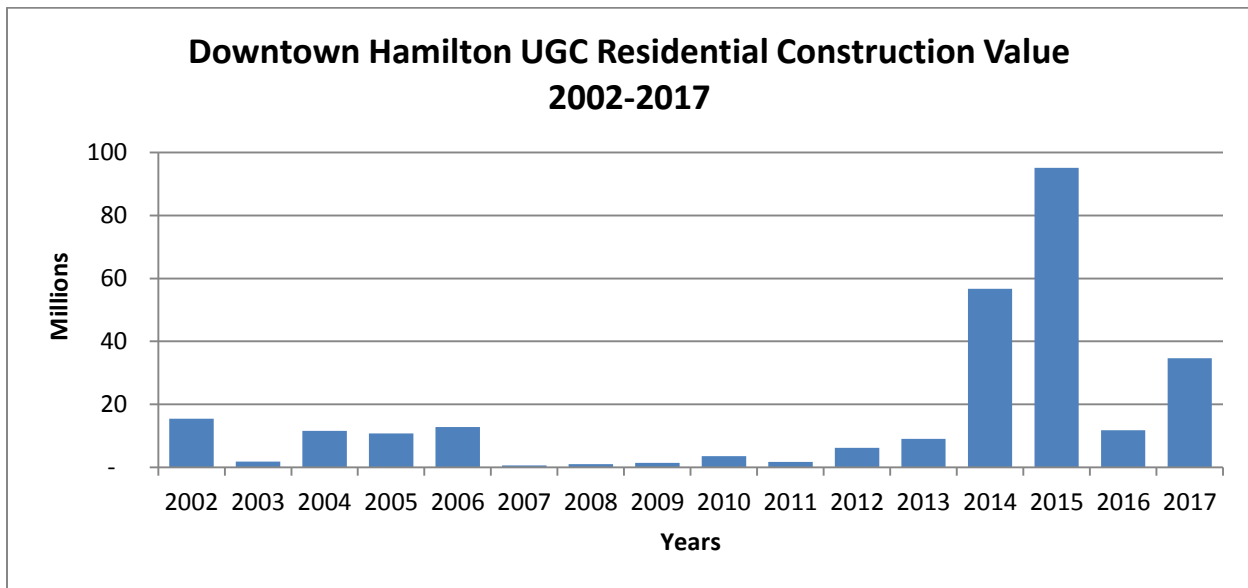


Figure 2

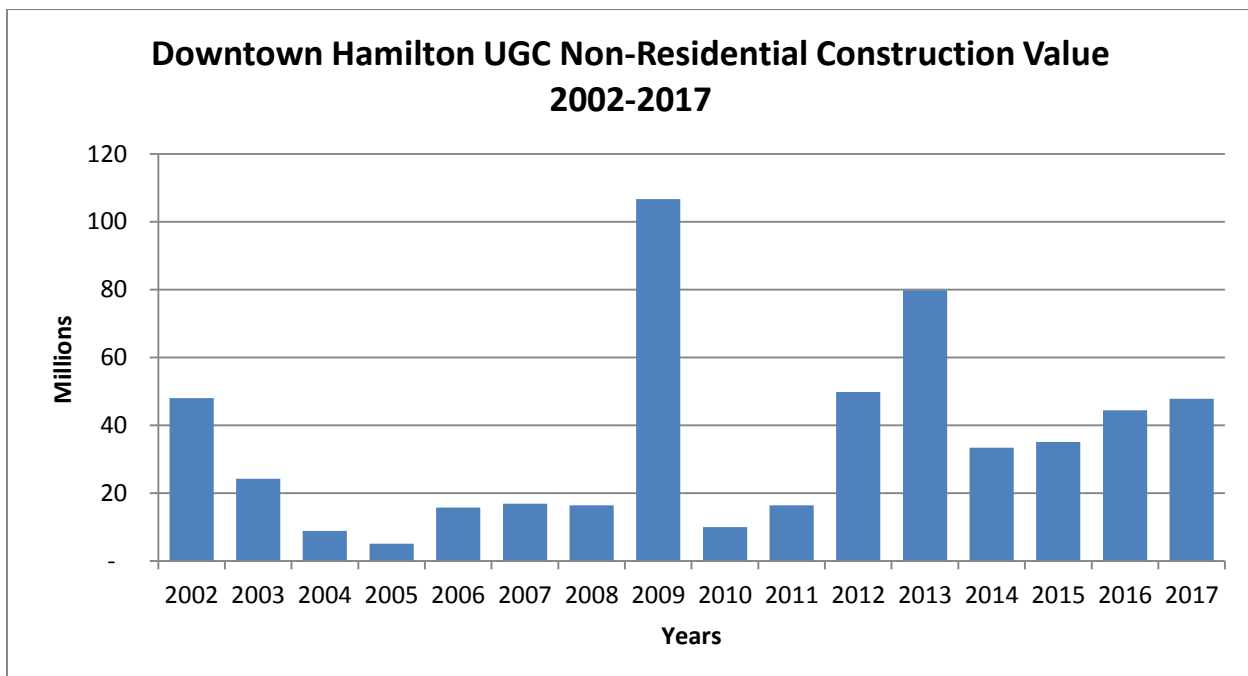


Figure 3

There were an additional 69 building permits issued in 2017 within the boundary of the Downtown Hamilton Community Improvement Project Area. They account for an additional \$1.7 M in building permit construction value in the entire Downtown Hamilton CIPA. Projects in this additional area include construction values which did not generate an increase in overall dwelling unit yield, however, did attribute an increase to non-residential values, which have also been mentioned above.

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2017 Community Downtown Building Activity

Community Downtowns, including Ancaster, Binbrook, Dundas, Stoney Creek, Waterdown and Mount Hope collectively had a total of 53 building permits issued in 2017 within their respective community improvement project areas, representing a building permit construction value of approximately \$8.9 M. Growth in these communities was comprised of 67% residential and 33% non-residential. Waterdown had the largest growth out of all the Community Downtowns in 2017 totalling 57% of the total construction values (see Figure 5).

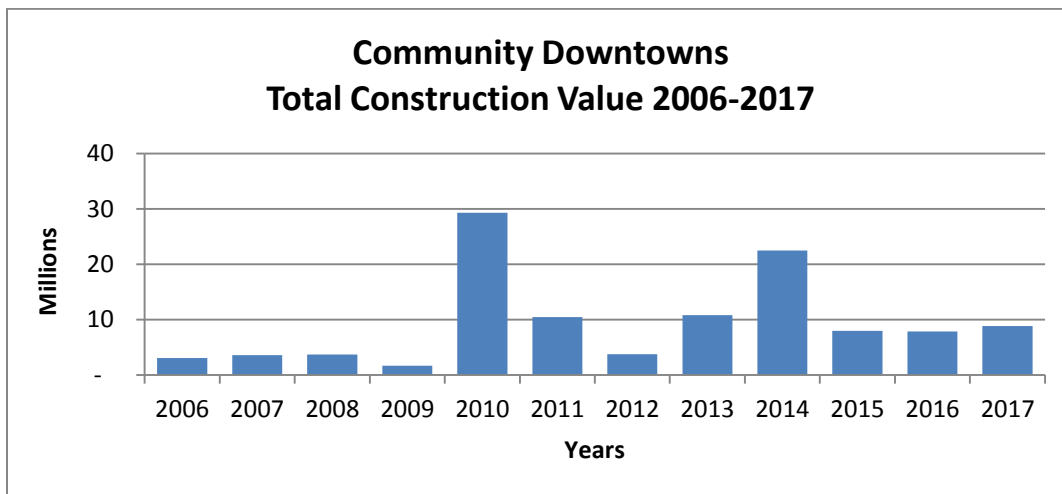


Figure 4

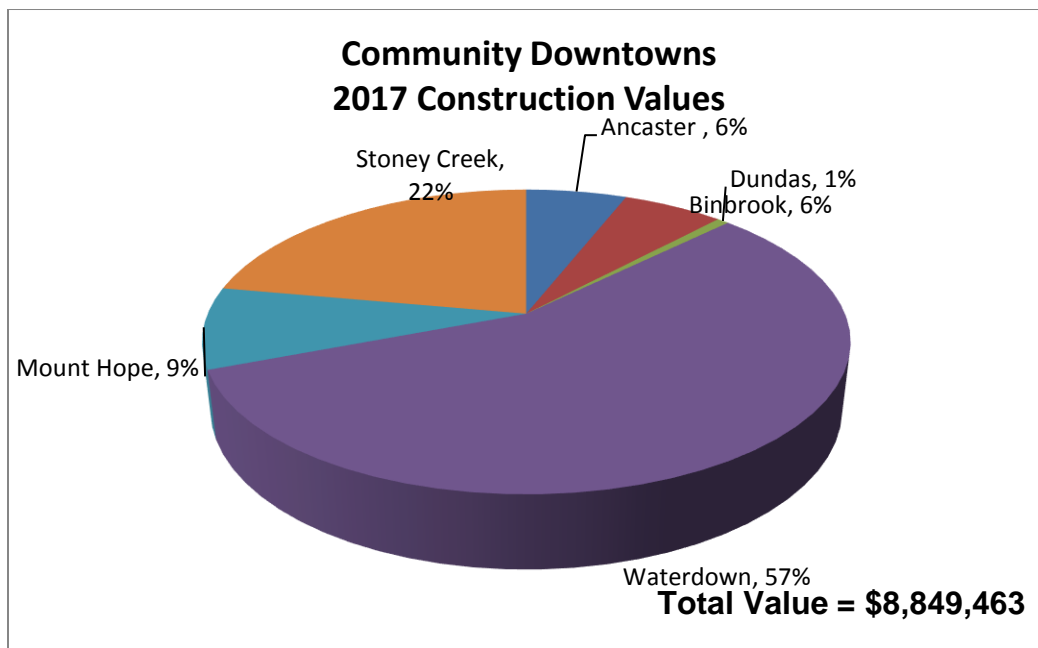


Figure 5

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Honourable mentions include the following investments in 2017 to the Community Downtowns (\$ construction value):

- \$350 K-Alterations to Unit One of the shell building for the interior fit-out of a dental office in Ancaster;
- \$500 K-Alterations to the two-storey commercial building to upgrade accessibility and kitchen for Binbrook Memorial Hall in Binbrook;
- \$50 K-Alterations to the interior of residential unit in Dundas;
- \$1.1 M-Alterations to the existing parking garage of the multi-storey apartment building for localized concrete repairs in Stoney Creek;
- \$1.4 M-To construct a two-storey, 1010 m², seven-unit townhouse block in Waterdown; and,
- \$500K-To construct a 61.6m², one-storey addition to the community hall in Mount Hope.

Urban Renewal Projects Completed in 2017

Wayfinding Pilot (Phase 1 and Phase 2):

In continuation of Phase One of the Comprehensive Wayfinding Project map, graphics for the Downtown pedestrian kiosks have been designed and installed in the Downtown core, printed on long lasting 3 mm sintra medium to reduce replacement costs of the maps. Tourism staff has agreed to provide poster content to the non-map side of the six Phase One and Phase Two Downtown Pedestrian Kiosks, at the MacNab Transit Terminal, City Hall, First Ontario Centre, West Harbour GO Station, the Hamilton GO Centre and at the West Harbour.

Three additional Phase One pedestrian kiosks are to be installed in the Downtown through the summer of 2018. After ongoing negotiations with Metrolinx through 2017, it has been decided that installation on site at the two GO stations would be redundant given the Metrolinx Wayfinding Pilot Program.

19 Custom maps for each Phase One and Phase Two pedestrian kiosk have been developed that will help highlight points of interest in Downtown and BIA commercial and entertainment districts.

Phase Two Pedestrian kiosk 'Poster Side' graphics within BIA locations will be open to an application process for BIA staff and affiliated members to apply for use of the poster space available on the non-map side of the Pedestrian Kiosks. As a placeholder BIA branding 'Spend it Here' graphics will be prepared for the 'poster side' should BIAs opt out of the application process.

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Fabrication of all Phase Two pedestrian kiosks was completed in 2017. Seven out of ten Phase Two pedestrian kiosks were installed in 2017. The three outstanding Phase Two pedestrian kiosks will be installed in the summer of 2018 pending final approval of location.

Red Hill Business Sign and Trail Connection:

Red Hill Business Park now has a new landmark in the form of an illuminated monument sign at the corner of Stone Church and Dartnall Road.

A trail connection from the Chippewa Rail Trail to the Municipal sidewalk was also completed as part of the project.

The illuminated ground sign for the Red Hill Business Park was built in conjunction with the Dartnall Road Construction Project starting in the fall season of 2017 and completed in spring of 2018.

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Concession Street BIA Gateway:

Two rejuvenated signage faces for the Concession Street BIA Gateways were installed in 2017. The new signs reflect the modern new branding for the Concession Street BIA. New planting plans have been developed to update the outdated gateways, with final planting and repairs to the existing lighting estimated for 2018.



Concession Street Gateway – New Sign Faces Installed

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DIMENSIONS SHOWN ON THIS PLAN ARE IN FEET UNLESS OTHERWISE NOTED

DESIGN LAYOUT - WEST GATEWAY

Purpleleaf Wintercreeper
summer and fall colours

St John's Wort - Sunburst
summer and fall colours

Siberian Carpet Cypress
summer and fall colours

NOTES AND SPECIFICATIONS:

- CONTRACTOR TO REVIEW LAYOUT OF PROJECT ON SITE WITH CITY AND BIA REPRESENTATIVE PRIOR TO CONSTRUCTION.
- MULCHING MATERIALS SHALL BE REASONABLY FREE OF WEED SEED, FOREIGN MATERIALS, OR OTHER INJURIOUS MATERIALS THAT WOULD PROHIBIT SEED GERMINATION.
- PROVIDE LANDSCAPE FABRIC TO COVER OPEN SOIL AREA; FABRIC MAY BE WOVEN OR SPUN BONDED, AND SHALL BE A PRODUCT SPECIFICALLY DESIGNED FOR WEED CONTROL. BLACK PLASTIC WILL NOT BE ACCEPTED.
- AFTER FINISH GRADING IS COMPLETE BUT BEFORE PLANTING, LAY FABRIC OVER AREA. CUT 'X' SHAPED OPENINGS IN MATERIAL TO ACCEPT INDIVIDUAL PLANTS. UPON COMPLETION OF PLANTING APPLY ORGANIC OR INORGANIC MULCH IN AN EVEN LAYER, LEAVING NO PART OF THE LANDSCAPE FABRIC EXPOSED.
- PROVIDE 2" DEPTH NATURAL CEDAR BARK MULCH THAT IS FREE OF CHUNKS AND STICKS, DARK BROWN IN COLOUR, AND FREE OF ALL SOIL, STONES, SALTS OR OTHER HARMFUL CHEMICALS, ROOTS OR OTHER EXTRANEIOUS MATTER.
- STONE MULCH TO CONSIST OF 1" NATURAL ROUND STONES AND SHALL BE DISPERSED EVENLY OVER SOIL SURFACE.
- CLEAR AND GRUB EXISTING SHRUBBY VEGETATION AND WEEDY TREE GROWTH BEHIND THE CONCESSION STREET SIGNAGE REPLACE, WITH ROUND STONE MULCH AS PER PLAN

KEY MAP (N.T.S.)

LEGEND:

- BROADLEAF EVERGREENS
- CONIFEROUS SHRUBS
- DECIDUOUS SHRUBS
- ROUND STONE MULCH 2" MIN DEPTH
- EXISTING GATEWAY - new sign face not in contract (maintain and protect)
- EXISTING LIGHTING - not in contract (maintain and protect)

PLANT LIST

KEY	QTY.	BOTANICAL NAME	COMMON NAME	SPACING	SIZE	CONDITION	REMARKS
Ef	3	<i>Euonymus fortunei</i> 'Coloratus'	Purpleleaf Wintercreeper	2' (approx)	40cm	3 gallon	Healthy, vigorous growth. Remove pot
Hf	7	<i>Hypericum frondosum</i> 'Sunburst'	St John's Wort - Sunburst	2' (as shown)	50cm	3 gallon	Healthy, vigorous growth. Remove pot
Md	6	<i>Microbiota decussata</i>	Siberian Carpet Cypress	3' (as shown)	40cm	3 gallon	Healthy, vigorous growth. Remove pot

Senior Landscape Architect,
Urban Renewal
Meredith Plant, OALA, CSLA
Manager, Urban Renewal
Judy Lam, MBA, CMA, CPA

City of Hamilton
Planning and Economic Development

CONCESSION BIA GATEWAYS
SIGNAGE REFURBISHMENT - WEST GATEWAY
CORNER OF CONCESSION AND UPPER WELLINGTON

Concession Street Gateway – New Planting Plans

Waterdown Memorial Hall (Front Yard Landscape Plan):



WATERDOWN MEMORIAL HALL
FINAL REVISED CONCEPT

SEPTEMBER 2017

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

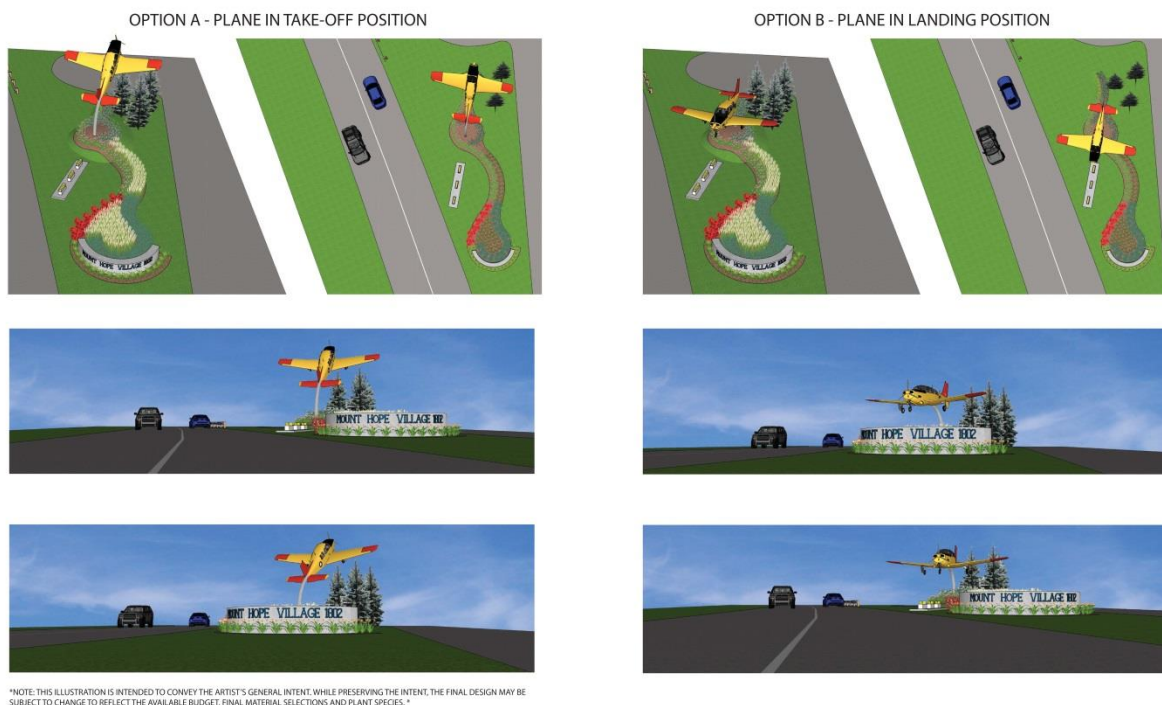
OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 28 of 32

The Waterdown Memorial Hall Landscape Revitalization project coordination and final construction documents and consultant coordination took place through 2017 with construction anticipated in the summer/fall of 2018.

Mount Hope Gateway (Landscape Plan):

Through Public Workshops and strong Mount Hope pride, a Concept Plan for the Mount Hope Gateway was developed throughout 2017. Construction documents and coordination has been on-going in 2017. Construction is anticipated in the summer/fall of 2018.



MOUNT HOPE VILLAGE GATEWAY
CONCEPT 1

JULY 2017



Stoney Creek Gateway (Concept Plan Revisions):

The concept for the Stoney Creek Gateway has been simplified through 2017 (please see the concept sketches below). Foundation coordination discussions have progressed. Due to a large amount of underground utilities in the proposed location for the gateway, the location has been reassessed with input from Public Works staff to ensure feasibility on site. A revised Terms of Reference has been prepared with manufacture of the gateway anticipated through the summer of 2018.

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 29 of 32



Stoney Creek Rotary Parkette:

Rotary Clock Tower Plaques and Plinth signage were designed and installed at the Stoney Creek Rotary Parkette, corner of Jones Street and King Street East in the Summer/Fall of 2017. They were designed in conjunction with the Rotary Club of Stoney Creek.

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 30 of 32



Locke Street Gateway:

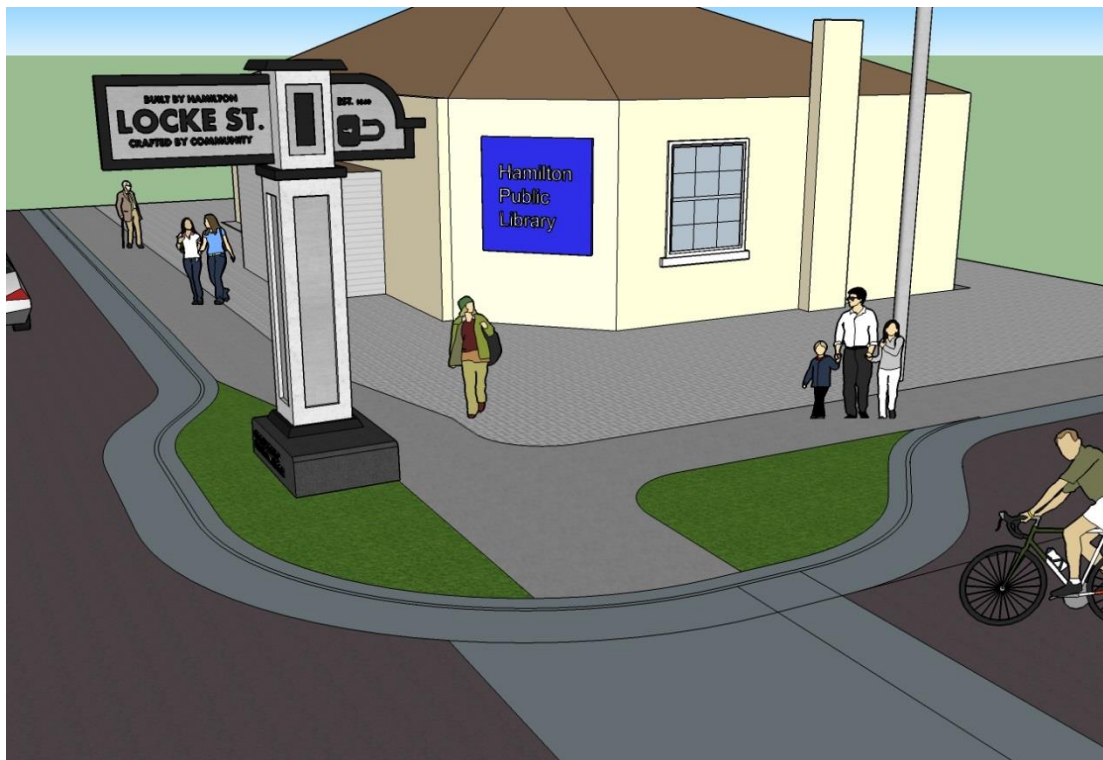
The concept for the Locke Street Gateway has been coordinated with Public Works streetscape efforts through 2017 (please see concept sketches below). Gateways are proposed to be installed in coordination with streetscape improvements through the fall of 2018 and into 2019.

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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 31 of 32



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SUBJECT: Status of the Hamilton Downtown, Barton/Kenilworth Multi-Residential Property Investment Program and Other Urban Renewal Initiatives (PED18102) (City Wide) - Page 32 of 32

APPENDICES AND SCHEDULES ATTACHED

Appendix "A"-Location Map

Appendix "B"-Location Map

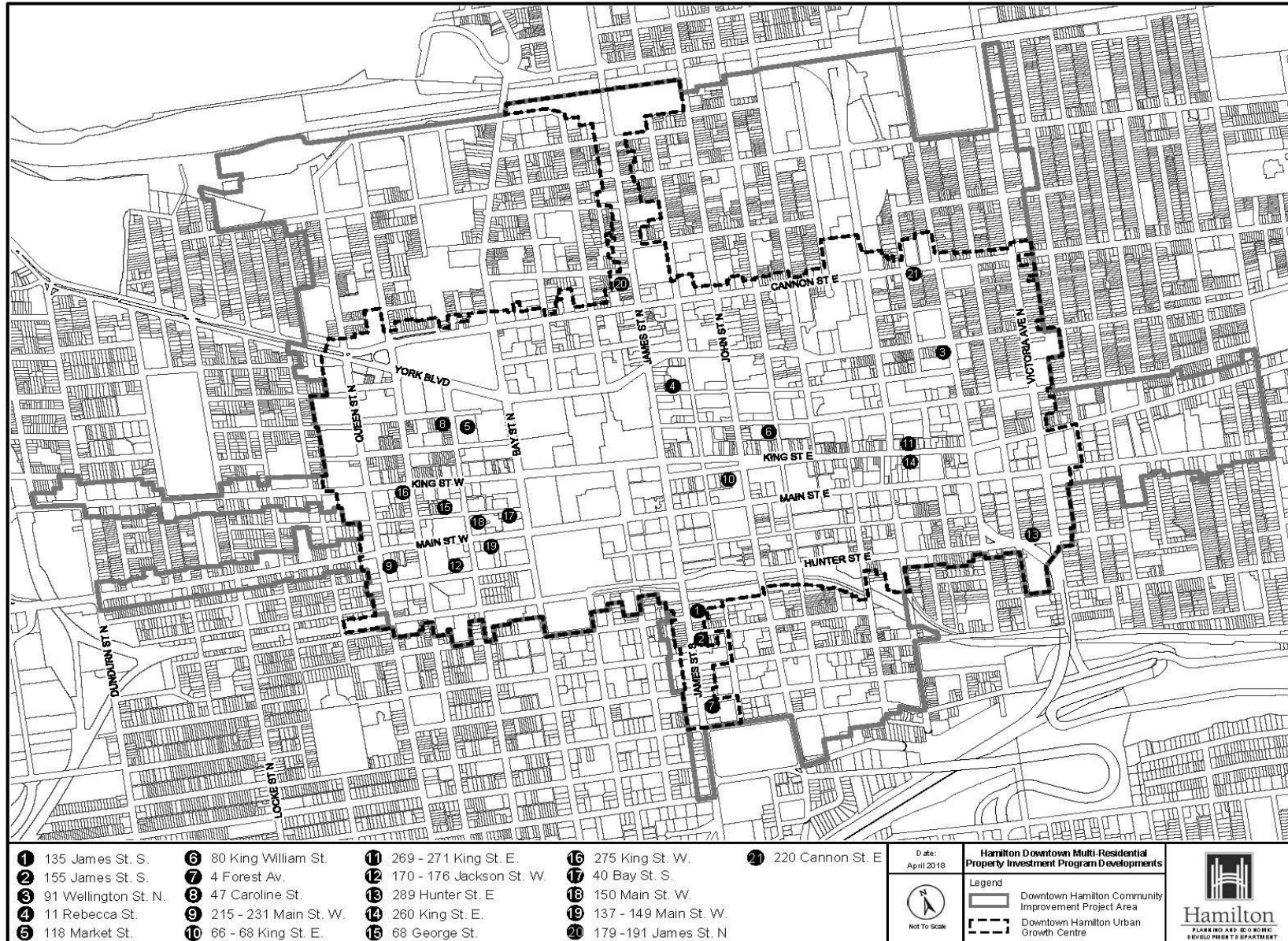
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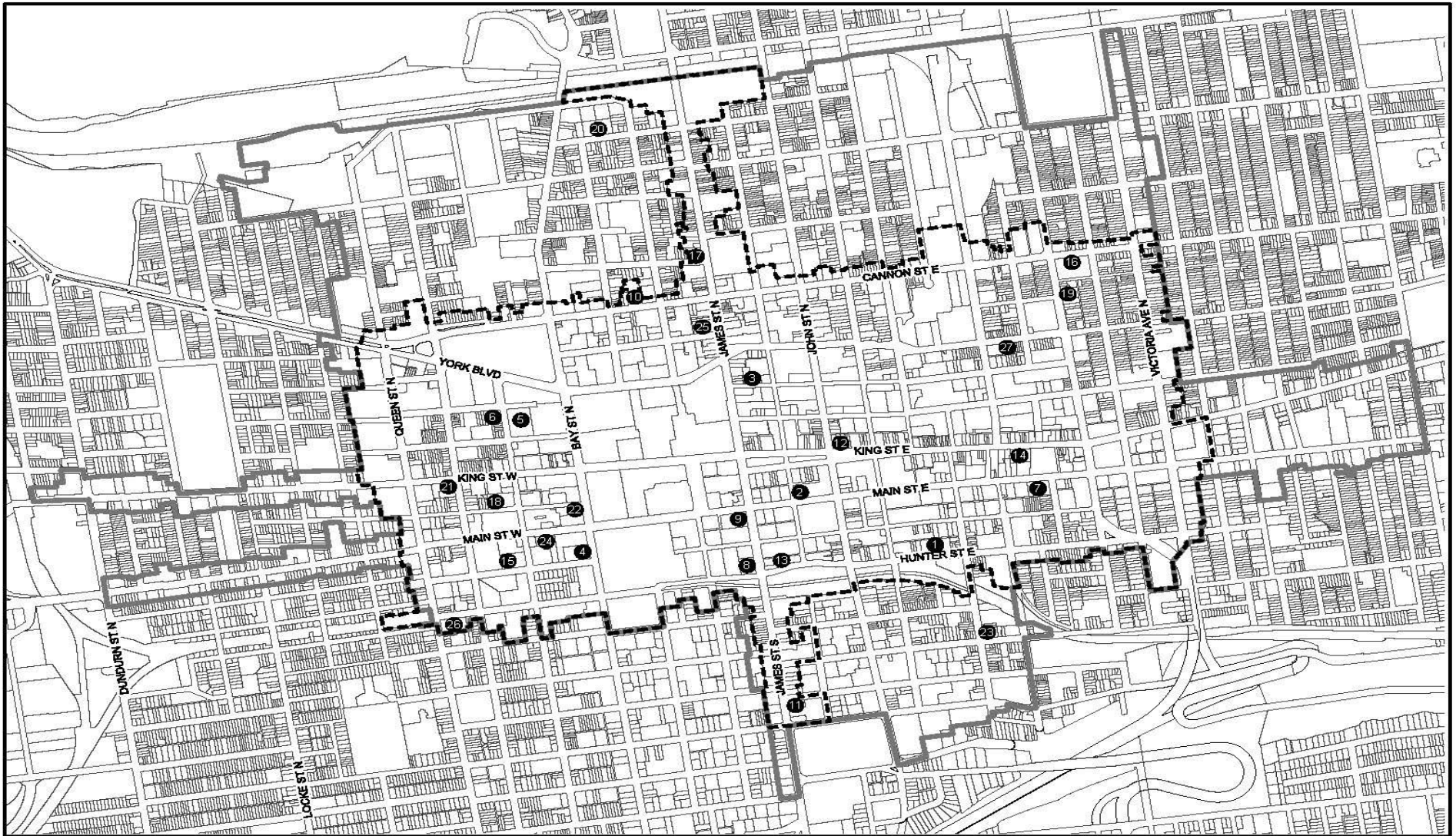
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Appendix "A" to Report PED18102
Page 1 of 1





- | | | | | |
|---------------------|--|---------------------------|------------------------------|-------------------------|
| 1 135 Hunter St. E. | 7 210 Main St. E. | 12 89 King St. E. | 18 68 George St. | 24 137-147 Main St. W. |
| 2 33 Main St. E. | 8 100-110 James St. S. | 13 1 Hunter St. E. | 19 130-134 Wellington St. N. | 25 121-123 James St. N. |
| 3 11 Rebecca St. | 9 1 Main St. W. | 14 260-280 King St. E. | 20 50 Murray St. W. | 26 205 Hunter St. W. |
| 4 66 Bay St. S. | 10 52 Cannon St. W. | 15 170-176 Jackson St. W. | 21 275 King St. W. | 27 180-188 Wilson St. |
| 5 118 Market St. | 11 207-211 James St. S./
4-14 Forest Ave. | 16 232 Cannon St. E. | 22 40 Bay St. N. | |
| 6 47 Caroline St. | | 17 193-197 James St. N. | 23 147-157 Walnut St. S. | |

Date:
April 2018

Hamilton Tax Increment Grant Program

Legend

-  Downtown Hamilton Community Improvement Project Area
-  Downtown Hamilton Urban Growth Centre

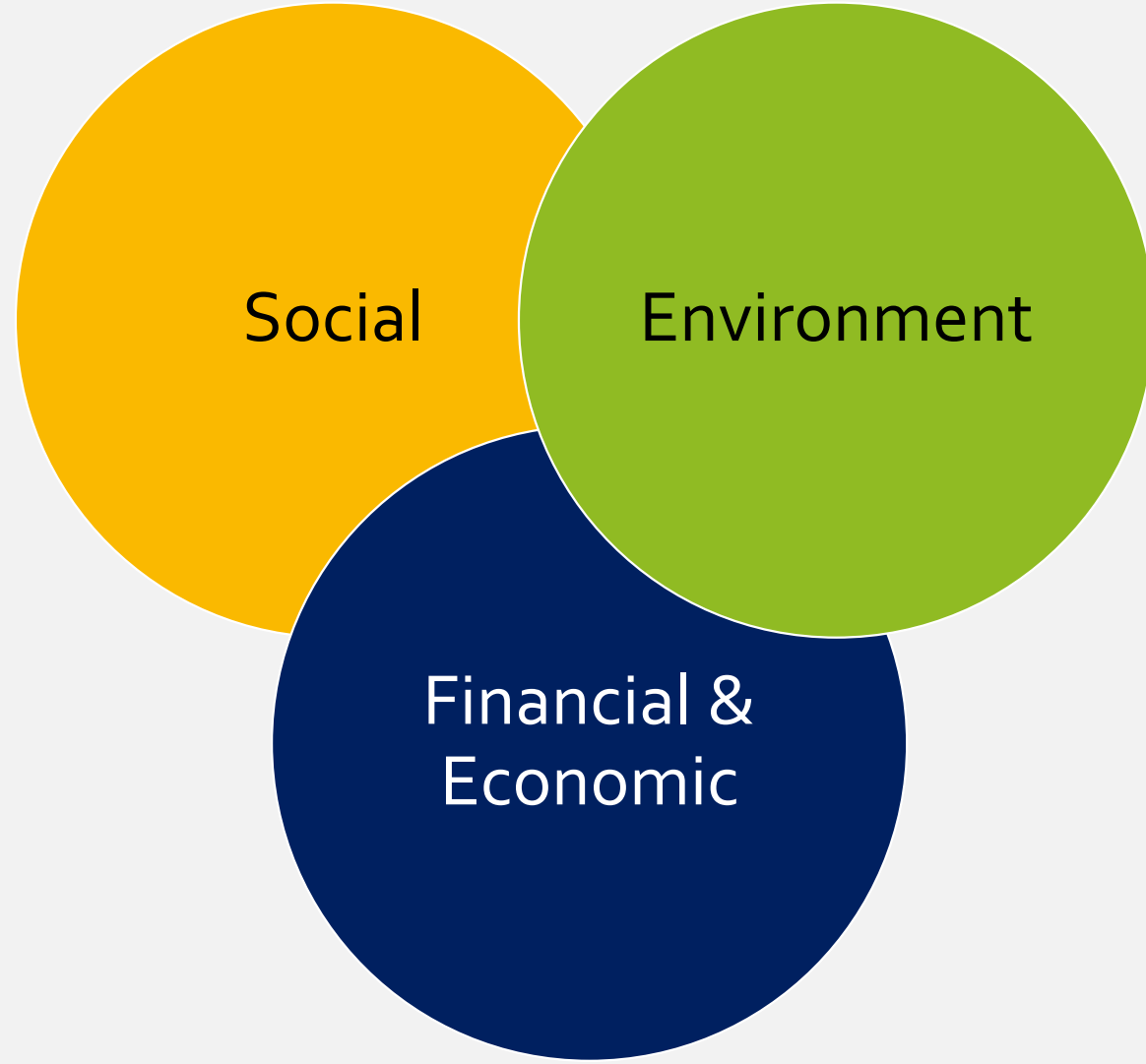


Update to General Issues Committee City of Hamilton

Hamilton Port Authority



What does
Sustainability
mean to us?



Cash & in-kind
donations in 2017:
\$222,000

Five-year total:
\$1.1 million



Port-City Interface



Land Use Plan



Hamilton's Working Waterfront

Port of Hamilton Land Use Plan

October 2017



ENVIRONMENT

Air Quality:

Dust Mitigation



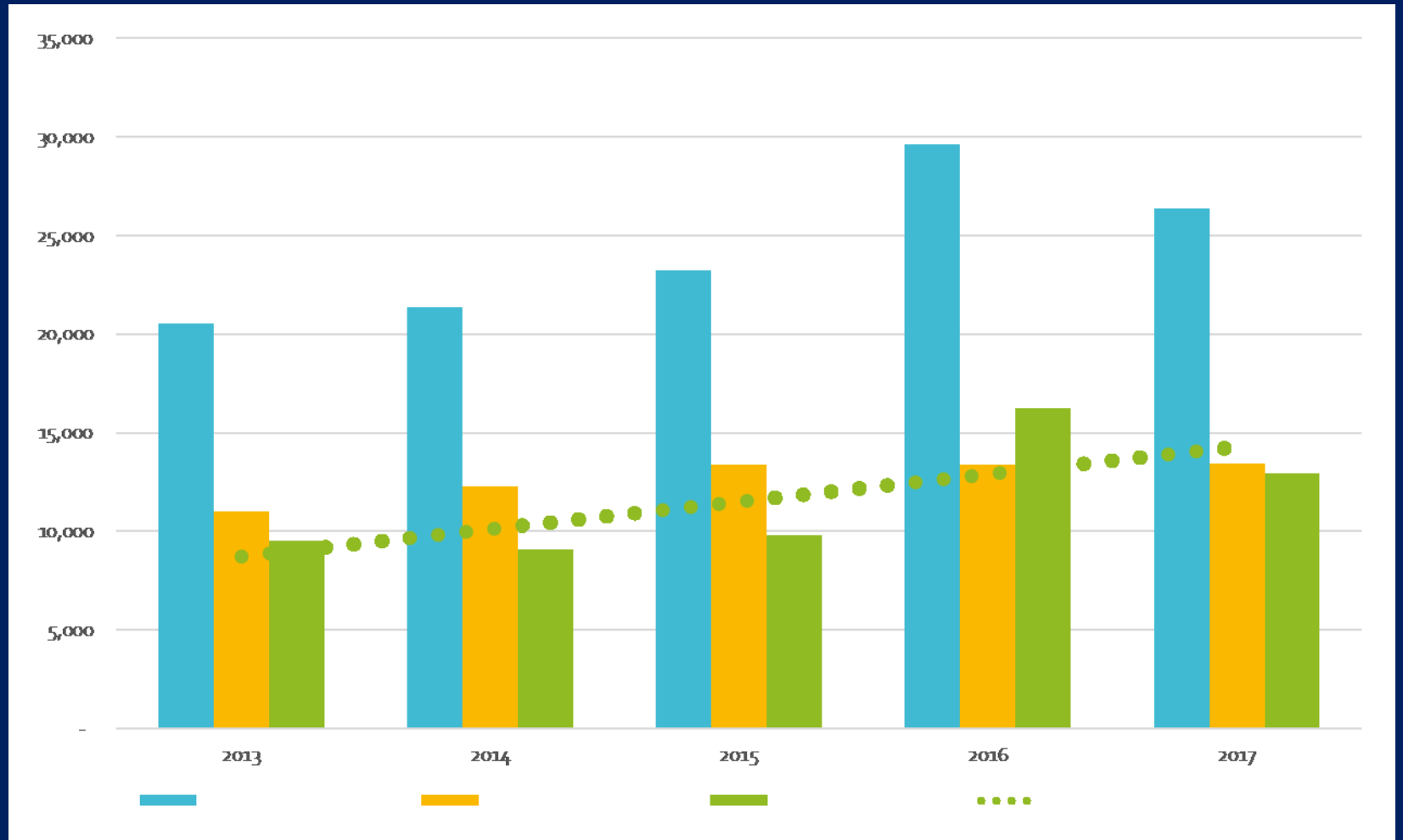
Water Quality:
Randle Reef
Spills Prevention



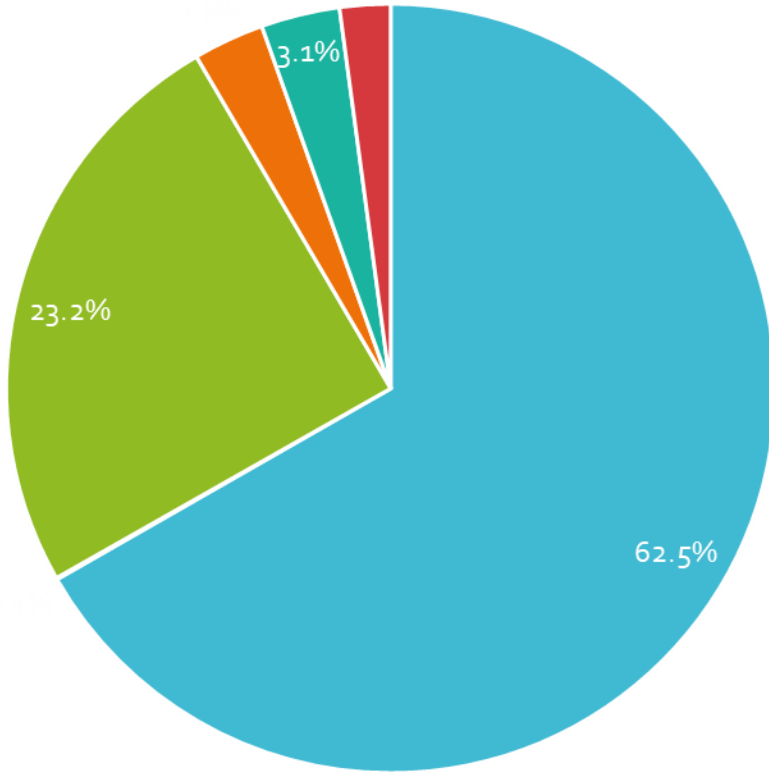
Biodiversity:
Sherman Inlet
Pollinator
Gardens



2017 Financial Highlights



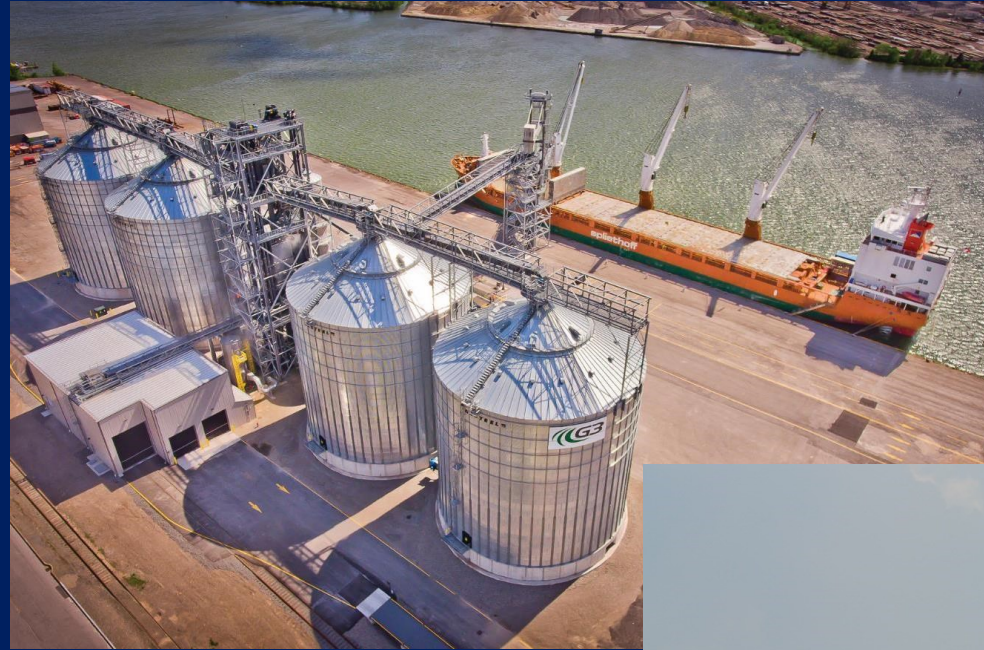
2017 Cargo Highlights



- Steel-making ↑ 5%
- Finished steel ↑ 22%
- Agricultural ↑ 20%
- Liquid ↓ 30%
- Aggregate ↓ 7%
- Other ↑ 18%

Parrish & Heimbecker Flour Mill + G3 Canada Ltd.

In operation 2017



Stelco Opportunity

Principles:

- **Strive for a local consensus**
- **View the waterfront in its entirety – rebalance uses**
- **Maintain employment function**
- **Leverage unique transportation infrastructure**

Economic Impact

On-site

2,100 jobs in Hamilton

30% growth
20% better pay

\$6 million in Hamilton taxes

Cargo

38,000 jobs in Ontario

\$2 billion value

Pride in our Port City



Thank you



Hamilton Port Authority

2017 Sustainability Report Highlights

SOCIAL & COMMUNITY

Building awareness and pride in our Port City

- In 2017, HPA hosted public tours of the port, and participated in community festivals, creating opportunities to educate and celebrate the role the port plays in our community. These included the 2017 Tall Ships visit, the Keith Hub Strawberry Festival and Doors Open.

Improving the port-city interface

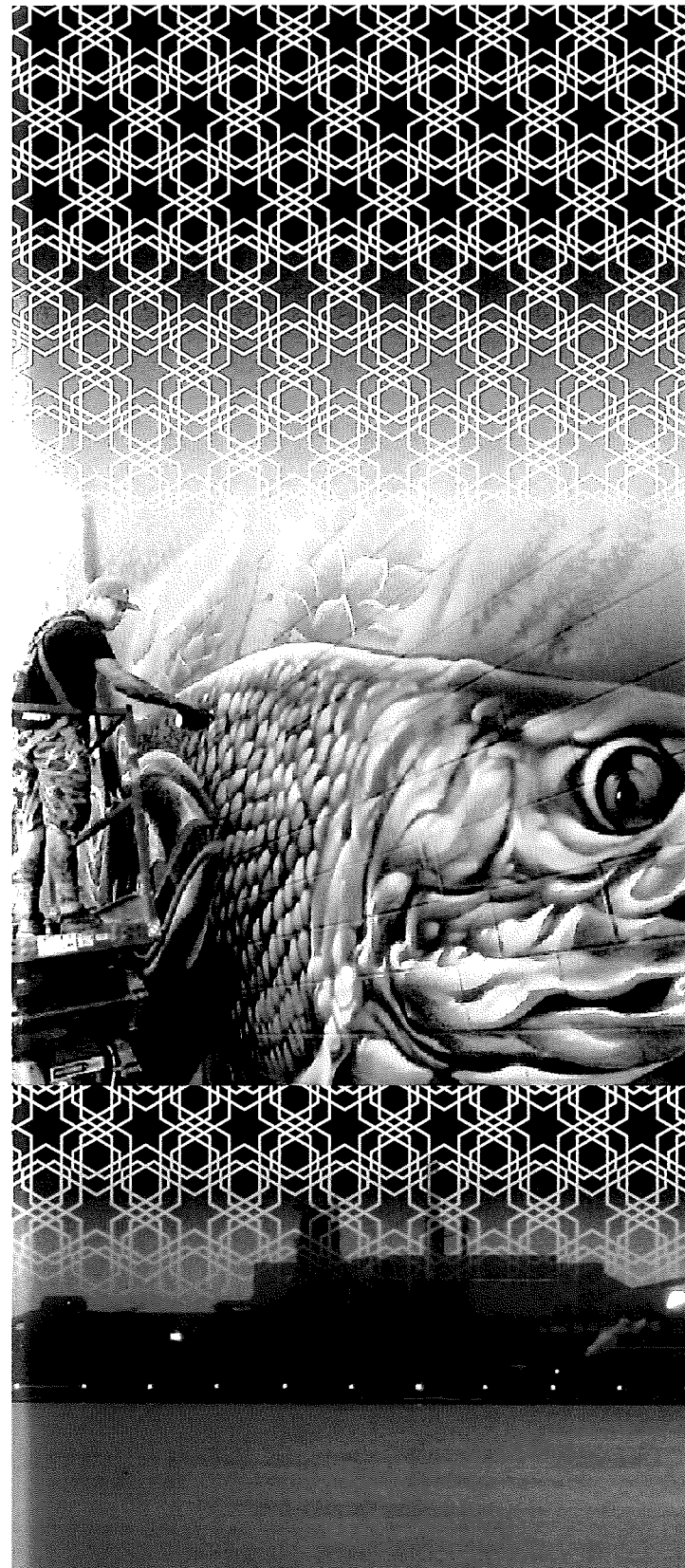
- To improve public access, HPA created a new public lookout on the harbour at Pier 15.
- In partnership with Collective Arts Brewing, the port's Burlington St. complex now features a large and colourful mural, helping animate this important transitional space at the gateway to the West Harbour.

Community connections & investments

- Leading \$30,000/3-yr donation to Royal Botanical Gardens' Rock Garden redevelopment
- \$15,000 in support of the Mission to Seafarers Southern Ontario
- All cash & in-kind donations in 2017: \$222,000; Five-year total: \$1.1 million

Investing in education

- HPA is working in partnership with Mohawk College to create pathways from neighbourhood to education to employment in transportation-related jobs.
- \$10,000 support for City School by Mohawk's Trades Lab
- Partnered on a new Supply Chain Management post-graduate certificate at Mohawk College, and donated \$20,000 toward a student award fund.



ENVIRONMENT

Transparency

- In 2017, HPA began proactively posting project information on its website for all projects requiring an Environmental Effects Determination (EED).

Biodiversity

- Sherman Inlet shoreline restoration project initiated
- Pollinator garden planted, in partnership with Pollinator Paradise Project

Air quality

- Steps to reduce truck queuing and idling
- Increased street sweeping on HPA internal roads and fewer areas of unpaved gravel
- Convened terminal operators working group to share best practices

Water quality

- Partner in Randle Reef sediment remediation project
- Spills prevention action plan for all HPA lands

Reducing waste and energy consumption

- Benchmark-setting waste audit conducted in 2017
- Eight energy-saving projects implemented in 2017, saving 375,000kWh/yr
- 55 energy-saving projects implemented in the last five years, saving enough annually to power 187 homes

Partnerships

Working with tenants, industry partners and community organizations to improve environmental outcomes:

- Environmental Excellence Award
- Hamilton Harbour Remedial Action Plan
- Team Up to Clean Up
- Bicycle-friendly business

FINANCIAL & ECONOMIC

Organizational financial health

- 100% self-funded
- \$10 million in infrastructure reinvestment by HPA in 2017
- Positive trends in operating revenue and operating income over five years

Supporting regional economic prosperity

- \$6 million in local taxes to City of Hamilton
- On-site activity connected to \$400 million in Ontario GDP
- Cargo connected to \$6 billion in economic activity in Ontario

Jobs & employment

- 2,100 jobs on-site at the Port of Hamilton
- Wages typically 20% higher than the Ontario average
- On-site employment has grown 30% since 2009
- Employees at the Port of Hamilton inject \$261 million annually into the local economy each year through personal spending

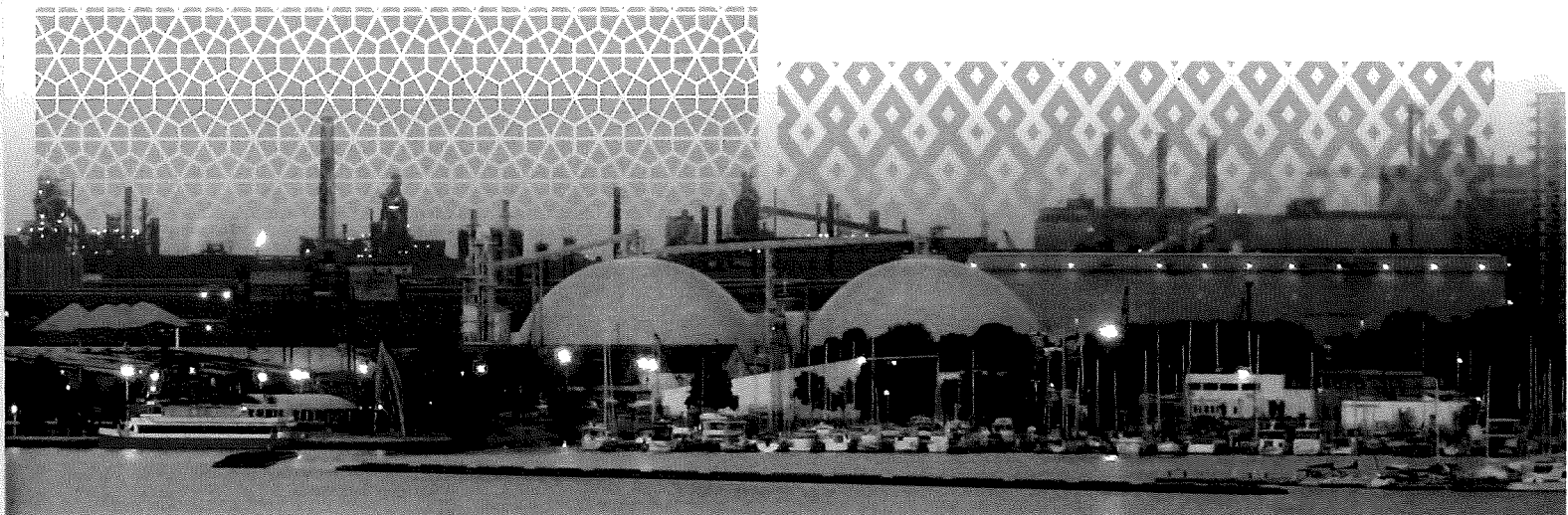
Supporting local business

- 82% of HPA purchases are local (Hamilton, Halton, Niagara, Brantford) (by dollar value)

Want to know more about Hamilton Port Authority's sustainability efforts? Visit our website: hamiltonport.ca > community

Have a question or comment?

Let us know: community@hamiltonport.ca



2018-19 Budget and Long-Term Facilities Master Plan

Presented to the General Issues Committee,
City of Hamilton
June 20, 2018

curiosity

creativity

possibility

HWDSB

HWDSB Trustees and Staff

- Finance and Facilities Committee Members:
 - Chair: Trustee Greg Van Geffen
 - Trustee Jeff Beattie
 - Trustee Christine Bingham
 - Trustee Wes Hicks
 - Trustee Todd White
- Staff:
 - Stacey Zucker, Associate Director, Support Services and Treasurer

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2018-19 Budget

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creativity

possibility

HWDSB

2018-19 Annual Budget

*“Show me your budget
and I will show you your values”*

- The Budget is the Board’s fiscal plan to support the delivery of educational programs and services to support the Board’s Strategic Priorities
 - Positive Culture and Well Being
 - Student Achievement
 - Effective Communication
 - School Renewal
 - Partnerships



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creativity

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HWDSB

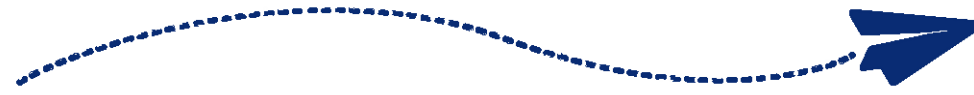
2018-19 Budget Development

- 35,657 Elementary Students in 87 Schools
- 14,034 Secondary Students in 14 Schools
- Operating Budget - \$577.3 million
- Capital Budget - \$145 million

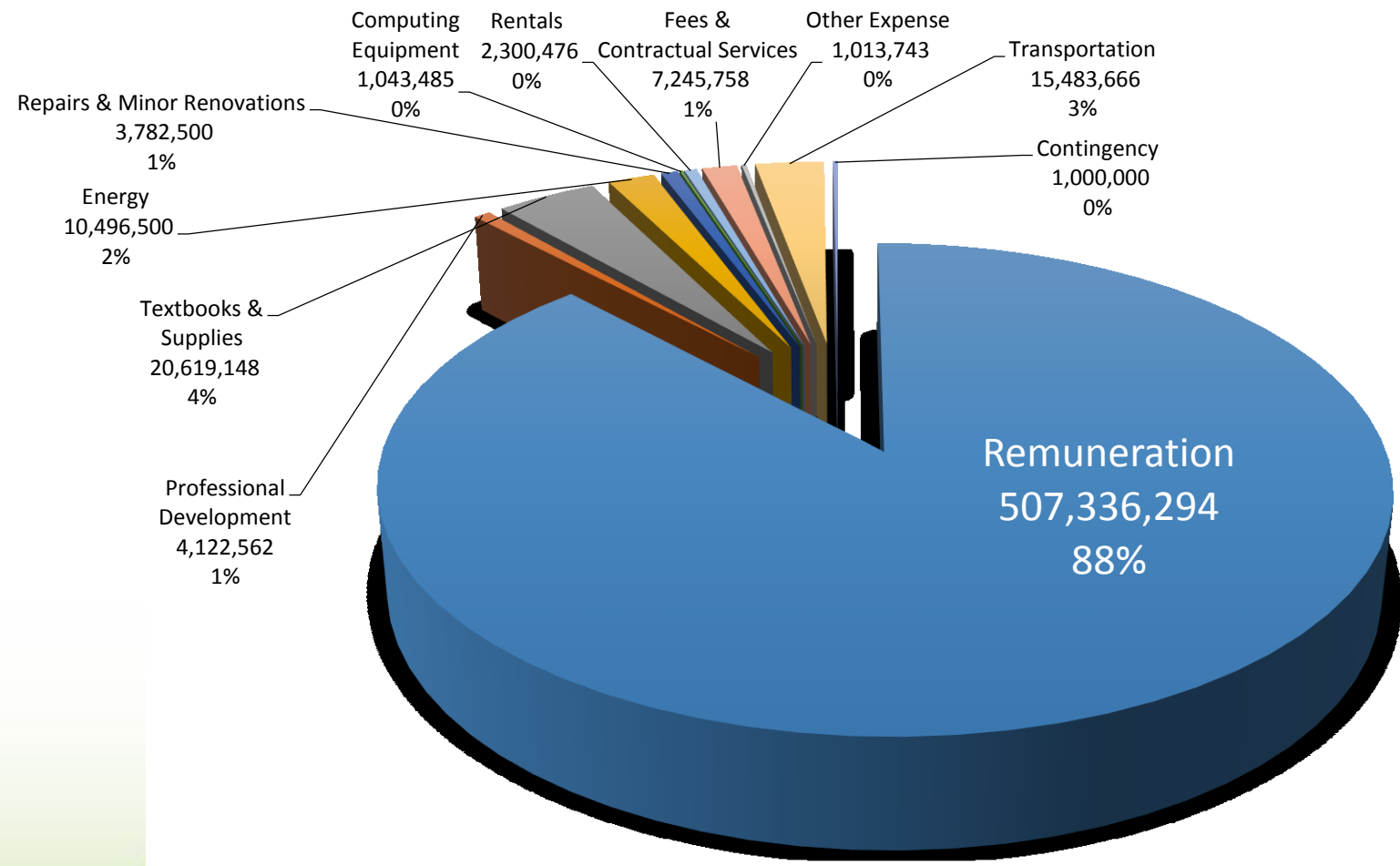
curiosity

creativity

possibility



Summary of Expenses



Long-Term Facilities Master Plan

curiosity

creativity

possibility

HWDSB

Long-Term Facilities Master Plan

- Updated Annually
- <http://www.hwdsb.on.ca/about/school-renewal/facilities-master-plan/>

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possibility

HWDSB

Accommodation Review Schedule

- There were no accommodation reviews completed in 2017-18 as a result of Ministry direction
- Each year in March the accommodation review schedule is approved for the upcoming year.
 - There are no accommodation reviews scheduled for 2018-19
- The Board has 3 accommodation review areas left:
 - West Mountain
 - East Mountain
 - Dundas

HWDSB

Construction Approved/In Process

- As a result of growth in certain areas and accommodation reviews that have been completed:
 - 9 new schools
 - New North Secondary School – in process
 - New Nora F. Henderson Secondary School
 - New elementary school on Greensville site
 - New elementary school on Beverly Community Centre site
 - New elementary school on Summit Park site
 - New elementary school on Eastdale site
 - New elementary school on Glendale site
 - New elementary school on Memorial Stoney Creek site
 - New elementary school on CH Bray site
 - 3 school additions
 - Addition on Collegiate Elementary School
 - Addition on Mount Albion Elementary School
 - Addition on Ancaster Senior Public School
- \$42 million in School Renewal Annually

curiosity

creativity

possibility



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	June 20, 2018
SUBJECT/REPORT NO:	Innovation Factory Request for Funding Renewal Option - 2018 (PED18132) (City-Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Norm Schleeahn (905) 546-2424 Ext. 2669 Carolynn Reid (905) 546-2424 Ext. 4381
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That the request by Innovation Factory to exercise their renewal option of the City's 2018 Annual Community Partnership contribution of \$50 K, per previous General Issues Committee (GIC) Report PED16123, be approved;
- (b) That this \$50 K annual contribution for the Innovation Factory be funded from the Economic Development Investment Reserve Account No. 112221;
- (c) That City staff, together with Innovation Factory, report back to City Council with an annual review of the Municipal Funding Program prior to the approval of a renewal option for 2019 and subject to satisfactory Key Performance Indicator results of the previous year.

EXECUTIVE SUMMARY

At its meeting of April 16, 2014 the General Issues Committee (GIC) approved Report PED14056 which supported a community partnership contribution of \$50 K to Hamilton's Innovation Factory (IF) for the 2014 calendar year. In addition, IF has exercised their \$50 K renewable option in 2015 (Report PED15090), 2016 (Report PED16123) and 2017 (Report PED17105) having satisfied the Committee members Key Performance Indicators (KPIs).

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**SUBJECT: Innovation Factory Request for Funding Renewal Option - 2018
(PED18132) (City Wide) - Page 2 of 4**

Between the three primary funding sources (Provincial Ministry of Economic Development and Growth/Ministry of Research and Innovation, the City of Hamilton, and Community Partners), IF continues to increase the number of programs offered and clients served, many achieving significant outcomes. Innovation Factory has firmly embedded itself as the commercialization arm supporting Hamilton's innovation and research community.

Alternatives for Consideration – See Page 4

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: This request can be accommodated through the Economic Development Investment Reserve with no impact on the Levy.

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

Innovation Factory, under the leadership of Executive Director David Carter, is Hamilton's not-for-profit Regional Innovation Centre and was established to service a gap (the commercialization of intellectual property) that existed in our Community.

Officially launched in November 2010, its core function is to accelerate the innovation process for knowledge-based companies in Hamilton and to simplify the economic and social impact of key ideas and discoveries. Innovation Factory's primary focus is to strengthen Hamilton's next generation of job creators and foster innovation across all sectors while drawing on expertise from Hamilton's universities and college to create an ecosystem of entrepreneurship and innovation.

At its meeting of April 16, 2014, GIC approved Report PED14056 which supported a Community Partnership contribution of \$50 K to Hamilton's IF for the 2014 calendar year. In addition, at its meeting of July 6, 2015, GIC approved Report PED15090 which provided for a \$50 K renewable option for 2015. Further, at its meeting of June 1, 2016, GIC approved Report PED16123 which provided for a \$50 K renewable option for 2016, 2017 (Report PED17105) and 2018 with IF having to satisfy Committee members that the KPIs have been met.

In addition to the City of Hamilton's annual financial contribution to IF and those of IF's Community Partners, the Provincial Ministry of Economic Development and Growth/Ministry of Research and Innovation has committed funding to 2018. The Ministry made a \$445 K contribution in 2017. The City of Hamilton's annual financial contribution is approximately 5% of IF's Budget.

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**SUBJECT: Innovation Factory Request for Funding Renewal Option - 2018
(PED18132) (City Wide) - Page 3 of 4**

Justin Hogeterp, (CEO of Fluid Media Inc.), is the current Chairperson of the IF Board of Directors. Norm Schleeahn, Manager Business Development of the City's Economic Development Division, is on his second term as an IF Board Member where he represents the City of Hamilton in an oversight capacity. The 2017 audited financial statements for Innovation Factory, completed by Grant Thornton, are currently available if Council requires same.

INNOVATION FACTORY KPIs AND NOTABLE INDICATORS (SINCE INCEPTION)

- Total number of clients since inception = 1,600;
- \$160 M + (government programs and private investor) in total funds clients have raised with IF support;
 - Of note, this represents an increase of over 125% from 2016
- Over 24,600 hours spent in client meetings; and,
- Over 400 events with attendance at over 24,600.

INDUSTRY BREAKDOWN (2017)

Innovation Communication Technology	41%
Other Miscellaneous	13%
Life Sciences	25%
Advanced Manufacturing	17%
Clean Technology	4%
Total	100%

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

Innovation Factory, Executive Director David Carter; and,
Innovation Factory Board of Directors.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The City of Hamilton has long been criticized for the lack of required infrastructure necessary for the development and growth of an innovation-based economy. The performance and presence of IF strategically located at McMaster Innovation Park, home to The Fraunhofer Project Centre, McMaster Automotive Resource Centre, the Forge (Hamilton's campus lead accelerator) and the City's over-achieving Small Business Enterprise Centre have significantly contributed to changing this perception.

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**SUBJECT: Innovation Factory Request for Funding Renewal Option - 2018
(PED18132) (City Wide) - Page 4 of 4**

The work of Innovation Factory is in alignment with the 2016-2020 Economic Development Action Plan, particularly the goal to have “entrepreneurial individuals, organizations and companies experience Hamilton as a place where innovative ideas and entrepreneurial people thrive”.

ALTERNATIVES FOR CONSIDERATION

Provision of a reduced community partnership contribution by the City of Hamilton or eliminate the annual contribution. Either option would require the Innovation Factory to scale back the number of clients it serves and/or terminate existing programs and services. The result would most certainly have an impact on meeting their current KPIs and literally handicap one of the best performing Research and Innovation Centres in the Province of Ontario.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Strategic Priority #1

A Prosperous & Healthy Community

WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.

Strategic Objective

- 1.1 Continue to grow the non-residential tax base.
- 1.6 Enhance Overall Sustainability (financial, economic, social and environmental).

Strategic Priority #2

Valued & Sustainable Services

WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner

Strategic Priority #3

Leadership & Governance

WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in

APPENDICES AND SCHEDULES ATTACHED

N/A

CR/dt

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State of the Union Innovation in Hamilton

David Carter
Executive Director

david.carter@innovationfactory.ca



The iF Team



Find out more



innovationfactory.ca



[@itbeginswithif](https://twitter.com/itbeginswithif)



[@itbeginswithif](https://www.instagram.com/itbeginswithif)



[Facebook.com/innovationfactory.ca](https://www.facebook.com/innovationfactory.ca)



[Innovation Factory Hamilton](https://www.linkedin.com/company/innovation-factory-hamilton)



Sign up for our newsletter!
Innovationfactory.ca/join-our-ecosystem

COMMUNIT**E**CH



MOHAWK



HAMILTON

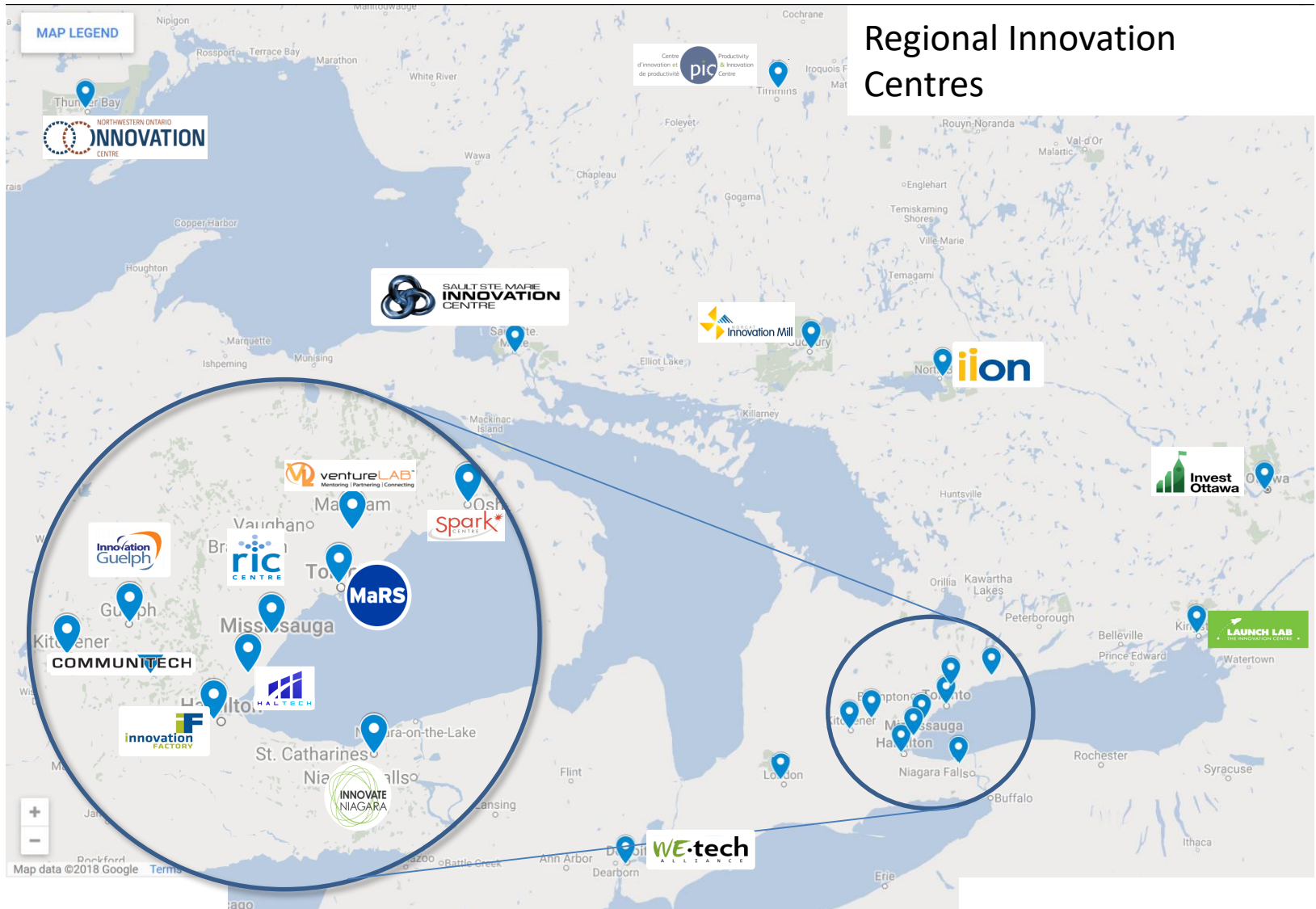


co/motion



Software Hamilton





What we do

- 1 on 1 entrepreneur support
 - Assess where they are at, not the idea
 - Help them form a plan & execute it
 - Train where necessary
 - Help find funding
 - Connect them
- Build an Ecosystem

Phenomenal Year

- We attracted \$100k from Brookfield for Women's Entrepreneurship Programming
- Province awarded us for \$5 million in funding over 4 years to be an Autonomous Vehicle Technology Development Site
- Matched by \$5 million in in-kind match by Nokia, Amazon Web Services (AWS) and others
- We will double our square footage (or more) add 3 staff and 3 post docs for McMaster

Stronger Ecosystem

- Companies are growing and raising money
 - Nix Colour Sensor
 - Mariner Endosurgery
 - Advanced Theranostics
- Higher quality of companies coming through our door
- Life Sciences Start-ups growing as a sector
- Opportunities are finding us

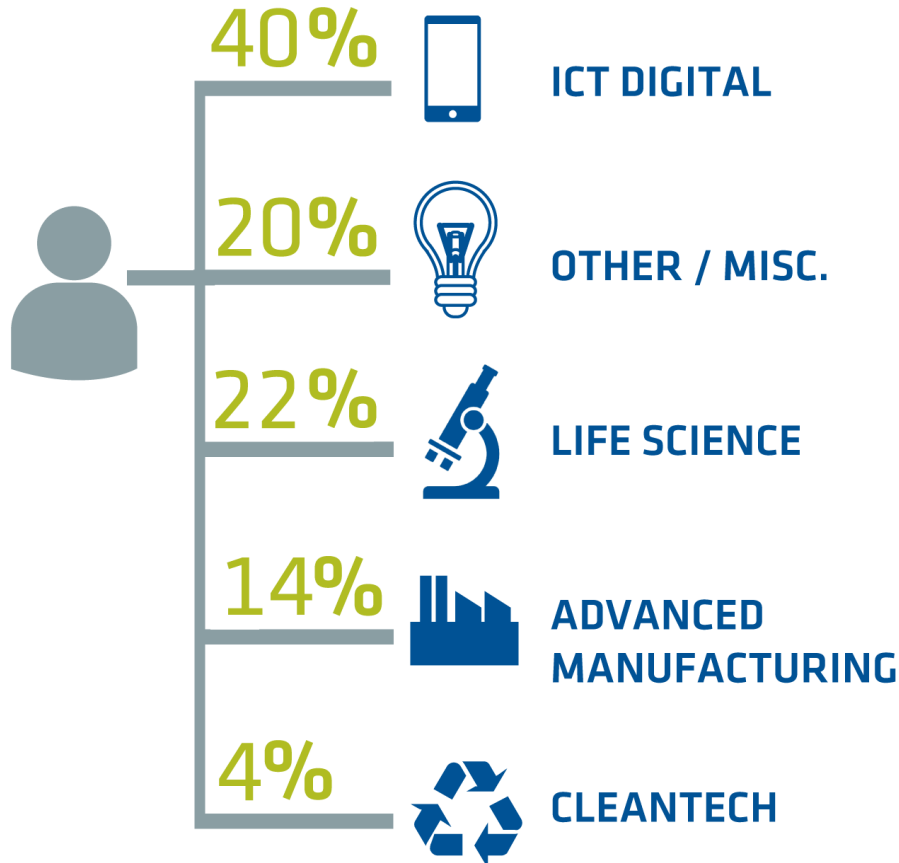


BY THE NUMBERS

OUR CLIENTS:

16,000+

HOURS SPENT IN
CLIENT MEETINGS



50+
COMMUNITY
PARTNERS

340+
TOTAL iF EVENTS



IF BY THE NUMBERS



\$160m

TOTAL ECOSYSTEM
FUNDING & ACQUISITIONS

24,600+

TOTAL IF EVENT ATTENDEES

1,600+

CLIENTS SINCE INCEPTION



Partners



Hamilton



And people



Our Premier Ecosystem Event



LiON'S LAIR

Hamilton Chamber of Commerce & Innovation Factory


Sept 27th 2017

(see me for a table)



“Hamilton punches above our weight”

Lions Lair Finalists

		3DStream		Hedgehog Umbrella	
		ACTO Technologies Inc		HelpWear	
		Altius Analytics Labs		Instage	
		 BioAge			 MesoMat
		Braze Mobility		Quote It	
		 DID Devices		RoadLaunch	
		Fleeky		 Storelax	
		Fotaflo			

Keeping Our Eye on the Ball

- Other Cities continue to investing
- Focus on keeping our companies
- Grow our talent pool
- Making sure we get our fare share of whatever new funds come out

*Thank
you*

For your support



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	June 20, 2018
SUBJECT/REPORT NO:	Our Citizen Survey: 2018 Summary of Results (CM18016) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Linda Button (905) 546-2424 ext. 3104 Brigitte Minard 905-546-2424 ext. 2297 Louisa Wong (905) 546-2424 ext.6091
SUBMITTED BY:	John Hertel Director, Strategic Partnerships and Communications
SIGNATURE:	

Council Direction:

This is the execution of Council-approved Capital Project #3381757506 that was part of the 2017 approved capital budget.

Information:

Background

In late 2016, a Performance Excellence Program was launched. The four areas of focus for performance excellence are: Performance Measurement, Continuous Improvement, Open Data and Citizen Feedback. The Our Citizen Survey is part of the focus area "Citizen Feedback".

What is Our Citizen Survey?

Our Citizen Survey is the first-ever standalone (not as part of a group of municipalities) comprehensive citizen satisfaction survey conducted by the City of Hamilton. Establishing a baseline is important so that in future years, there is a year-over-year comparator. There are plans for the survey to occur again in 2019. The survey had several purposes:

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SUBJECT: Our Citizen Survey: 2018 Summary of Results (CM18016) (City Wide)**Page 2 of 11**

- 1) To understand the needs and perceptions of Hamiltonians
- 2) To identify areas for improvement in City service delivery, quality of life and well-being
- 3) To collect baseline information data about satisfaction with City service delivery

Why Our Citizen Survey?

- Executing the Council-approved project that was part of the 2017 approved capital budget
- Residents' perception of the City's service provision matters
- People expect value for money
- Work aligns with the "measurement" focus area in the City's 'Our People and Performance Plan'
- Based on the best practices research conducted for this project, municipalities commonly conduct a citizen satisfaction survey annually or bi-annually
- The collected information will help identify where the City is doing well and areas for improvement

Project Management: A Value-for-Money Approach**In-Sourcing Focus**

The survey tool development and the survey data analysis was conducted in-house by staff from the Healthy & Safe Communities Department – not an external consultant. This in-house project team possesses the knowledge, skills and abilities to successfully run this survey. The only costs incurred were to procure a service provider to administer the survey via specialized Computer Automated Telephone Interviewing (CATI) technology that the City of Hamilton does not possess.

Collaboration

The City Manager's Office, Healthy & Safe Communities Department, General Manager's Office and the Corporate Services' Customer Service Division worked collaboratively to execute this project. Feedback was received from the subject matter experts for the service areas. In addition to this, Procurement, and Information Management (Privacy) staff were consulted prior to finalizing the survey.

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Survey Cost

The total survey costs were \$12,500, consisting of procuring contractual services for the administration of the phone survey using CATI technology and a license fee for the online survey tool.

For comparison, the City of Mississauga's 2017 Citizen Satisfaction Survey cost \$35,000, and it was a repeat survey, not the initial year (which may have cost more). Hamilton's Our Citizen Survey cost 64% less than the City of Mississauga's survey.

Additionally, the Hamilton Public Library and Hamilton Police Service agreed to participate in the survey and are considered City-funded services from a resident perspective, so their results are included in the overall results.

Survey and Methodology

The telephone survey (cellular and land line) was administered via random calls by a contracted third party, Metroline Research Group Inc., between January 15 and February 6, 2018.

To supplement the telephone interviews and allow more residents to participate in the survey, an online version of the survey tool was available on the City's website between January 15 and February 4, 2018.

Both the telephone and online versions of the survey were available in English and French.

The telephone survey had a completion target of 550 responses. The phone survey results are accurate within +/-4.2%, 19 times out of 20. To achieve this target, 20,284 randomly selected phone Hamilton-based residential and cellular phone lines were called. To qualify for the survey, respondents had to be an adult age 18 years or older and residing in Hamilton.

The telephone survey is a statistically representative sample of the Hamilton population. The online survey results are a supplementary source of information, and results from the two data sources should not be compared due to differences in survey methodologies. The online survey may be subject to self-selection bias and the collected surveys cannot be determined to be a statistically representative sample of the population. The online survey supplements the telephone interviews and allows a broader audience of residents to participate in the survey.

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The telephone surveys were conducted to ensure all wards were fairly represented in the survey sample. This was achieved by aligning the sample population proportions by Ward with the City of Hamilton population proportions by Ward. It is difficult to draw accurate conclusions of the data at the ward level due to the smaller sample sizes and the wide margins of error. For future years of this survey, a larger sample size will be considered.

The focus areas of the survey were:

- Quality of City services
- Well-being/Quality of Life in Hamilton
- Customer Service and Service Channel preferences

The survey also asked residents:

- Preferred method for communicating with City of Hamilton
- Experience and satisfaction with contacting the City
- Ways the City can improve

For more details on the survey methodology, please refer to the Our Citizen Survey 2018 Report (Appendix “A” to Report CM18016). Analysis was conducted at the City-wide level, with additional analysis performed on the upper and lower City.

Key Findings

The findings of this report focus primarily on data collected through the phone survey, as it is a statistically representative sample of the Hamilton population. The online survey results are a supplementary source of information, and results from the two data sources should not be compared due to differences in survey methodologies. The online survey may be subject to self-selection bias and the collected surveys cannot be determined to be a statistically representative sample of the population.

It is also important to keep in mind that this is the first survey year, these are the baseline results, and no year-over-year comparisons can be made.

Overall, the results for the Our Citizen Survey are very positive, particularly in regard to satisfaction with quality of life and with some of our city’s most essential services. There are some areas where the City can improve; but, by and large the results are positive.

For complete survey findings for both the telephone and online survey, please refer to the Our Citizen Survey 2018 Report (Appendix “A” to Report CM18016). There were some differences between the telephone survey and the online survey, but generally the

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distribution of the results followed similar patterns. Results from the two data sources should not be compared due to differences in survey methodologies.

1. Quality of City Services

When asked, “Overall, how satisfied are you with the services provided by the City of Hamilton?”, **66% of telephone respondents are very satisfied or satisfied.**

For the telephone survey, of the 26 service areas that were rated by residents, **24 were rated as excellent, very good, good or fair by over 80% of respondents.**

The top five services rated most often as good, very good or excellent by respondents were:

1. Fire Department (97%)
2. Libraries and Bookmobiles (91%)
3. Paramedic Services (88%)
4. Parks and Open Space (87%)
5. Recreation (86%)

The two services rated as “poor” by greater than 20% of respondents in the telephone survey are:

1. Roads, Sidewalks (38% of respondents rated as “poor”)
2. Snow Plowing, Salting (21% of respondents rated as “poor”)

To reiterate, this is a baseline survey. The survey uncovered areas for improvement across several departments; the City and senior leaders are already aware of the ongoing concerns with respect to these service areas; and there are already capital and continuous improvement projects underway and investments being made to address citizen concerns.

When asked “In delivering services to you and the community, the City typically pays for them through taxes and user fees. Based on this, do you think the City should”:

- Increase taxes, improve services
- Maintain taxes and current service levels
- Decrease taxes, deliver fewer services

For the telephone survey, 72% of respondents wanted to maintain taxes and current service levels.

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2. Well-being/Quality of Life

More cities are directing efforts towards assessing community well-being. Obtaining residents' self-assessment of their well-being is useful information for planning City Services. Well-being questions focused on health, life satisfaction, and if the community is a great place to live, learn, work and play, and changes in quality life.

Health

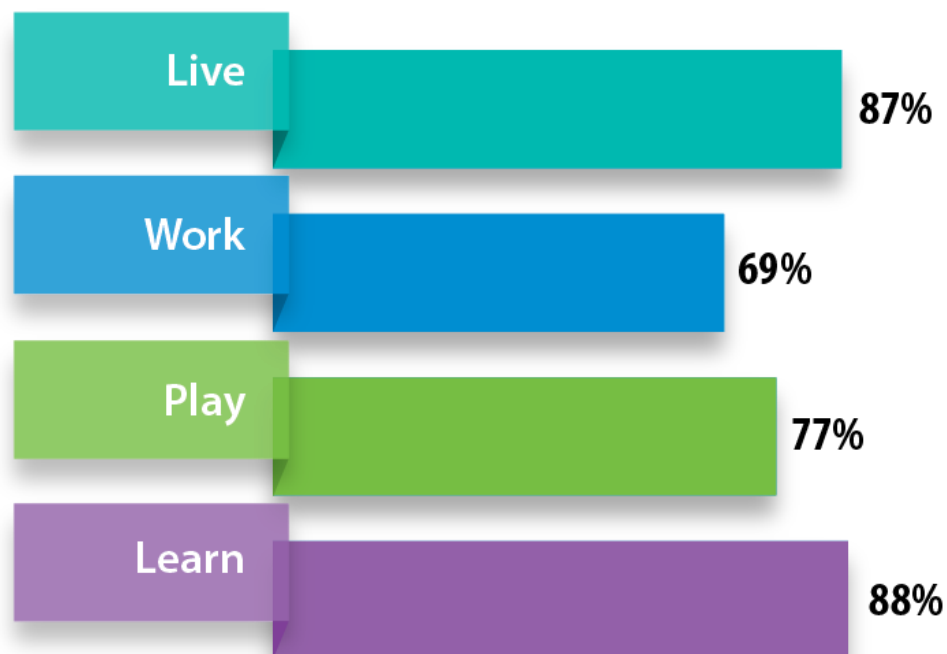
When asked, "In general, would you say your health is..." (Excellent/Very Good/Good/Fair/Poor), **88% of respondents** in the telephone survey self-assessed that their health was **excellent, very good or good**.

Life Satisfaction

When asked, "Overall, how satisfied are you with your life these days?" for the telephone survey, **92% of respondents** indicated that they were **very satisfied or satisfied with their life**.

Live, Learn, Play, Work

When asked if "Hamilton is a great place to..." the telephone survey results were as follows:



Live, Play and Learn were all highly rated, with Work lagging behind. One of the organization's priority initiatives has been to grow the non-residential tax base, and the survey findings underscore this priority's importance.

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Quality of Life Improvements

When asked “In the past two years, would you say the quality of life in the City of Hamilton has improved, stayed the same or worsened”, **81% of respondents** indicated that **quality of life has improved or stayed the same**.

Commute

Three questions were asked about residents’ commuting behaviour:

1. How do you usually commute to work?
2. How do you usually commute to school?
3. How do you usually get around the city for things like groceries, shopping, activities, etc.?

For all three questions in the telephone survey, a majority of respondents are the driver of a vehicle and a motorbike. 76% of respondents use a vehicle/motorbike to commute to work and to get around the city for groceries, shopping activities, etc. and 59% of respondents drive a vehicle/motorbike on their commute to school.

For all three questions, only 1% of respondents were cyclists, with respondents taking the bus ranging from 12% to 25% across the three questions.

Progress Towards Vision

Respondents were asked if “Hamilton is on the right track towards its vision of being the best place to raise a child and age successfully”, and 61% of respondents strongly agreed or agreed with this statement. This measure will become more useful in future survey years to see if we are improving against this baseline assessment.

3. Customer Service and Service Channel Preferences

Customer Service

Almost half (48%) of respondents indicated having contacted the City of Hamilton for information or to conduct service transactions in the past year. For those that contacted the City in the past year, the following percentage agreed or strongly agreed with the following statements about their experience.

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Service Channels

Some general findings from the survey on service channel preference include:

- Residents prefer to use the phone when asking questions or making a complaint
- Residents most prefer to use the website to pay property taxes
- For other interactions (e.g. registering and paying for recreation programs, applying for licenses, booking city facilities and parks), residents prefer to complete on the website or in person)

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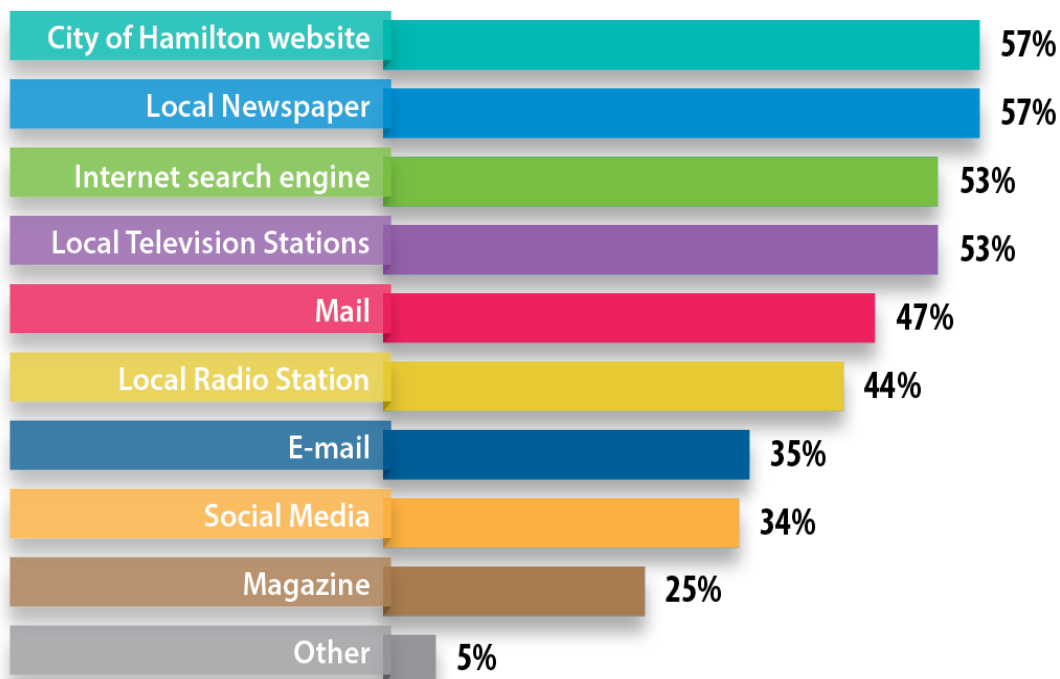
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Receiving Information About the City

In the telephone survey, when asked “How do you like to get information about the City of Hamilton’s programs, initiatives, news and events?” responses were as follows:



Residents prefer to receive information from a wide variety of sources, as they were given the choice of selecting more than one answer from the list above.

4. Open-Ended Text Comments

There was one open-ended question in the survey. The question was:

“What is the one thing you think the City of Hamilton should do to reach the vision of being ‘the best place to raise a child and age successfully?’”

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The most common topic areas identified were:

- Transit
- Community Safety
- Taxes
- Housing
- Schools and Education
- Roads and Sidewalks
- Child Care
- Inequities across the City
- Traffic Flow
- Parks, Playgrounds and Greenspace

Some of the topics and subtopics mentioned in the responses to this question were not in the City's jurisdiction (e.g. education, healthcare).

Sharing The Results

Survey results have been shared with the Senior Leadership Team, and each Department Leadership Team.

Managers and supervisors received an overview of results at the June 1 Corporate Extended Management Team meeting. Results will also be shared more broadly with City staff in the @cityofhamilton newsletter, on eNET and in divisional team meetings.

From a resident-facing perspective, the survey findings will be incorporated into the Citizen Dashboard on the City's website (www.hamilton.ca/citizen-dashboard) and updated as future iterations of the survey are conducted.

A communications plan has also been created for further public outreach and will include a media release and social media posts.

A one-page infographic sheet has also been created as a quick-reference tool for any audience and can be utilized for a general snapshot of results. Please refer to Appendix "B" to Report CM18016.

Next Steps

Next steps include the following actions:

- Regularly conducting this survey (annually) with an increased sample size for the telephone survey
- Monitor survey results year over year, with an annual report back to GIC and the public
- Linking service plans to the Our Citizen Survey results, demonstrating that the City of Hamilton is listening and acting on resident feedback
- Linking the Our Citizen Survey work to the Neighbourhood Action Strategy work

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- Connecting the Our Citizen Survey work to a broader portfolio of social media analysis and community engagement work

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement & Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Healthy and Safe Communities

Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

Appendices

Appendix “A” to Report CM18016: Our Citizen Survey 2018 Report

Appendix “B” to Report CM18016: Our Citizen Survey 2018 Results Infographic

Appendix “C” to Report CM18016: Our Citizen Survey 2018 Project Team Profile

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2018 Report



Our Citizen Survey 2018 Report

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Background

The Our Citizen Survey 2018 is the City of Hamilton's first standalone citizen satisfaction survey.

The main objective of the survey is to collect a baseline measure of residents' perception of:

- quality of life in the City of Hamilton
- quality of City services
- value for tax dollars

In addition, the survey gives residents an opportunity to provide feedback about:

- preferred means of communicating and interacting with the City of Hamilton
- their experience and satisfaction with contacting the City
- ways the City can improve

The collected information will help identify what the City of Hamilton is doing well and areas for improvement.

The findings from the Our Citizen Survey 2018 will be incorporated into the Citizen Dashboard and updated as future iterations of the survey are conducted.

Survey Methods and Administration

The survey tool and questions were developed by a project team comprised of City staff based on the identified objectives of the survey. During the development stage of the survey tool, the project team consulted with department leaders to ensure City programs and services were appropriately represented in the survey. The project team also engaged City staff from the Privacy Office, Procurement, Information Technology Services and Communications to ensure City standards in these areas were being met. The survey tool can be found in Appendix A.

A third party vendor, Metroline Research Group Inc. was contracted to conduct the survey through Computer Assisted Telephone Interviews (CATI). Hamilton based residential and cellular phone lines were randomly called and residents were invited to participate in the survey. To qualify for participation in the survey, the respondent had to be an adult age 18 years or over residing in Hamilton. For residential lines, the adult in the household with the most recent birthday was interviewed. For cellular lines, the person answering the call would be interviewed provided they met the age and residency requirements. The telephone surveys were conducted between January 15th, 2018 and February 6th, 2018.

To supplement the telephone interviews and allow more residents to participate in the survey, an online version of the survey tool was made available on the City of Hamilton website. A banner advertising the survey with the survey link was placed on the most frequently visited pages on www.hamilton.ca. A list of the web pages where the banner was placed can be found in Appendix B. The online survey was active between January 15th and February 4th, 2018.

Both the telephone and online version of the survey was available in English and French.

Survey Response & Report Notes

The telephone survey conducted by Metroline called 20,284 randomly selected Hamilton based phone numbers and collected 550 completed responses.

The results of the telephone survey are accurate to +/-4.2%, 19 out of 20 times (95% confidence interval) for the City of Hamilton residents. Data for subgroups of the total respondent universe would have a larger margin of error.

The online survey collected 1,307 surveys where a response was provided for at least one (1) survey question.

The findings presented in this report will primarily focus on the data collected through the phone survey which is a statistically representative sample of the City of Hamilton population. The results of the online survey are also provided as a supplementary source of information. It should be noted that the results from the two data sources should not be compared due to differences in survey methodologies. While the online survey greatly expanded the opportunity for residents to participate in the survey, this survey methodology may be subject to self-selection bias and the collected surveys cannot be determined to be a statistically representative sample of the population.

For both the phone and online survey, respondents did not always provide a response to every question or may have responded “don’t know”. For some analyses these missing or “don’t know” records have been removed. Hence, the universe of respondents (n) will vary for each question. The universe of respondents (n) is provided for all reported data and a full breakdown of responses including the missing and “don’t know” response counts is provided in Appendix C.

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Data shown may not add up to 100% due to rounding. For some questions, respondents were allowed to select multiple responses in which case the totals would exceed 100%.

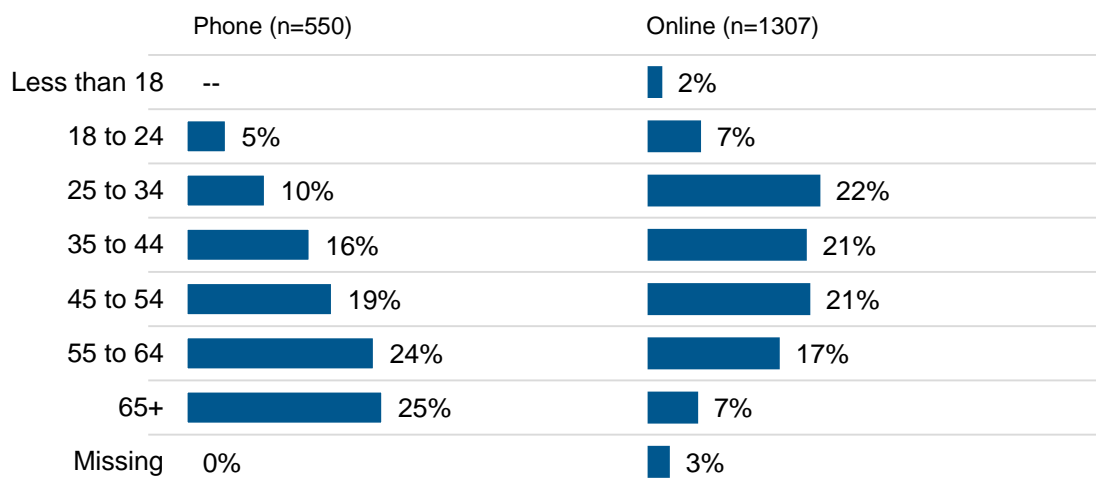
Key Findings

The Respondents

The following section provides some descriptors of the survey sample population such as age, gender, household composition, length of time living in the City of Hamilton, modes of transportation and self-perception of overall well-being. These respondent characteristics provide some context of collected responses and are helpful to keep in mind when reviewing survey results.

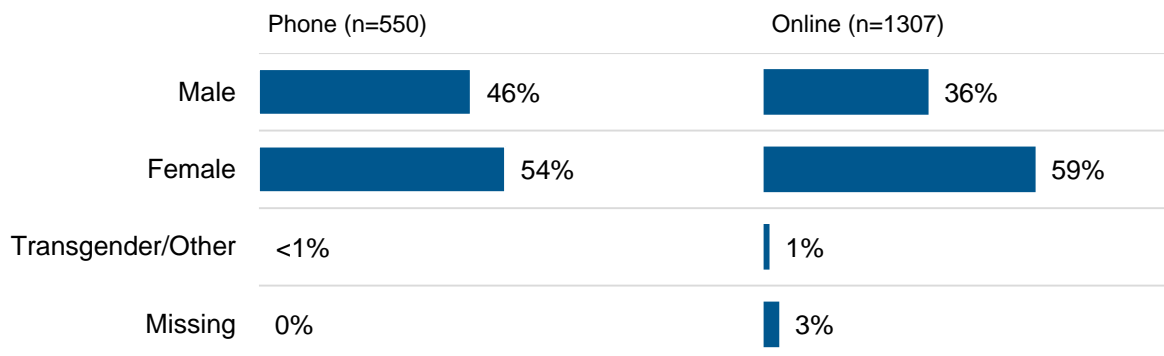
The following is the age and gender composition for respondents from both the phone and online survey.

Age



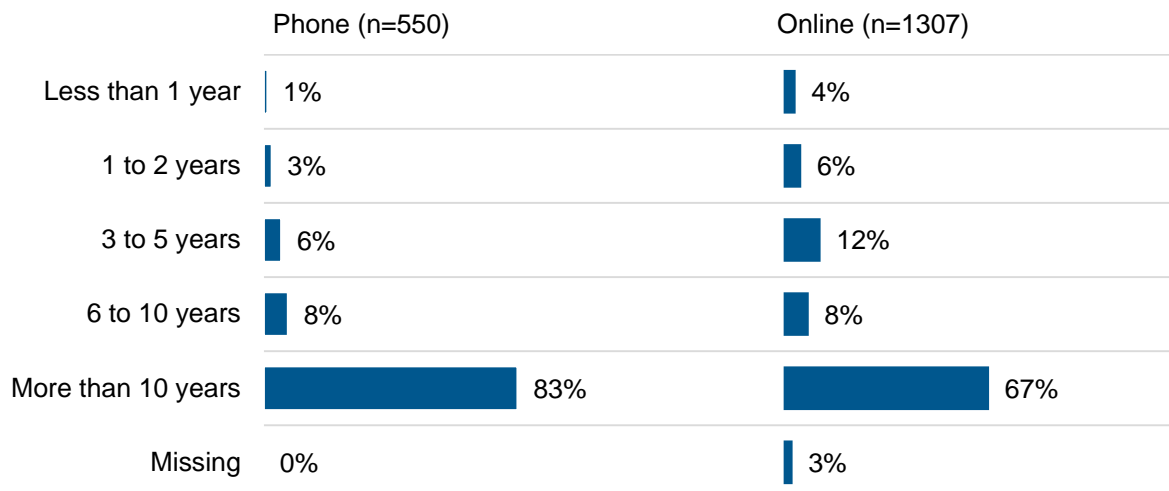
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Gender



The majority (83%) of respondents from the phone survey indicated having lived in Hamilton for more than 10 years.

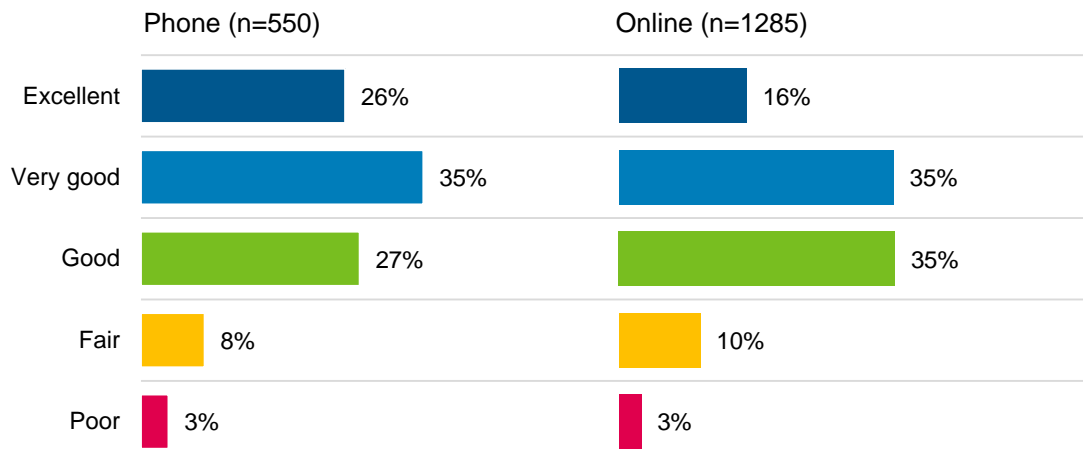
How long have you lived in the city of Hamilton?



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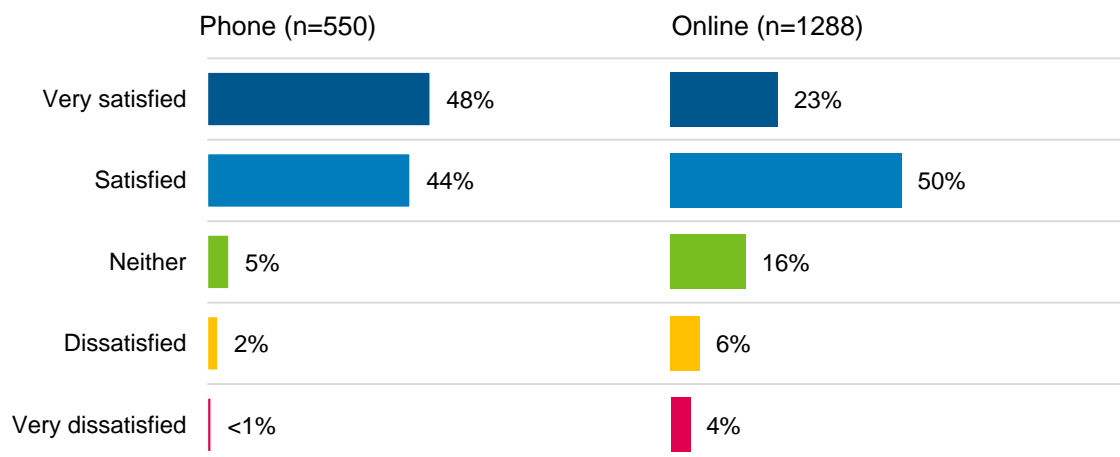
Over 88% of respondents from the phone survey indicated that their health is excellent (26%), very good (35%) or good (27%).

Health



The majority (92%) of respondents from the phone survey indicated being satisfied or very satisfied with their life overall.

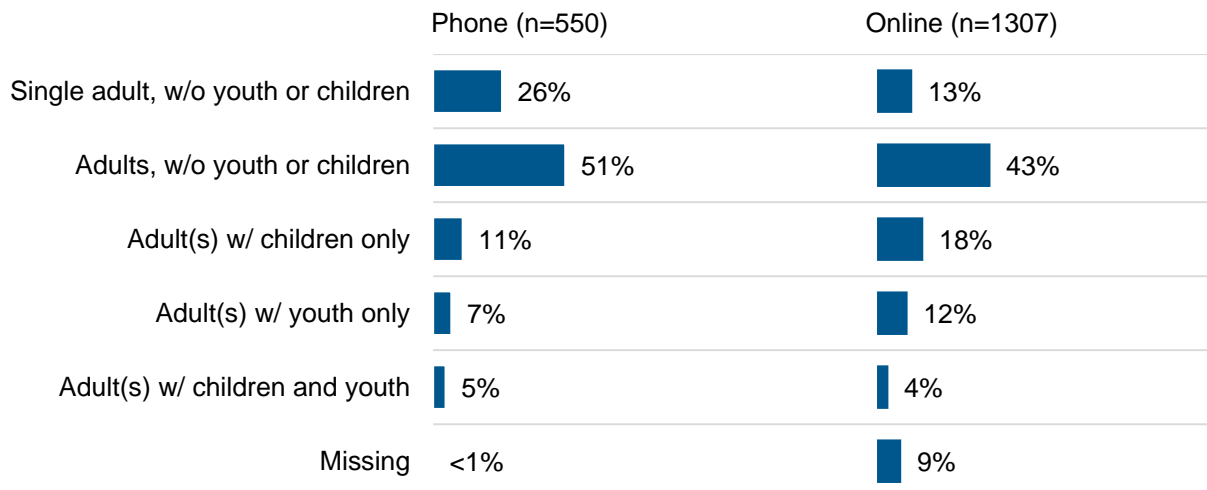
Overall, how satisfied are you with your life these days?



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Over 75% of the phone survey respondents indicated that they were part of a household comprised only of adults age 18 years and over.

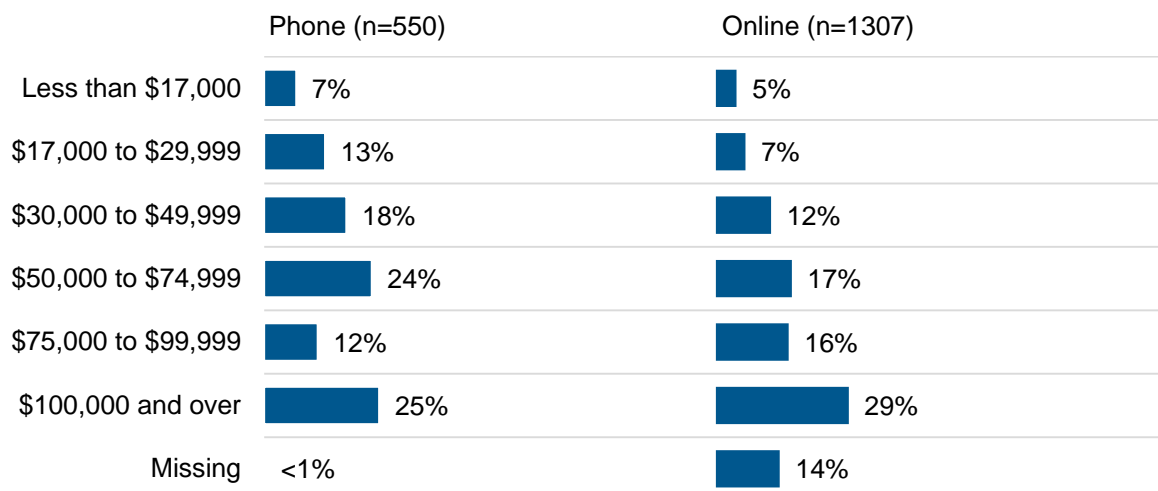
Household Composition



*Youth are age 12-17, Children are under age 12

The following is the distribution of the household income provided by respondents.

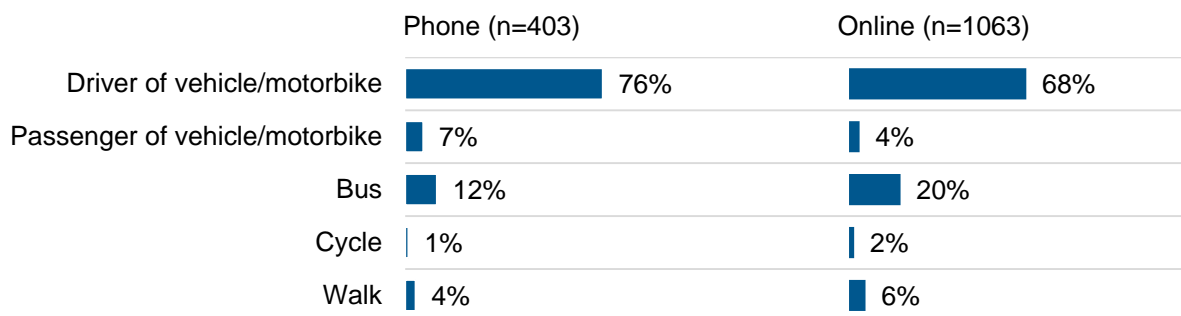
Total Household Income



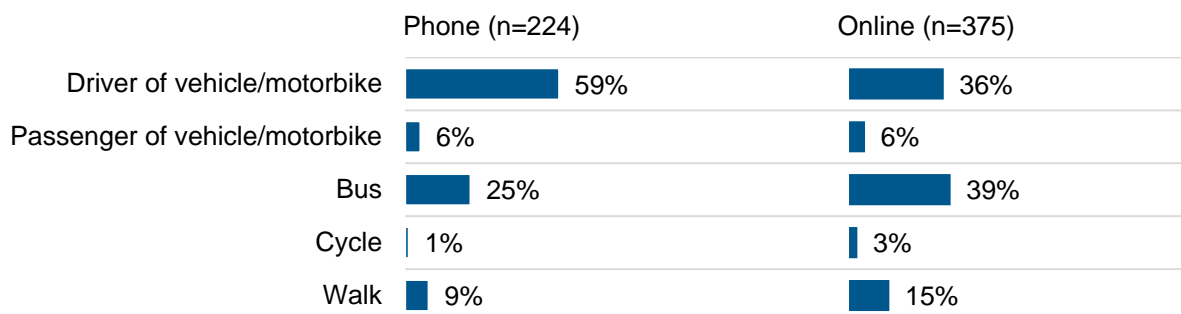
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The majority of the phone survey respondents commute to work, school or get around the City primarily by being a driver of a vehicle or motorbike. Approximately 12% of phone survey respondents primarily use the bus to commute to work or to get around the city.

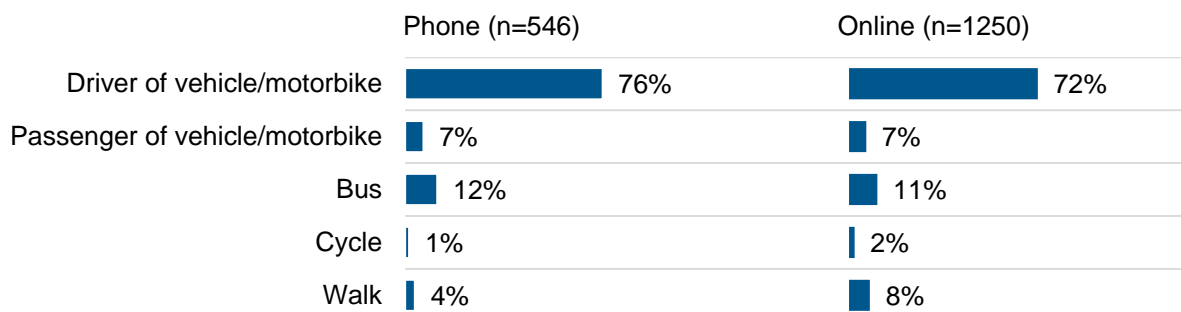
How do you usually commute to work?



How do you usually commute to school?



How do you usually get around the city for things like groceries, shopping, activities etc?



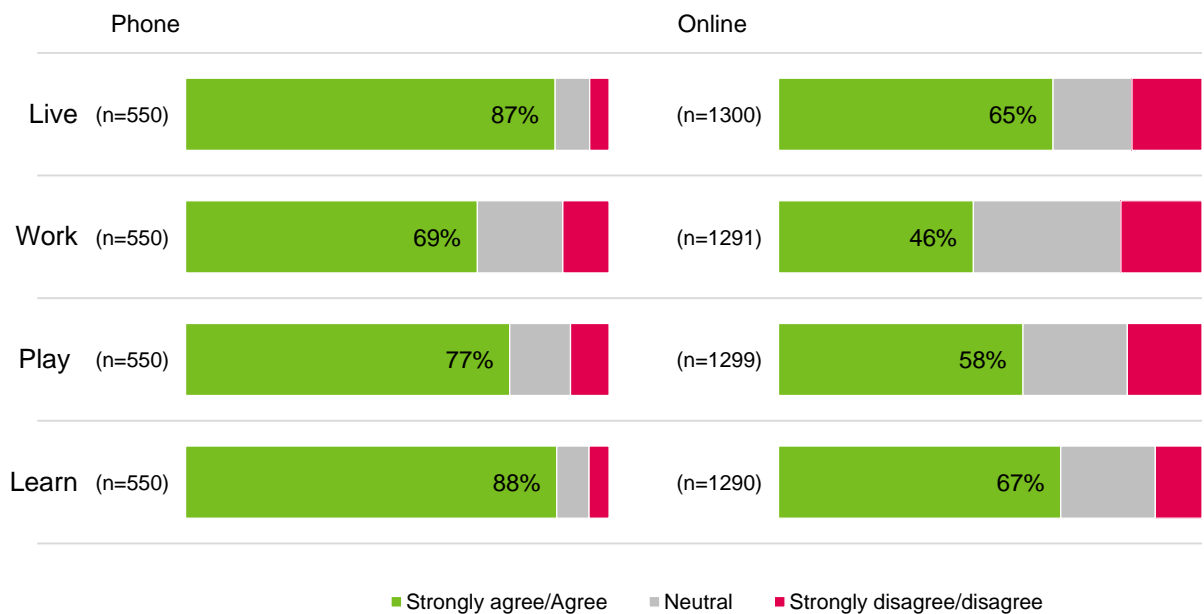
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Quality of Life in Hamilton

The majority of respondents from the phone survey agreed or strongly agreed that Hamilton is a great place to live, work, play and learn.

The proportion of phone survey respondents who thought that Hamilton is a great place to work (69%) was significantly lower than those that indicated Hamilton being a great place to learn (88%), live (87%) and play (77%).

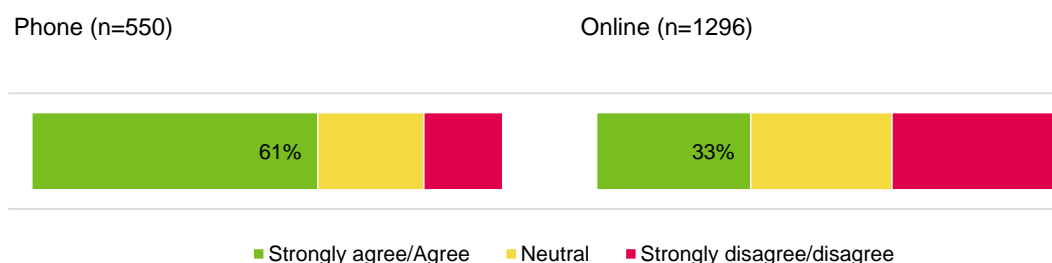
Hamilton is a great place to ...



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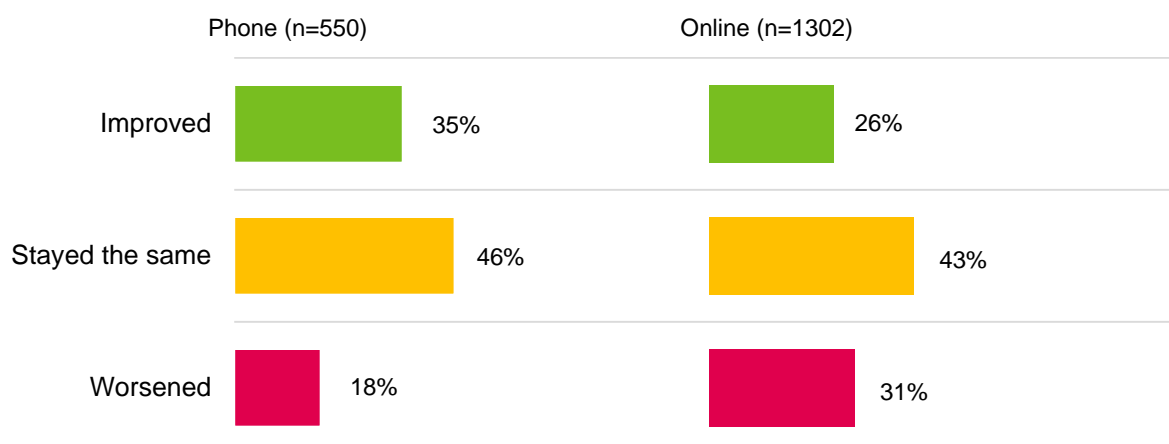
Approximately 61% of respondents from the phone survey felt that Hamilton was on the right track towards the vision of being “the best place to raise a child and age successfully”.

Hamilton is on the right track towards its vision of being “the best place to raise a child and age successfully”.



Over a third (35%) of respondents from the phone survey indicated that over the past two years, the quality of life has improved in the City of Hamilton

In the past two years, would you say the quality of life in the City of Hamilton has ...

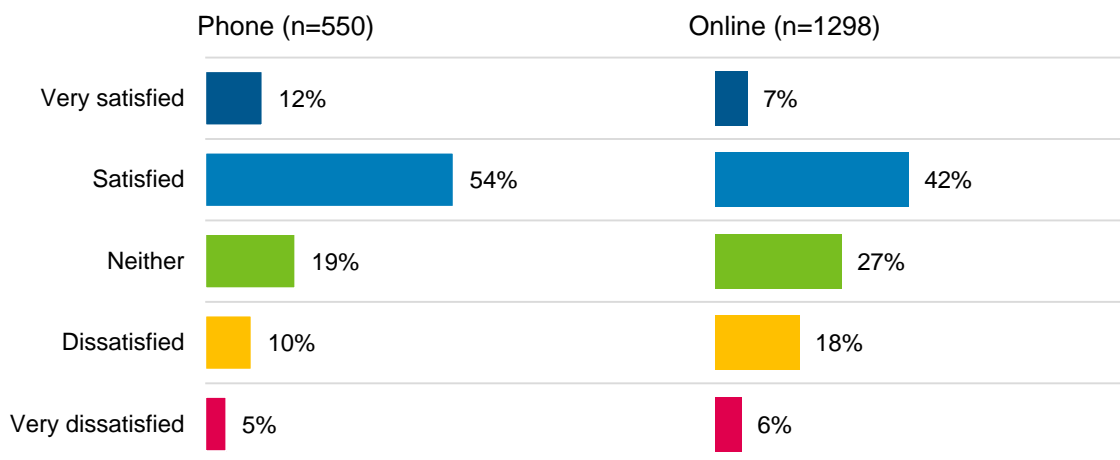


Our Citizen Survey 2018 Report

Satisfaction With and Rating of Services

Approximately two-thirds of respondents from the phone survey indicated being either satisfied (54%) or very satisfied (12%) with City services overall.

Overall, how satisfied are you with City services



When asked to rate services individually, there were a few services that a large proportion of phone survey respondents did not know enough about to provide a rating. The services to which phone survey respondents most commonly indicated “don’t know” include:

- Building permits (48%)
- Child Care Services (42%)
- Cemetery (30%)
- Hamilton Street Railway (HSR) Buses (30%)
- Legislative Services and Records Information (27%).

The ratings of services provided by respondents were mostly positive with almost all of the services rated as good, very good or excellent by over half of respondents.

The services that were most often rated as “poor” include:

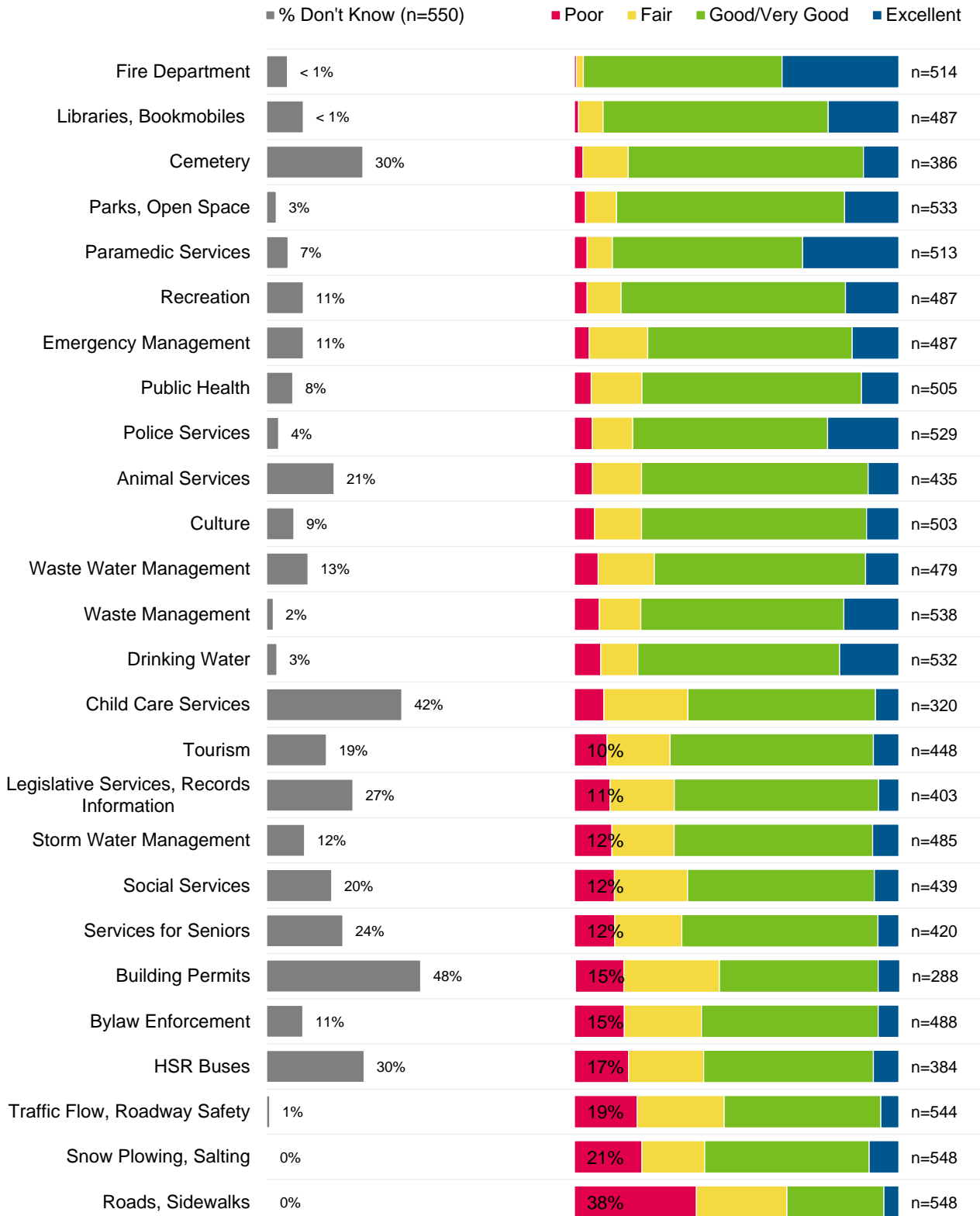
- Roads and Sidewalks (38%)
- Snow plow and Salting (21%)
- Traffic Flow, Roadway Safety (19%)
- Hamilton Street Railway (HSR) Buses 17%
- By-law Enforcement (15%)
- Building Permits (15%)



Our Citizen Survey 2018 Report

How would you rate each of the following services provided by the City of Hamilton?

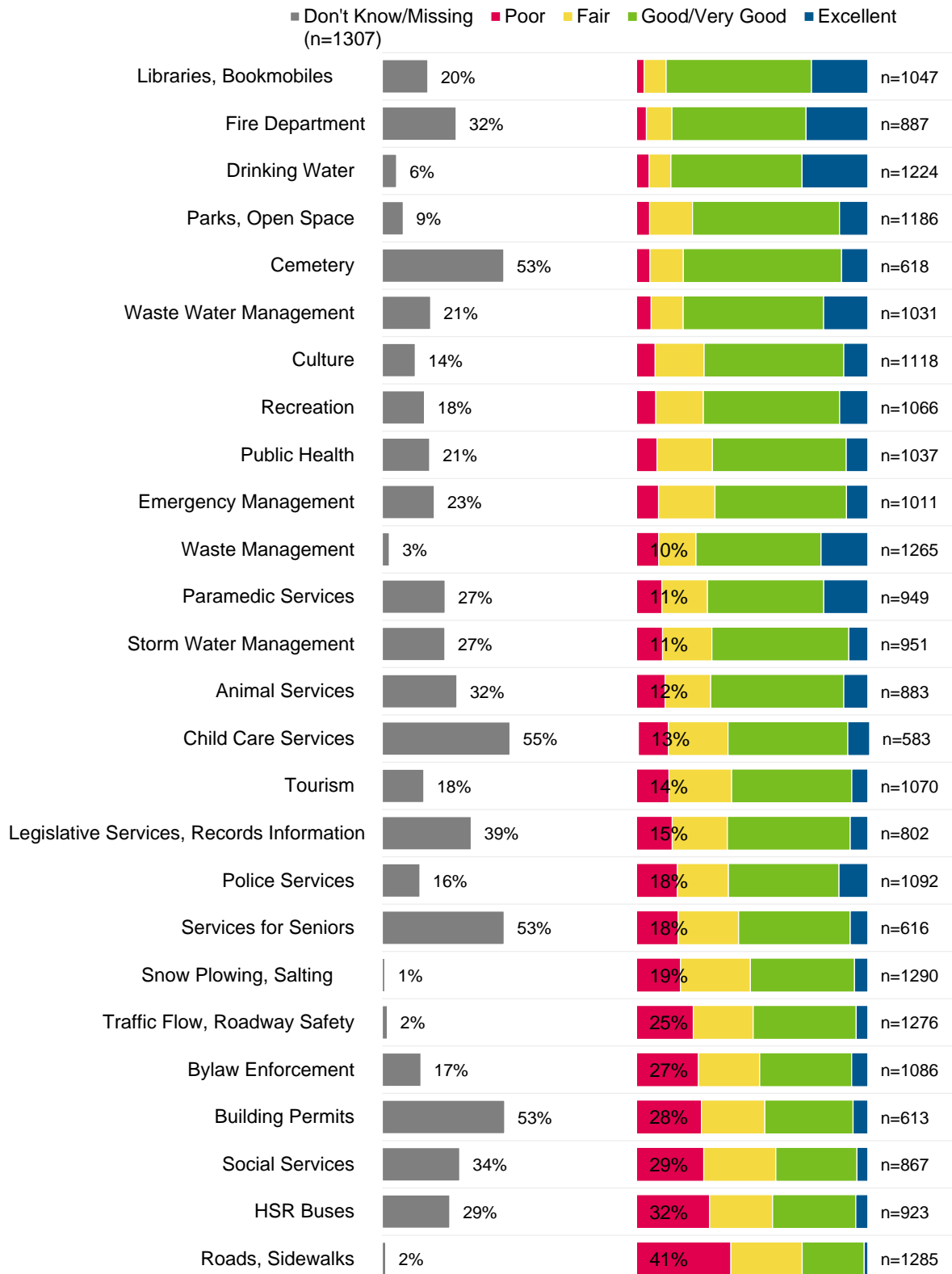
Phone



Our Citizen Survey 2018 Report

How would you rate each of the following services provided by the City of Hamilton?

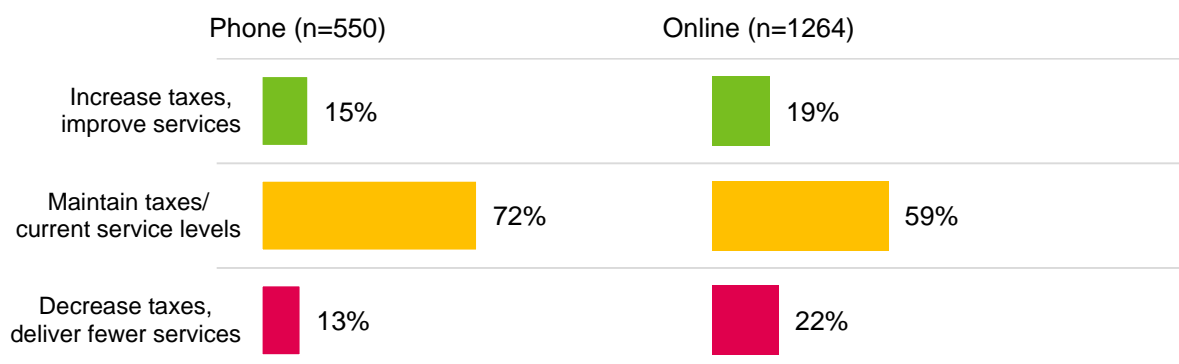
Online



Our Citizen Survey 2018 Report

The majority (72%) of respondents from the phone survey indicated they would prefer to maintain current taxes and current service delivery levels.

In delivering services to you and the community, the City typically pays for them through taxes or user fees. Based on this, do you think the City should:



Customer Service

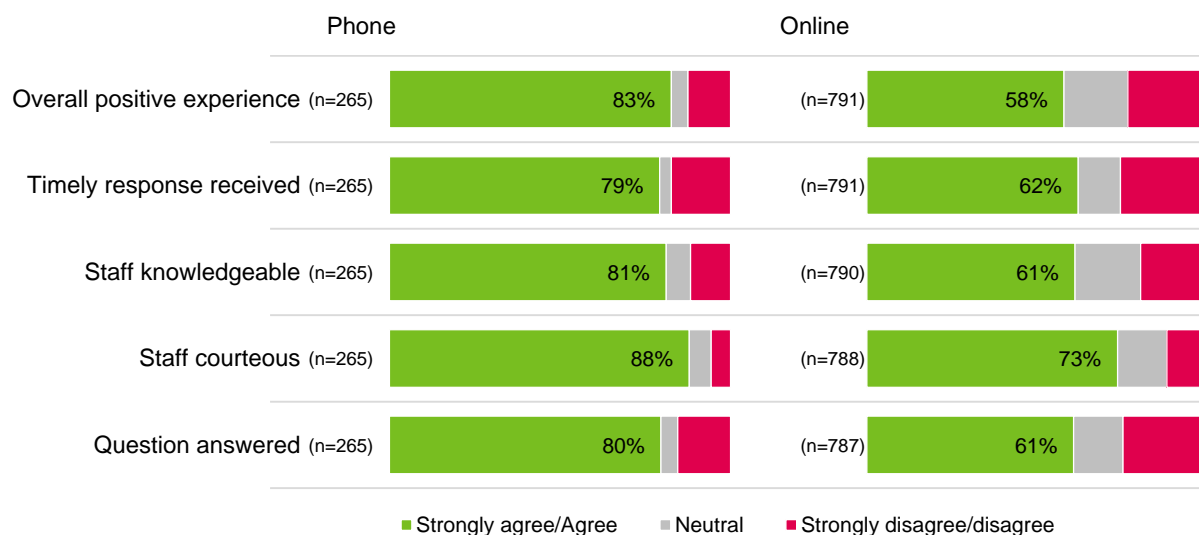
Close to half (48%) of the respondents from the phone survey indicated having contacted the City of Hamilton in the past year. Approximately 62% of respondents from the online survey indicated having contacted the City of Hamilton in the past year.

The majority (83%) of the phone survey respondents who had contacted the City of Hamilton in the past year felt that their overall experience contacting the City of Hamilton was positive.

The proportion of phone survey respondents who thought staff was courteous (88%) was significantly higher than: those that thought staff was knowledgeable (81%), those that felt their question was answered (80%) and those that felt they received a timely response (79%).

Our Citizen Survey 2018 Report

Customer services



Contacting the City of Hamilton

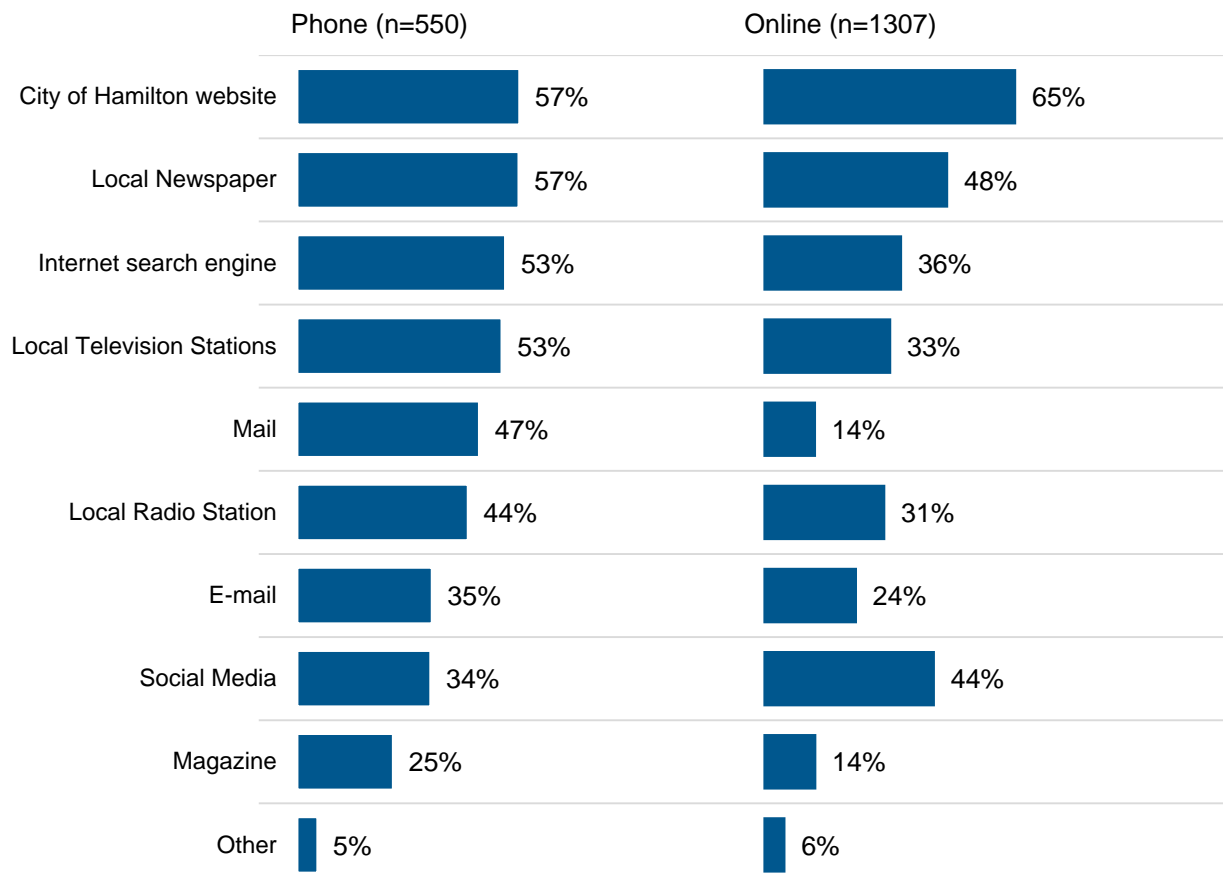
The phone survey found that residents mostly prefer to contact the City of Hamilton by phone when needing to ask questions or making a complaint. Residents would most prefer to use the website to pay property taxes. (Currently property taxes can only be paid online through online banking and not directly to the City via the web.)

For other interactions such as registering/paying for recreation programs, applying for licenses/permits or for booking/renting City facilities/parks, most residents indicated preferring to complete these either on the website or in person.

The phone survey found that residents mostly prefer to get information about the City of Hamilton from the City of Hamilton website, local newspapers, local television stations and by using an internet search engine.

Our Citizen Survey 2018 Report

How do you like to get information about the City of Hamilton's programs, initiatives, news and events?



Our Citizen Survey 2018 Report

Summary of Comments

The survey had one open ended question asking “What is one thing you think the City of Hamilton should do to reach the vision of being ‘the best place to raise a child and age successfully’?. There were over 470 responses to this question from phone survey respondents and over 940 responses from online survey respondents.

The following table provides a summary of the most common themes of the responses to the open ended question from both the phone and online survey respondents. The themes are presented with the more common ones listed first.

Theme	Includes comments primarily related to ...
Transit	<ul style="list-style-type: none"> ▪ concerns about HSR service reliability, service areas, the need to improve services etc. ▪ support and opposition of LRT ▪ improvements needed for GO transit* (*note: this item does not fall under the jurisdiction of the municipal government) ▪ improvements needed for DARTS ▪ transit fees ▪ improvements needed for transit ▪ the need to promote transit use
Community Safety	<ul style="list-style-type: none"> ▪ having safe communities and ensuring public safety ▪ concerns about crime, violence, drugs, guns, sex trade

Our Citizen Survey 2018 Report

Theme	Includes comments primarily related to ...
<p>Taxes</p>	<ul style="list-style-type: none"> ▪ the fairness of tax rates in relation to service levels across the city ▪ ensuring there is controlled and accountable spending of tax dollars ▪ concerns of the value of service ▪ lowering and/or stopping the increase of taxes
<p>Housing</p>	<ul style="list-style-type: none"> ▪ ensuring or maintaining the affordability of housing in Hamilton ▪ issues related to social or subsidized housing ▪ the need for more housing ▪ issues with housing standards
<p>Schools and Education</p> <p>(note: this item does not fall under the jurisdiction of the municipal government)</p>	<ul style="list-style-type: none"> ▪ the need to improve schools and/or education ▪ keeping schools open and the maintenance of schools ▪ programs and supports needed in schools ▪ class sizes and school sizes ▪ safety at school ▪ the need for more teachers/staff ▪ quality of teaching ▪ the curriculum ▪ bullying and violence

Our Citizen Survey 2018 Report

Theme	Includes comments primarily related to ...
Roads and Sidewalks	<ul style="list-style-type: none"> ▪ the need for road and sidewalk repairs, fixes and improvements ▪ fixing potholes ▪ the general condition and safety of roads and sidewalks ▪ the need for sidewalk installations
Child Care	<ul style="list-style-type: none"> ▪ the need for more child care centres, spaces and/or options for child care ▪ child care subsidy, costs and fees ▪ improvements needed to child care ▪ after school and special needs programs
Inequities across the City	<ul style="list-style-type: none"> ▪ ensuring consistent and equitable services are available across the City ▪ ensuring that all areas (rural, suburbs etc.) are recognized as being part of the City of Hamilton
Traffic Flow	<ul style="list-style-type: none"> ▪ traffic flow and issues with congestion ▪ the need for improvements to traffic and traffic flow control
Parks Playgrounds and Greenspace	<ul style="list-style-type: none"> ▪ the need for more parks and greenspace ▪ concerns about the maintenance and preservation of greenspace

Our Citizen Survey 2018 Report

Comments provided from the phone survey were most commonly focused on the following specific issues:

- the need for repairs/fixes and improvements to roads
- traffic flow and the need for improvements to traffic control efforts to improve safety and congestion
- having safe communities and ensuring public safety
- improving communication and awareness of City initiatives and programs available
- ensuring consistent and equitable services are available across the City
- concerns about HSR service reliability, service areas, the need to improve services etc.
- reducing poverty and providing assistance to those in low income
- maintenance of parks and greenspace
- ensuring or maintaining the affordability of housing in Hamilton
- improving and/or increasing child care centres, spaces or options

Comments provided from the online survey respondents were most commonly focused on the following specific issues:

- ensuring or maintaining the affordability of housing in Hamilton
- having safe communities and ensuring public safety
- concerns about HSR service reliability, service areas, the need to improve services etc.
- ensuring consistent and equitable services are available across the City
- having better transit or public transportation
- maintenance and improvement of parks and greenspace

Our Citizen Survey 2018 Report

- improving police services which includes increasing the police force, increasing police presence in the community, decreasing crime, etc.
- traffic flow and the need for improvements to traffic control to ensure safety and improve congestion
- concerns related to planning, zoning and development such as availability of infrastructure and services in growing communities, zoning of high-rise and/or high density areas etc.
- concerns about crime and crime rate

Sub City Level Analysis

The telephone surveys were conducted to ensure all Wards were fairly represented by the survey sample. This was achieved by aligning the sample population proportions by Ward with the City of Hamilton population proportions by Ward. The resulting sample sizes ranged between 17 and 59 per Ward which translates into margin of errors ranging between +/-12.8% and +/-23.8%, 19 times out of 20. The wide margins of error means it is difficult to draw accurate conclusions of the data at the Ward level.

To provide some analysis of the data at a sub-city level, data has instead been aggregated to the following geographical representation of Hamilton:

1. Lower Hamilton – Wards 1 to 5, 10 and 13
2. Upper Hamilton – Wards 6 to 9, 11, 12, 14 and 15

The associated margins of error for these geographies are less than +/-6.2%, 19 times out of 20. Sample sizes and associated margins of error for each Ward and the lower/upper Hamilton geographies are provided in Appendix D.

The following series of tables provides the phone survey results by upper and lower Hamilton for select questions most relevant to quality of life and citizen satisfaction. Throughout the tables, the results of the upper City and lower City are compared with the overall City of Hamilton result and differences are indicated as follows:

- **Red font** – significantly lower than City of Hamilton
- Black font – no significant difference
- **Green font** – significantly higher score than the City of Hamilton

Our Citizen Survey 2018 Report

Hamilton is a great place to ...	% of phone respondents that agree or strongly agree		
	City of Hamilton	Lower Hamilton	Upper Hamilton
live	87%	85%	89%
work	69%	68%	69%
play	77%	75%	78%
learn	88%	84%	90%

	% of phone respondents that agree or strongly agree		
	City of Hamilton	Lower Hamilton	Upper Hamilton
Hamilton is on the right track towards its vision of being “the best place to raise a child and age successfully”	61%	60%	61%

	% of phone respondents that were satisfied or very satisfied		
	City of Hamilton	Lower Hamilton	Upper Hamilton
Overall how satisfied are you with the services provided by the City of Hamilton?	66%	67%	65%

Our Citizen Survey 2018 Report

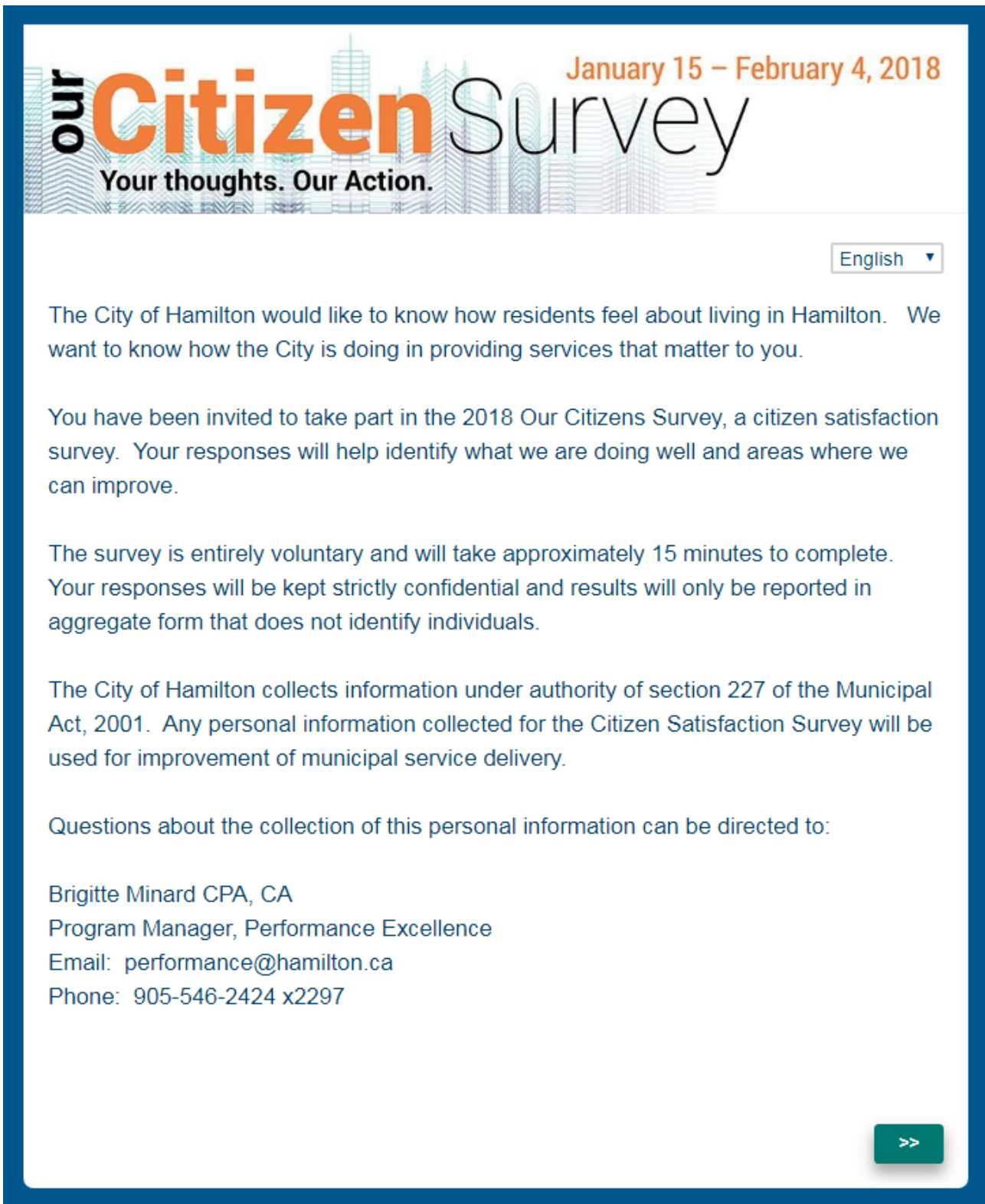
	% of phone respondents that rate service as good, very good or excellent		
	City of Hamilton	Lower Hamilton	Upper Hamilton
Fire Department	97%	97%	98%
Libraries, Bookmobiles	91%	89%	93%
Paramedic Services	88%	85%	91%
Parks, Open Space	87%	88%	86%
Recreation	86%	85%	86%
Cemetery	83%	82%	85%
Police Services	82%	80%	84%
Drinking Water	80%	81%	80%
Waste Management	80%	77%	82%
Animal Services	79%	77%	81%
Culture	79%	82%	77%
Public Health	79%	79%	80%
Emergency Management	77%	80%	76%
Waste Water Management	75%	75%	75%
Tourism	71%	67%	73%
Legislative Services, Records Information	69%	69%	69%
Storm Water Management	69%	68%	71%
Services for Seniors	67%	66%	68%
Child Care Services	65%	64%	66%
Social Services	65%	63%	67%
By law Enforcement	61%	65%	57%
HSR Buses	60%	63%	58%
Snow Plowing, Salting	60%	61%	59%
Building Permits	56%	53%	58%
Traffic Flow, Roadway Safety	54%	57%	51%
Roads, Sidewalks	34%	33%	35%



Our Citizen Survey 2018 Report

Appendix A: Survey Tool

Our Citizen Survey 2018 Report



our Citizen Survey
Your thoughts. Our Action.

January 15 – February 4, 2018

English ▾

The City of Hamilton would like to know how residents feel about living in Hamilton. We want to know how the City is doing in providing services that matter to you.

You have been invited to take part in the 2018 Our Citizens Survey, a citizen satisfaction survey. Your responses will help identify what we are doing well and areas where we can improve.

The survey is entirely voluntary and will take approximately 15 minutes to complete. Your responses will be kept strictly confidential and results will only be reported in aggregate form that does not identify individuals.

The City of Hamilton collects information under authority of section 227 of the Municipal Act, 2001. Any personal information collected for the Citizen Satisfaction Survey will be used for improvement of municipal service delivery.

Questions about the collection of this personal information can be directed to:

Brigitte Minard CPA, CA
Program Manager, Performance Excellence
Email: performance@hamilton.ca
Phone: 905-546-2424 x2297

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Our Citizen Survey 2018 Report

our **Citizen** Survey

Your thoughts. Our Action.

January 15 – February 4, 2018

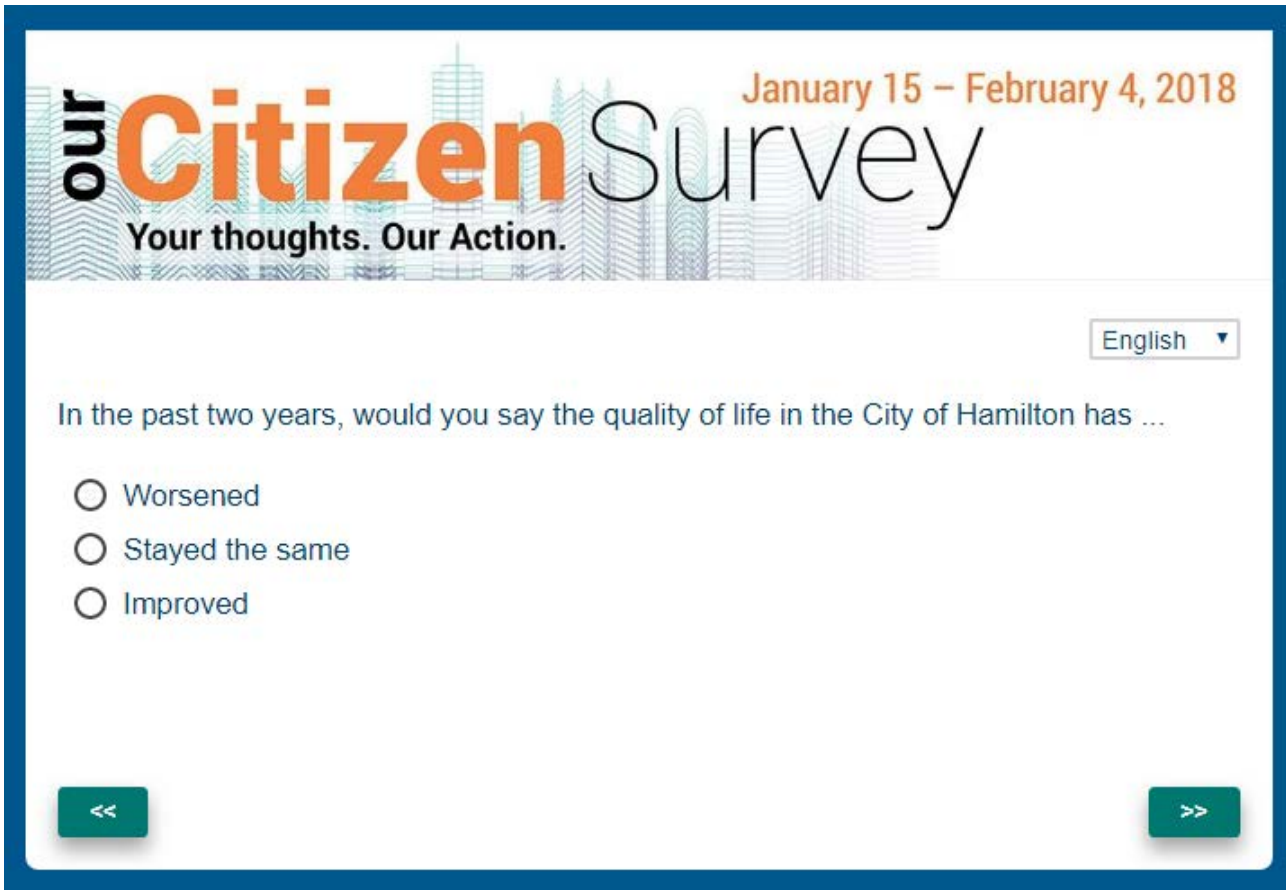
English ▾

Please indicate your level of agreement with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Hamilton is a great place to live	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hamilton is a great place to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hamilton is a great place to play	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hamilton is a great place to learn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hamilton is on the right track towards its vision of being "the best place to raise a child and age successfully."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Our Citizen Survey 2018 Report



our **Citizen** Survey

Your thoughts. Our Action.

January 15 – February 4, 2018

English ▾

In the past two years, would you say the quality of life in the City of Hamilton has ...

Worsened

Stayed the same

Improved

<< >>

Our Citizen Survey 2018 Report



our Citizen Survey
Your thoughts. Our Action.

January 15 – February 4, 2018

English ▾

The following question will focus on the different services the City of Hamilton provides to its residents. How would you rate each of the following services provided by the City of Hamilton?

Fire Department

-Emergency response, fire safety inspections, fire safety education

Poor
Fair
Good
Very good
Excellent
Don't Know

Paramedic Services

-Emergency medical care, health education, community paramedic program

Poor
Fair
Good
Very good
Excellent
Don't Know

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Our Citizen Survey 2018 Report

our **Citizen** Survey

Your thoughts. Our Action.

January 15 – February 4, 2018

English ▾

Police Services

- Police services, safety, law enforcement

Poor	Fair	Good	Very good	Excellent	Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Emergency Management

- Handling city wide emergencies such as power outages, ice storms, floods, etc.

Poor	Fair	Good	Very good	Excellent	Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Our Citizen Survey 2018 Report

our Citizen Survey January 15 – February 4, 2018
Your thoughts. Our Action.

English ▾

Roads and Sidewalks
-Maintenance and condition


Poor Fair Good Very good Excellent Don't Know

Snow Plowing and Salting

Poor Fair Good Very good Excellent Don't Know

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Our Citizen Survey 2018 Report



our Citizen Survey
Your thoughts. Our Action.

January 15 – February 4, 2018

English ▾

Traffic Flow and Roadway Safety

- Traffic signal timing, street lighting, traffic signage, traffic calming measures, pavement makings, roadway safety issue identification

Poor
Fair
Good
Very good
Excellent
Don't Know

Hamilton Street Railway (HSR) Buses

- Service reliability, frequency and safety

Poor
Fair
Good
Very good
Excellent
Don't Know

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Our Citizen Survey 2018 Report

our

Citizen

Survey

January 15 – February 4, 2018

Your thoughts. Our Action.

English ▼

Recreation

- Recreation programs, pools, arenas, recreation/community centres, seniors centres, booking parks and fields

Poor

Fair

Good

Very good

Excellent

Don't Know

Parks and Open Space

- Maintenance of parks, play structures, spray pads and access to parks and natural open spaces

Poor

Fair

Good

Very good

Excellent

Don't Know

Libraries and Bookmobiles

Poor

Fair

Good

Very good

Excellent

Don't Know

<<

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Our Citizen Survey 2018 Report

January 15 – February 4, 2018

our Citizen Survey

Your thoughts. Our Action.

English ▼

Tourism

-Visitor services; marketing, attracting, promoting and hosting conventions, sports tourism attractions and major events, i.e. Juno Awards

Poor

Fair

Good

Very good

Excellent

Don't Know

Culture

-Public art, museums, cultural programming, heritage properties maintenance

Poor

Fair

Good

Very good

Excellent

Don't Know

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Our Citizen Survey 2018 Report

our **Citizen** Survey

Your thoughts. Our Action.

January 15 – February 4, 2018

English ▾

Public Health

- Food safety inspections; pools and beaches inspections; rabies, West Nile, Lyme Disease, response to outbreaks; vaccinations and dental screening in schools; prenatal and parenting programs; alcohol, drugs, and gambling programs; help with quitting smoking and protection from second-hand smoke; air quality and extreme weather monitoring

Poor
Fair
Good
Very good
Excellent
Don't Know

Social Services

- Ontario Works, subsidized housing, homelessness prevention, home management services

Poor
Fair
Good
Very good
Excellent
Don't Know

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Our Citizen Survey 2018 Report

our **Citizen** Survey

Your thoughts. Our Action.

January 15 – February 4, 2018

English ▾

Child Care Services

-Ontario Early Years Child and Family Centres, subsidized child care

Poor	Fair	Good	Very good	Excellent	Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Services for Seniors

-Long term care (Macassa Lodge and Wentworth Lodge), Meals on Wheels, Adult Day Program

Poor	Fair	Good	Very good	Excellent	Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Our Citizen Survey 2018 Report

our **Citizen** Survey

Your thoughts. Our Action.

January 15 – February 4, 2018

English ▾

Legislative Services and Records Information

-Providing City by-law information; marriage licenses and birth certificates, Council/committee agendas, reports and minutes; citizen appointments to sub-committees; delegation requests; accessing information under MFIPPA (Municipal Freedom of Information and Protection of Privacy Act); Commissioning of Affidavits – name change, waiver of immunization

Poor

Fair

Good

Very good

Excellent

Don't Know

Animal Services

-Dog Licensing, rabies response and wildlife, animal shelter, dog parks and animal investigations

Poor

Fair

Good

Very good

Excellent

Don't Know

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Our Citizen Survey 2018 Report

our Citizen Survey

Your thoughts. Our Action.

January 15 – February 4, 2018

English ▾

By-law Enforcement

- Enforcement of parking by-laws, business licensing, property standards investigations, noise complaints, long weeds and grass by-laws, school crossings, smoking by-laws

Poor	Fair	Good	Very good	Excellent	Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Building Permits

- Building permit applications to erect, install, extend, alter or repair, demolish all or part of a building

Poor	Fair	Good	Very good	Excellent	Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Cemetery

- Grounds maintenance, burial services, customer service

Poor	Fair	Good	Very good	Excellent	Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Our Citizen Survey 2018 Report

our **Citizen** Survey

Your thoughts. Our Action.

January 15 – February 4, 2018

English ▾

Drinking Water

- Production and supply of clean, safe and reliable drinking water

Poor	Fair	Good	Very good	Excellent	Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Waste Water Management

- Collection and treatment of waste water that leaves a building through a drain (e.g. from flushing toilets, doing laundry, washing dishes, etc.)

Poor	Fair	Good	Very good	Excellent	Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Our Citizen Survey 2018 Report

our

Citizen

Survey

January 15 – February 4, 2018

Your thoughts. Our Action.

English ▼

Storm Water Management

- Collection and treatment of storm water to support flood prevention

Poor

Fair

Good

Very good

Excellent

Don't Know

Waste Management

- Pick up of garbage, blue box, green bin, leaf and yard, bulk waste

Poor

Fair

Good

Very good

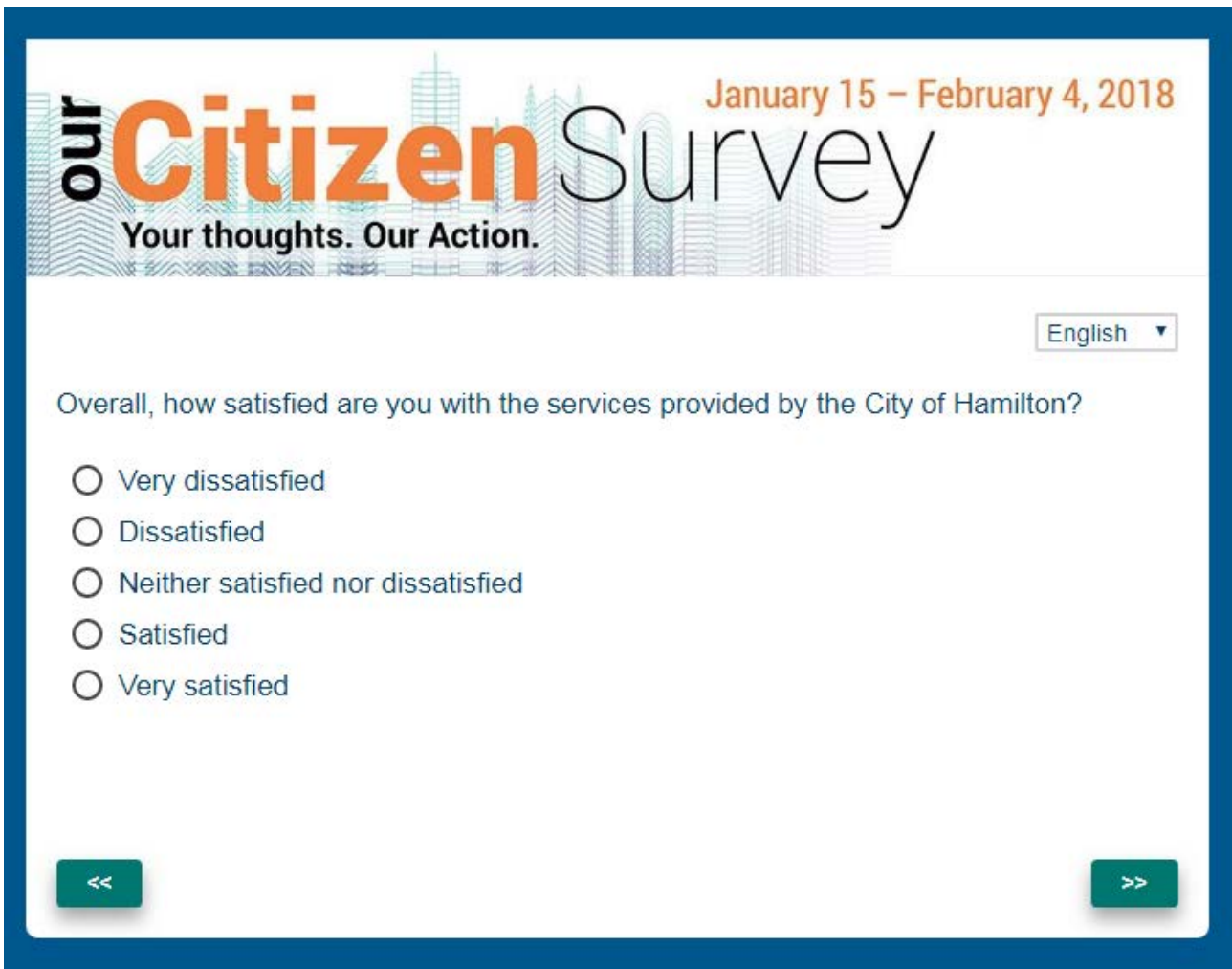
Excellent

Don't Know

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Our Citizen Survey 2018 Report



our **Citizen** Survey

Your thoughts. Our Action.

January 15 – February 4, 2018

English ▾

Overall, how satisfied are you with the services provided by the City of Hamilton?

Very dissatisfied

Dissatisfied

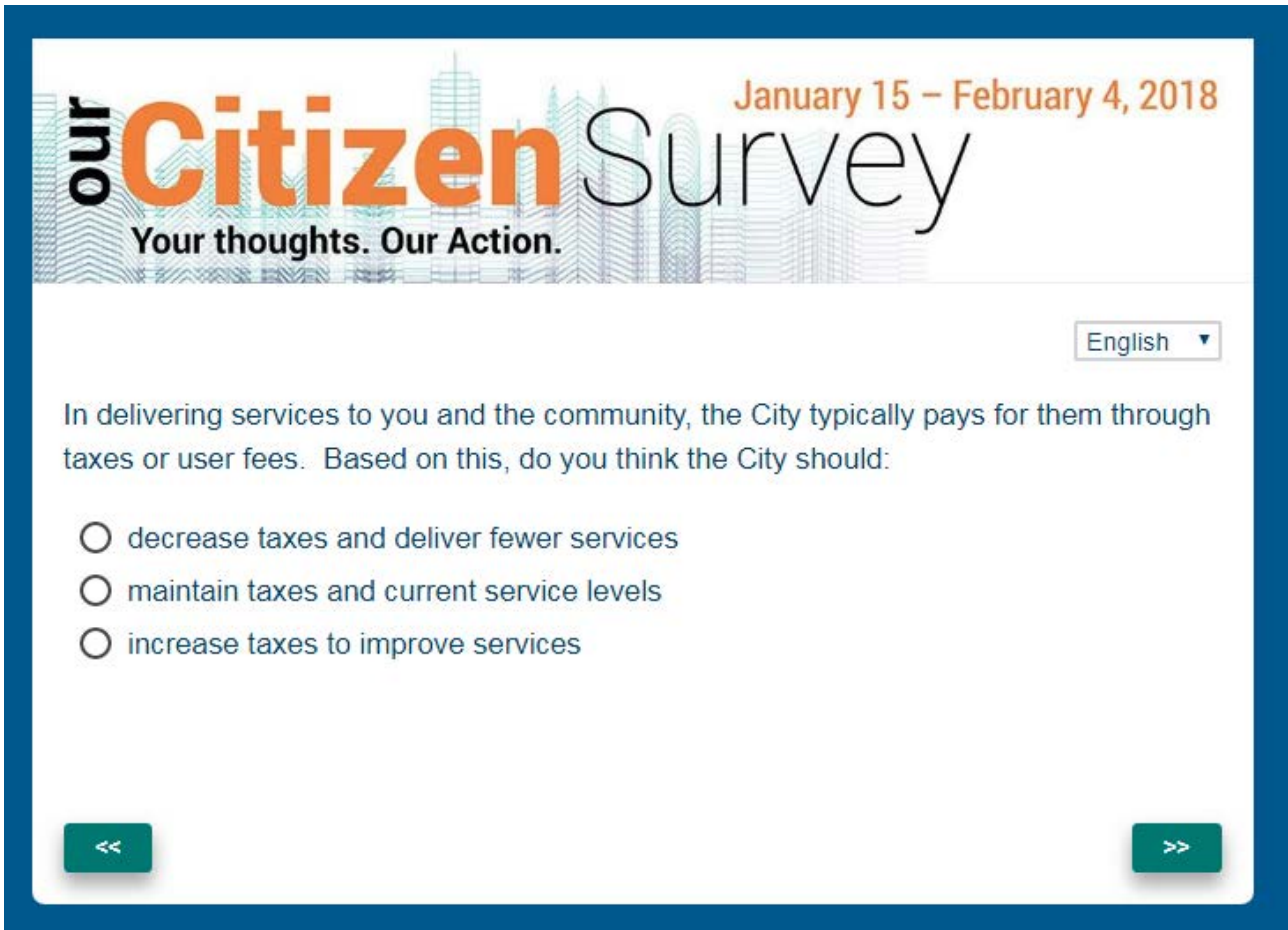
Neither satisfied nor dissatisfied

Satisfied

Very satisfied

<< >>

Our Citizen Survey 2018 Report



our Citizen Survey January 15 – February 4, 2018
Your thoughts. Our Action.

English ▾

In delivering services to you and the community, the City typically pays for them through taxes or user fees. Based on this, do you think the City should:

- decrease taxes and deliver fewer services
- maintain taxes and current service levels
- increase taxes to improve services

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Our Citizen Survey 2018 Report

our Citizen Survey

Your thoughts. Our Action.

January 15 – February 4, 2018

English ▾

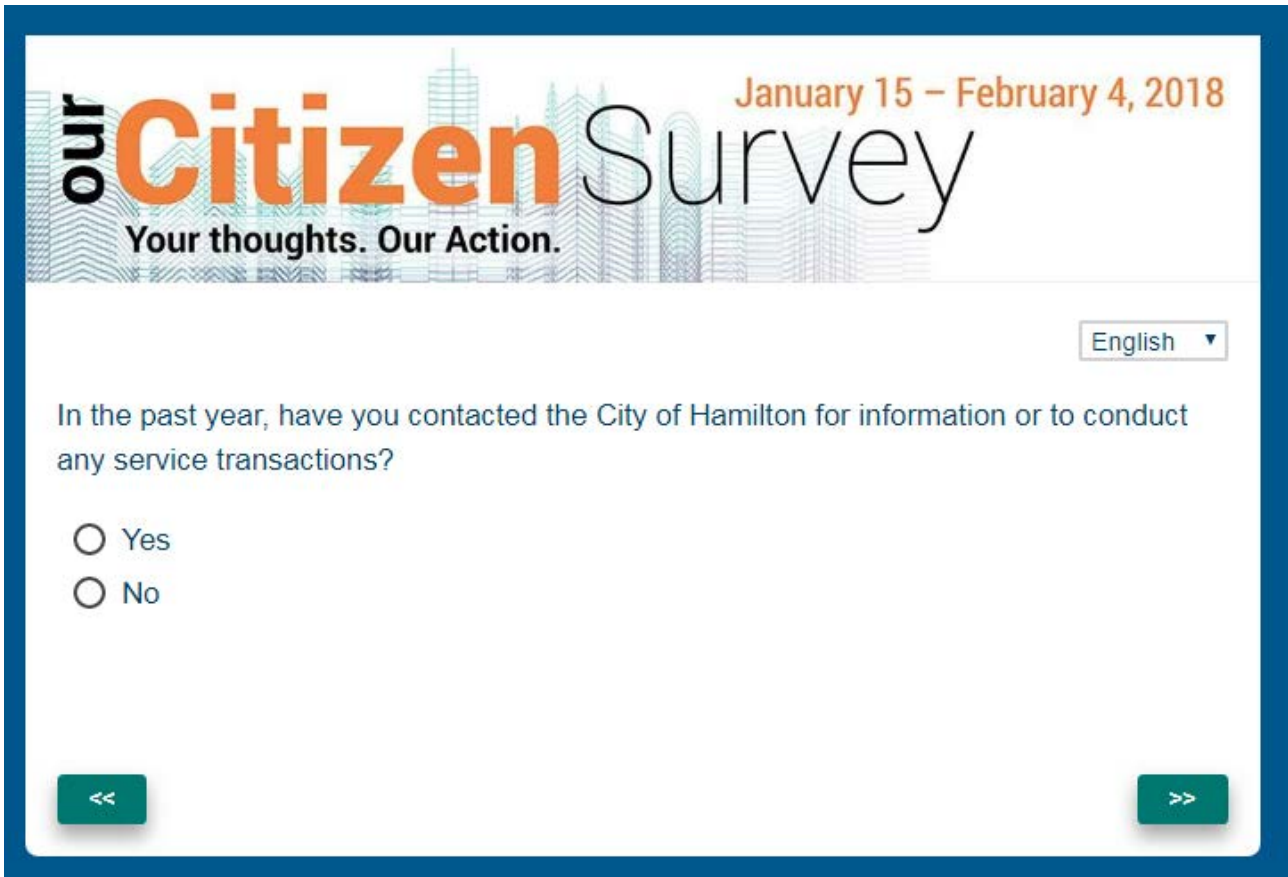
What is your preferred way of conducting each of the following types of interactions with the City of Hamilton?

	In Person	Phone	Email	Website	Social Media
Asking questions or getting information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making a complaint	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	In Person	Phone	Email	Website
Paying property taxes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Registering/paying for recreation programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Applying for licenses and permits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Booking/renting City facilities or parks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Our Citizen Survey 2018 Report



our Citizen Survey January 15 – February 4, 2018
Your thoughts. Our Action.

English ▾

In the past year, have you contacted the City of Hamilton for information or to conduct any service transactions?

Yes

No

<< >>

Our Citizen Survey 2018 Report

our **Citizen** Survey

Your thoughts. Our Action.

January 15 – February 4, 2018

English ▾

In the past year, have you contacted the City of Hamilton for information or to conduct any service transactions?

Yes
 No

Thinking about your contact with the City of Hamilton in the past year, please tell us how strongly you agree with each of the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Overall, my experience contacting the City of Hamilton was positive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I received a response in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff were knowledgeable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff were courteous.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I received the service I needed or my question was answered.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Our Citizen Survey 2018 Report

our **Citizen** Survey

Your thoughts. Our Action.

January 15 – February 4, 2018

English ▾

How do you like to get information about the City of Hamilton's programs, initiatives, news and events?
Select all that apply.

- Local Newspaper
(e.g. The Hamilton Spectator, Dundas Star News, Flamborough Review, Hamilton Mountain News, Stoney Creek News, The Sachem & Glanbrook Gazette, Bay Observer)
- Local Radio Station
(e.g. FM 102.9 KLite, FM CHML 900, 95.3 Fresh Radio)
- Local Television Station
(e.g. CHCH, Cable 14)
- City of Hamilton website (www.hamilton.ca)
- Internet search engine
- Social Media (Twitter, Facebook)
- Mail
- E-mail
- Magazine
(e.g. Hamilton Magazine, View, Snapd Hamilton, Best Start, Hamilton Recreation Guide)
- Other - please specify

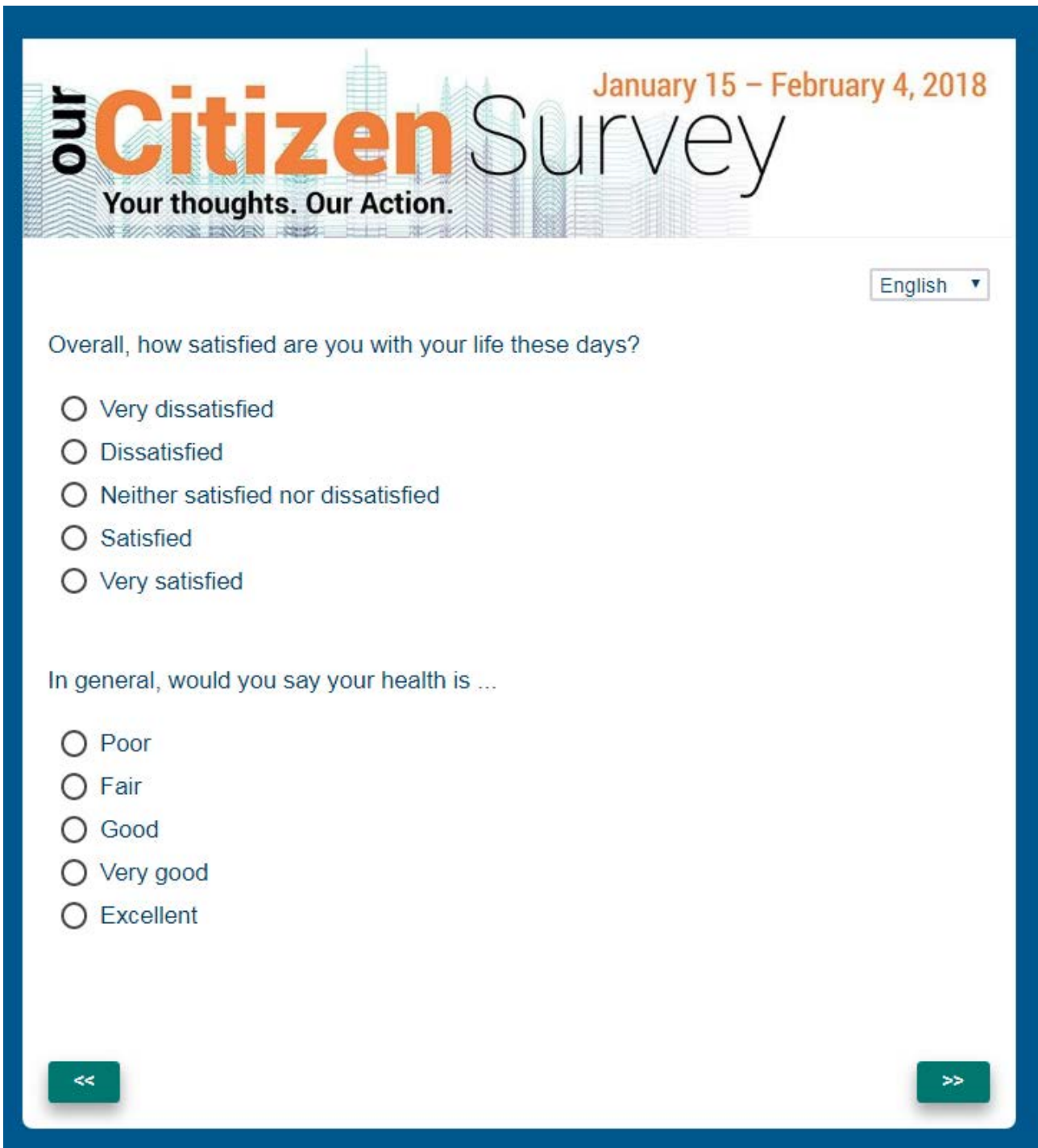
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Our Citizen Survey 2018 Report

A screenshot of the 'Our Citizen Survey' web interface. The header features the title 'our Citizen Survey' in a mix of orange and black fonts, with the tagline 'Your thoughts. Our Action.' below it. The survey dates 'January 15 – February 4, 2018' are displayed in orange. A language dropdown menu is set to 'English'. The main question asks: 'What is one thing you think the City of Hamilton should do to reach the vision of being "the best place to raise a child and age successfully"?' Below the question is a large, empty text input box. At the bottom of the interface are two green navigation buttons: a left arrow '<<' and a right arrow '>>'. The entire interface is framed by a blue border.

Our Citizen Survey 2018 Report



our **Citizen** Survey
Your thoughts. Our Action.
January 15 – February 4, 2018

English ▾

Overall, how satisfied are you with your life these days?

Very dissatisfied

Dissatisfied

Neither satisfied nor dissatisfied

Satisfied

Very satisfied

In general, would you say your health is ...

Poor

Fair

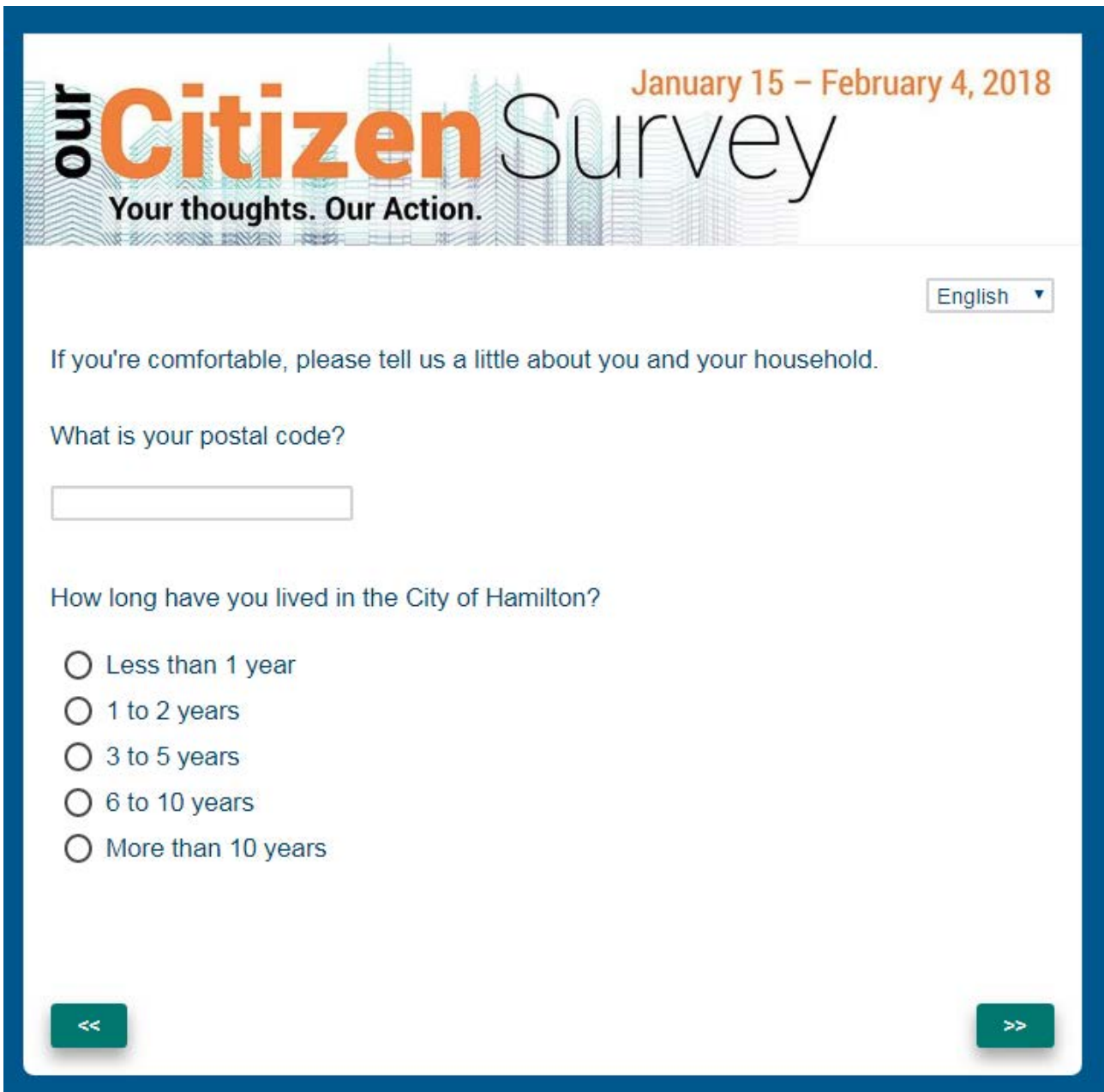
Good

Very good

Excellent

<< >>

Our Citizen Survey 2018 Report



our **Citizen** Survey

January 15 – February 4, 2018

Your thoughts. Our Action.

English ▾

If you're comfortable, please tell us a little about you and your household.

What is your postal code?

How long have you lived in the City of Hamilton?

Less than 1 year

1 to 2 years

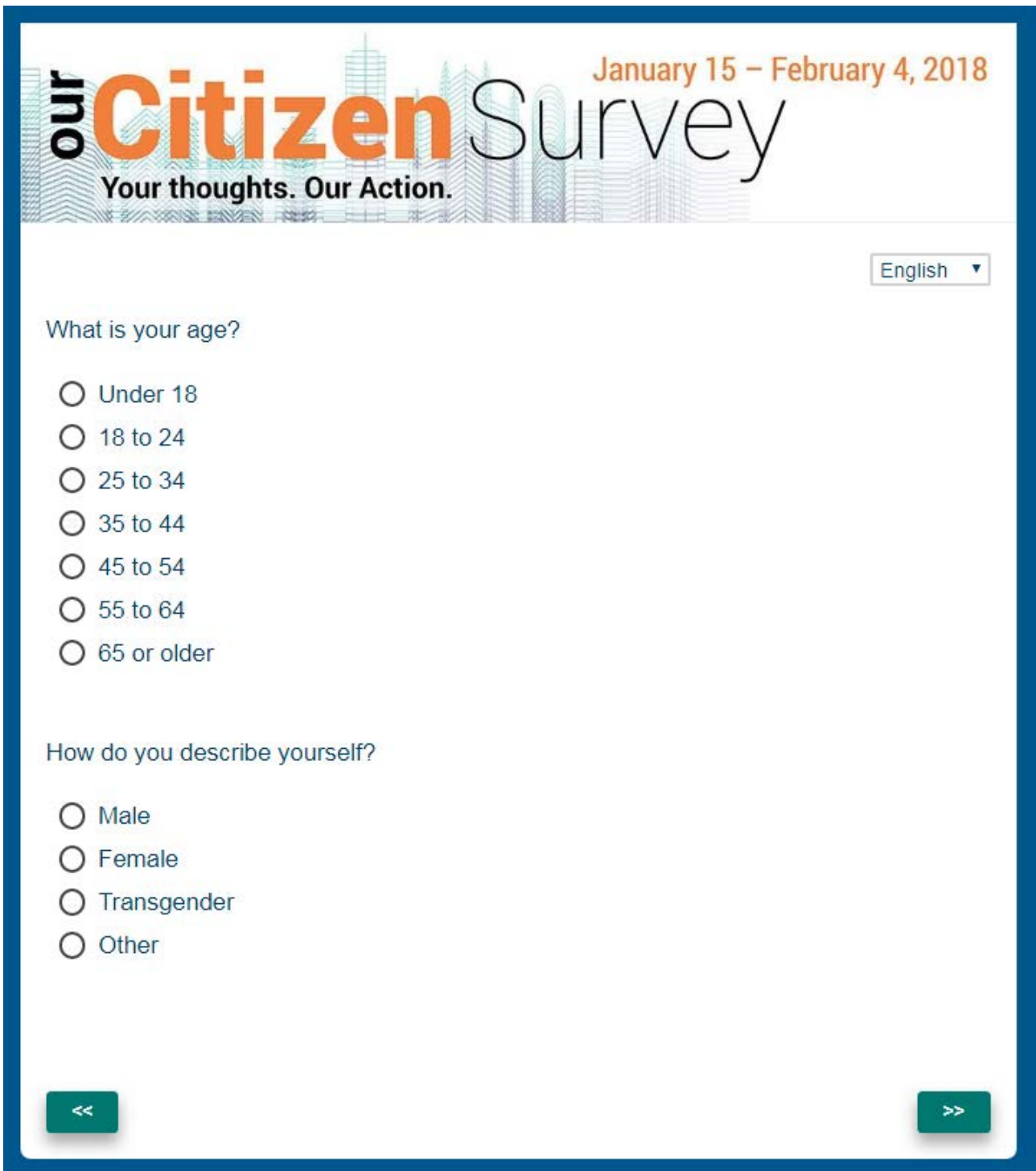
3 to 5 years

6 to 10 years

More than 10 years

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Our Citizen Survey 2018 Report



our **Citizen** Survey

January 15 – February 4, 2018

Your thoughts. Our Action.

English ▾

What is your age?

Under 18

18 to 24

25 to 34

35 to 44

45 to 54

55 to 64

65 or older

How do you describe yourself?

Male

Female

Transgender

Other

<< >>

Our Citizen Survey 2018 Report



our **Citizen** Survey

Your thoughts. Our Action.

January 15 – February 4, 2018


English ▾

What is your highest level of education?

- Less than high school
- High school diploma
- College diploma/trades certificate
- University Undergraduate Degree
- University Graduate Degree

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Our Citizen Survey 2018 Report



our Citizen Survey
Your thoughts. Our Action.

January 15 – February 4, 2018

English ▾

Including yourself, how many people living in your household fall into each of the following categories?

	Number in household
Adult (age 18 or older)	<input type="text" value="0"/>
Youth (age 12 to 17)	<input type="text" value="0"/>
Child (under age 12)	<input type="text" value="0"/>
Total	<input type="text" value="0"/>

What is your total household income before taxes?

- Less than \$17,000
- \$17,000 to \$29,999
- \$30,000 to \$49,999
- \$50,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 and over

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Our Citizen Survey 2018 Report

our **Citizen** Survey

Your thoughts. Our Action.

January 15 – February 4, 2018

English ▾

How do you usually ...

	Driver of a vehicle/motorbike	Passenger of a vehicle/motorbike	Bus	Cycle	Walk	Does not apply
Commute to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commute to school	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Get around the city for things like groceries, shopping, activities etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Our Citizen Survey 2018 Report

Appendix B: Online Survey Link on www.hamilton.ca

The online survey was made available on the following City of Hamilton website pages:

Landing	URL
Ontario Works	https://www.hamilton.ca/social-services/ontario-works https://www.hamilton.ca/social-services/ontario-works/apply-ontario-works https://www.hamilton.ca/social-services/ontario-works/receiving-ontario-works https://www.hamilton.ca/social-services/ontario-works/ontario-works-contact-information
Clinics & Services	https://www.hamilton.ca/public-health/clinics-services https://www.hamilton.ca/public-health/clinics-services/alcohol-drug-and-gambling-clinics-programs https://www.hamilton.ca/public-health/clinics-services/alcohol-drug-gambling-services https://www.hamilton.ca/public-health/clinics-services/get-free-naloxone-kits https://www.hamilton.ca/public-health/clinics-services/injection-drug-use-outreach-worker-program https://www.hamilton.ca/public-health/clinics-services/needle-syringe-supplies-and-disposal https://www.hamilton.ca/public-health/clinics-services/street-health-clinics https://www.hamilton.ca/public-health/clinics-services/van-needle-syringe-program



Our Citizen Survey 2018 Report

Landing	URL
Clinics & Services (cont'd)	https://www.hamilton.ca/public-health/clinics-services/treatment-centres-and-groups
	https://www.hamilton.ca/public-health/clinics-services/breastfeeding-services-supports
	https://www.hamilton.ca/public-health/clinics-services/breastfeeding-support-in-hamilton
	https://www.hamilton.ca/public-health/clinics-services/public-health-breastfeeding-services
	https://www.hamilton.ca/public-health/clinics-services/cancer-screening-programs
	https://www.hamilton.ca/public-health/clinics-services/breast-cancer-screening
	https://www.hamilton.ca/public-health/clinics-services/cervical-cancer-screening
	https://www.hamilton.ca/public-health/clinics-services/colorectal-cancer-screening
	https://www.hamilton.ca/public-health/clinics-services/community-health-worker
	https://www.hamilton.ca/public-health/clinics-services/dental-clinics-programs
	https://www.hamilton.ca/public-health/clinics-services/public-health-services-childrens-preventive-dental-clinic
	https://www.hamilton.ca/public-health/clinics-services/dental-health-bus
	https://www.hamilton.ca/public-health/clinics-services/public-health-services-dental-clinic
	https://www.hamilton.ca/public-health/clinics-services/free-or-low-cost-dental-programs-hamilton-residents
	https://www.hamilton.ca/public-health/clinics-services/food-safety-healthy-eating-programs-services
https://www.hamilton.ca/public-health/clinics-services/community-food-advisors	



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Landing	URL
Clinics & Services (cont'd)	https://www.hamilton.ca/public-health/clinics-services/cooking-clubs https://www.hamilton.ca/public-health/clinics-services/feeding-your-baby-children https://www.hamilton.ca/public-health/clinics-services/food-premise-convictions-orders-in-hamilton https://www.hamilton.ca/public-health/clinics-services/restaurant-inspections-food-safety https://www.hamilton.ca/public-health/clinics-services/mental-health-services https://www.hamilton.ca/public-health/clinics-services/child-and-adolescent-services https://www.hamilton.ca/public-health/clinics-services/mental-health-and-street-outreach-program https://www.hamilton.ca/public-health/clinics-services/parenting-programs-services https://www.hamilton.ca/public-health/clinics-services/car-seat-support https://www.hamilton.ca/public-health/clinics-services/check-it-out-drop-in-sessions https://www.hamilton.ca/public-health/clinics-services/pregnancy-programs-supports https://www.hamilton.ca/public-health/clinics-services/prenatal-community-supports-young-parents https://www.hamilton.ca/public-health/clinics-services/quitting-smoking-clinics-programs https://www.hamilton.ca/public-health/clinics-services/free-or-low-cost-products-help-you-quit-smoking https://www.hamilton.ca/public-health/clinics-services/programs-in-hamilton-help-you-quit-smoking



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Landing	URL
Clinics & Services (cont'd)	https://www.hamilton.ca/public-health/clinics-services/smoking-treatment-ontario-patients
	https://www.hamilton.ca/public-health/clinics-services/quit-smoking-clinic
	https://www.hamilton.ca/public-health/clinics-services/school-health-programs
	https://www.hamilton.ca/public-health/clinics-services/head-lice-bug-buster-clinics
	https://www.hamilton.ca/public-health/clinics-services/sexual-health-clinics
	https://www.hamilton.ca/public-health/clinics-services/vaccines-and-immunization-clinics
	https://www.hamilton.ca/public-health/clinics-services/community-vaccine-clinics
	https://www.hamilton.ca/public-health/clinics-services/flu-clinics
	https://www.hamilton.ca/public-health/clinics-services/hpv-vaccine-school-clinics
	https://www.hamilton.ca/public-health/clinics-services/hepatitis-b-vaccine-school-clinics
	https://www.hamilton.ca/public-health/clinics-services/high-school-vaccine-clinics
	https://www.hamilton.ca/public-health/clinics-services/meningococcal-c-y-w-135-vaccine-school-clinics
	https://www.hamilton.ca/public-health/clinics-services/outbreak-clinics
	https://www.hamilton.ca/public-health/clinics-services/travel-clinics
	https://www.hamilton.ca/public-health/clinics-services/home-visiting-programs
https://www.hamilton.ca/jobs-city	



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Landing	URL
Current Opportunities	https://www.hamilton.ca/jobs-city/current-opportunities https://www.hamilton.ca/jobs-city/current-opportunities/recruitment-opportunities https://www.hamilton.ca/jobs-city/current-opportunities/bus-operator-recruitment https://www.hamilton.ca/jobs-city/current-opportunities/full-time-firefighter-recruitment https://www.hamilton.ca/volunteer-firefighter-recruitment https://www.hamilton.ca/jobs-city/current-opportunities/primary-care-paramedic-recruitment https://www.hamilton.ca/jobs-city/current-opportunities/police-constable-new-recruit-hamilton-police-service https://www.hamilton.ca/jobs-city/jobs-open-public/police-constable-lateral-transfer-hamilton-police-service https://www.hamilton.ca/jobs-city/current-opportunities/school-crossing-guard-recruitment https://www.hamilton.ca/jobs-city/jobs-open-public/winter-operator-roads-recruitment https://www.hamilton.ca/jobs-city/current-opportunities/part-time-recreation-recruitment https://www.hamilton.ca/jobs-city/current-opportunities/applying-job https://www.hamilton.ca/jobs-city/current-opportunities/police-background-checks https://www.hamilton.ca/jobs-city/current-opportunities/reference-checks https://www.hamilton.ca/jobs-city/jobs-open-public/student-co-op-placements
Employee Resources	https://www.hamilton.ca/jobs-city/employee-resources https://www.hamilton.ca/jobs-city/employee-resources/collective-agreements



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Landing	URL
Employee Resources (cont'd)	https://www.hamilton.ca/jobs-city/application-process/employee-benefits https://www.hamilton.ca/jobs-city/employee-resources/pay-information
Volunteer Opportunities	https://www.hamilton.ca/jobs-city/volunteer-opportunities https://www.hamilton.ca/jobs-city/volunteer-opportunities/macassa-lodge-volunteers https://www.hamilton.ca/jobs-city/volunteer-opportunities/wentworth-lodge-volunteers https://www.hamilton.ca/jobs-city/volunteer-opportunities/community-food-advisor https://www.hamilton.ca/jobs-city/volunteer-opportunities/neighbourhood-clean-teams https://www.hamilton.ca/jobs-city/volunteer-opportunities/recreation-division-volunteers https://www.hamilton.ca/jobs-city/volunteer-opportunities/trillium-awards-judge
Student & Youth Opportunities	https://www.hamilton.ca/jobs-city/student-youth-opportunities https://www.hamilton.ca/jobs-city/student-youth-opportunities/summer-student-program https://www.hamilton.ca/jobs-city/student-youth-opportunities/returning-students https://www.hamilton.ca/jobs-city/student-youth-opportunities/new-student-hires https://www.hamilton.ca/jobs-city/student-youth-opportunities/summer-student-general-labour-job-opportunities



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Landing	URL
Student & Youth Opportunities (cont'd)	https://www.hamilton.ca/jobs-city/student-youth-opportunities/summer-student-recreation-job-opportunities https://www.hamilton.ca/jobs-city/student-youth-opportunities/specific-area-study-and-administrative-jobs https://www.hamilton.ca/jobs-city/student-youth-opportunities/public-health-post-secondary-student-placements https://www.hamilton.ca/jobs-city/student-youth-opportunities/unpaid-student-placements https://www.hamilton.ca/student-youth-opportunities/public-health-post-secondary-student-placements/masters-public-health https://www.hamilton.ca/student-youth-opportunities/public-health-post-secondary-student-placements/nursing-students https://www.hamilton.ca/student-youth-opportunities/public-health-post-secondary-student-placements/other-students https://www.hamilton.ca/jobs-city/post-secondary-student-placements/family-therapy https://www.hamilton.ca/jobs-city/student-youth-opportunities/high-school-co-op-student-program https://www.hamilton.ca/jobs-city/student-youth-opportunities/post-secondary-student-placements
Training & Certification	https://www.hamilton.ca/jobs-city/training-certification https://www.hamilton.ca/jobs-city/training-certification/aquatic-leadership-courses https://www.hamilton.ca/jobs-city/training-certification/recreation-leader-training https://www.hamilton.ca/jobs-city/training-certification/taxi-driver-training



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Landing	URL
Building & Renovating	https://www.hamilton.ca/home-property-and-development/building-renovating https://www.hamilton.ca/home-property-and-development/building-renovating/building-permit-status https://www.hamilton.ca/home-property-and-development/building-renovating/planning-build-or-renovate https://www.hamilton.ca/home-property-and-development/building-renovating/building-in-rural-hamilton https://www.hamilton.ca/home-property-and-development/building-renovating/hiring-contractor https://www.hamilton.ca/home-property-and-development/building-renovating/important-contacts-renovations-permits https://www.hamilton.ca/home-property-and-development/building-renovating/residential-building-permits https://www.hamilton.ca/home-property-and-development/building-renovating/residential-building-inspections https://www.hamilton.ca/home-property-and-development/building-renovating/submitting-drawings https://www.hamilton.ca/home-property-and-development/building-renovating/building-permit-classes-and-fees https://www.hamilton.ca/home-property-and-development/building-renovating/residential-fences https://www.hamilton.ca/home-property-and-development/building-renovating/swimming-pools
Property Taxes	https://www.hamilton.ca/home-property-and-development/property-taxes https://www.hamilton.ca/home-property-and-development/property-taxes/2017-mpac-assessment https://www.hamilton.ca/home-property-and-development/property-taxes/pay-your-property-tax



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Landing	URL
Property Taxes (cont'd)	https://www.hamilton.ca/home-property-and-development/property-taxes/due-dates-and-penalties
	https://www.hamilton.ca/home-property-and-development/property-taxes/tax-assistance-programs
	https://www.hamilton.ca/home-property-and-development/property-taxes/property-information-taxes
	https://www.hamilton.ca/home-property-and-development/property-taxes/request-tax-certificate
	https://www.hamilton.ca/home-property-and-development/property-taxes/sale-properties-tax-arrears
	https://www.hamilton.ca/home-property-and-development/property-taxes/current-tax-sale-property-listing
	https://www.hamilton.ca/home-property-and-development/property-taxes/submit-tender
	https://www.hamilton.ca/home-property-and-development/property-taxes/tax-sale-property-results
	https://www.hamilton.ca/home-property-and-development/property-taxes/area-rating
	https://www.hamilton.ca/home-property-and-development/property-taxes/municipal-tax-competitiveness-study
	https://www.hamilton.ca/home-property-and-development/property-taxes/property-assessment
	https://www.hamilton.ca/home-property-and-development/property-taxes/property-inquiry
	https://www.hamilton.ca/home-property-and-development/property-taxes/tax-billing-by-laws
https://www.hamilton.ca/home-property-and-development/property-taxes/tax-calculator	



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Landing	URL
Property Taxes (cont'd)	https://www.hamilton.ca/home-property-and-development/property-taxes/tax-impact-mapping https://www.hamilton.ca/home-property-and-development/property-taxes/tax-rates-by-property-class https://www.hamilton.ca/home-property-and-development/property-taxes/understanding-your-property-tax-bill https://www.hamilton.ca/home-property-and-development/property-taxes/changes-your-property-tax-bill https://www.hamilton.ca/hsr-bus-schedules-fares
Accessible Transit	https://www.hamilton.ca/hsr-bus-schedules-fares/accessible-transit/accessible-transportation-services-ats-eligibility-and https://www.hamilton.ca/hsr-bus-schedules-fares/accessible-transit/accessible-low-floor-buses https://www.hamilton.ca/hsr-bus-schedules-fares/accessible-transit/darts https://www.hamilton.ca/hsr-bus-schedules-fares/accessible-transit/darts-fares-tickets-and-passes https://www.hamilton.ca/hsr-bus-schedules-fares/accessible-transit/ats-darts-no-show-and-cancellation-policy https://www.hamilton.ca/hsr-bus-schedules-fares/accessible-transit/how-file-complaint https://www.hamilton.ca/hsr-bus-schedules-fares/accessible-transit/taxi-scrip-program
Fares	https://www.hamilton.ca/hsr-bus-schedules-fares/fares https://www.hamilton.ca/hsr-bus-schedules-fares/fares/cash-tickets-and-passes https://www.hamilton.ca/hsr-bus-schedules-fares/fares/summer-youth-pass



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Landing	URL
Fares (cont'd)	https://www.hamilton.ca/hsr-bus-schedules-fares/fares/university-and-college-bus-passes https://www.hamilton.ca/hsr-bus-schedules-fares/fares/hsr-ticket-vendors https://www.hamilton.ca/hsr-bus-schedules-fares/fares/hsr-ticket-vendors https://www.hamilton.ca/hsr-bus-schedules-fares/fares/presto-cards https://www.hamilton.ca/hsr-bus-schedules-fares/fares/photo-identification https://www.hamilton.ca/hsr-bus-schedules-fares/fares/support-person-id-card https://www.hamilton.ca/hsr-bus-schedules-fares/fares/transfers-and-connections
Riding with HSR	https://www.hamilton.ca/hsr-bus-schedules-fares/riding-hsr/update-hsr https://www.hamilton.ca/hsr-bus-schedules-fares/riding-hsr/bikes-buses-program https://www.hamilton.ca/hsr-bus-schedules-fares/riding-hsr/ticket-ride-program https://www.hamilton.ca/hsr-bus-schedules-fares/riding-hsr/using-hsr https://www.hamilton.ca/hsr-bus-schedules-fares/riding-hsr/bus-safety https://www.hamilton.ca/hsr-bus-schedules-fares/riding-hsr/customer-service https://www.hamilton.ca/hsr-bus-schedules-fares/riding-hsr/bus-shelter-vandalism-program
Schedule, Routes & Maps	https://www.hamilton.ca/hsr-bus-schedules-fares/schedule-routes-maps https://www.hamilton.ca/hsr-bus-schedules-fares/schedule-routes-maps/trip-planner



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Landing	URL
Schedule, Routes & Maps (cont'd)	https://www.hamilton.ca/hsr-bus-schedules-fares/schedule-routes-maps/pdf-bus-schedules https://www.hamilton.ca/hsr-bus-schedules-fares/schedule-routes-maps/detours-and-service-updates https://www.hamilton.ca/hsr-bus-schedules-fares/schedule-routes-maps/trans-cab https://www.hamilton.ca/hsr-bus-schedules-fares/schedule-routes-maps/bus-check-phone https://www.hamilton.ca/hsr-bus-schedules-fares/schedule-routes-maps/triplinx https://www.hamilton.ca/hsr-bus-schedules-fares/schedule-routes-maps/special-event-shuttles https://www.hamilton.ca/hsr-bus-schedules-fares/schedule-routes-maps/tiger-cats-express-shuttles https://www.hamilton.ca/garbage-recycling
Garbage & Bulk Items	https://www.hamilton.ca/garbage-recycling/garbage-bulk-items https://www.hamilton.ca/garbage-recycling/garbage-bulk-items/garbage https://www.hamilton.ca/garbage-recycling/garbage-bulk-items/bulk-items-and-furniture https://www.hamilton.ca/garbage-recycling/garbage-bulk-items/illegal-dumping https://www.hamilton.ca/garbage-recycling/garbage-bulk-items/waste-collection-schedule https://www.hamilton.ca/garbage-recycling/garbage-bulk-items/what-goes-in-garbage https://www.hamilton.ca/garbage-recycling/garbage-bulk-items/what-are-bulk-items



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Landing	URL
Blue Box & Recycling	https://www.hamilton.ca/garbage-recycling/blue-box-recycling https://www.hamilton.ca/garbage-recycling/blue-box-recycling/blue-box https://www.hamilton.ca/garbage-recycling/blue-box-recycling/recycling https://www.hamilton.ca/garbage-recycling/blue-boxes-recycling/gold-box-recycling https://www.hamilton.ca/garbage-recycling/blue-box-recycling/blue-box-collection-schedule https://www.hamilton.ca/garbage-recycling/blue-box-recycling/what-can-be-recycled https://www.hamilton.ca/garbage-recycling/blue-boxes-recycling/gold-box-sign-form
Green Bin & Composting	https://www.hamilton.ca/garbage-recycling/green-bin-composting https://www.hamilton.ca/garbage-recycling/green-bin-composting/green-bin https://www.hamilton.ca/garbage-recycling/green-bin-composting/composting-your-green-bin https://www.hamilton.ca/garbage-recycling/green-bin-composting/what-goes-in-green-bin https://www.hamilton.ca/garbage-recycling/green-bin-composting/backyard-composting https://www.hamilton.ca/garbage-recycling/green-bin-composting/compost-giveaways https://www.hamilton.ca/garbage-recycling/green-bin-composting/green-bin-collection-schedule
Yard Waste	https://www.hamilton.ca/garbage-recycling/yard-waste https://www.hamilton.ca/garbage-recycling/yard-waste/yard-waste https://www.hamilton.ca/garbage-recycling/leaf-yard-waste/grasscycling https://www.hamilton.ca/garbage-recycling/yard-waste/what-goes-in-yard-waste



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Landing	URL
Apartment Waste	https://www.hamilton.ca/garbage-recycling/apartment-waste https://www.hamilton.ca/garbage-recycling/apartment-waste/apartment-garbage-and-bulk-items https://www.hamilton.ca/garbage-recycling/apartment-waste/apartment-blue-cart-recycling https://www.hamilton.ca/garbage-recycling/apartment-waste/apartment-green-bin-composting https://www.hamilton.ca/garbage-recycling/apartment-waste/property-owners-managers-superintendents https://www.hamilton.ca/garbage-recycling/apartment-waste/apartment-waste-search
Business Waste	https://www.hamilton.ca/garbage-recycling/business-waste https://www.hamilton.ca/garbage-recycling/business-waste/business-waste-eligibility https://www.hamilton.ca/garbage-recycling/business-waste/business-waste https://www.hamilton.ca/garbage-recycling/business-waste/waste-directory-businesses
Community Recycling Centres	https://www.hamilton.ca/garbage-recycling/community-recycling-centres https://www.hamilton.ca/garbage-recycling/community-recycling-centres/community-recycling-centre-locations https://www.hamilton.ca/garbage-recycling/community-recycling-centres/appliances-and-scrap-metal https://www.hamilton.ca/garbage-recycling/community-recycling-centres/household-hazardous-waste https://www.hamilton.ca/garbage-recycling/community-recycling-centres/reuse-shed https://www.hamilton.ca/garbage-recycling/community-recycling-centres/what-goes-community-recycling-centre



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Landing	URL
Official Plan & Zoning By-law	https://www.hamilton.ca/city-planning/official-plan-zoning-by-law
	https://www.hamilton.ca/city-planning/official-plan-zoning-by-law/official-plan
	https://www.hamilton.ca/city-planning/official-plan-zoning-by-law/rural-hamilton-official-plan
	https://www.hamilton.ca/city-planning/official-plan-zoning-by-law/urban-hamilton-official-plan
	https://www.hamilton.ca/city-planning/official-plan-zoning-by-law/provincial-plan-review
	https://www.hamilton.ca/city-planning/official-plan-zoning-by-law/zoning-by-law
	https://www.hamilton.ca/city-planning/official-plan-zoning-by-law/zoning-by-law-no-05-200
	https://www.hamilton.ca/city-planning/official-plan-zoning-by-law/commercial-and-mixed-use-zones
	https://www.hamilton.ca/city-planning/official-plan-zoning-by-law/transit-oriented-corridor-zones-wards-1-4
	https://www.hamilton.ca/city-planning/official-plan-zoning-by-law/rural-zoning
	https://www.hamilton.ca/city-planning/official-plan-zoning-by-law/zoning-by-laws-former-communities
	https://www.hamilton.ca/city-planning/official-plan-zoning-by-law/interactive-zoning-mapping
	https://www.hamilton.ca/city-planning/official-plan-zoning-by-law/regulating-entertainment-outdoor-commercial-patios
	https://www.hamilton.ca/city-planning/official-plan-zoning-by-law/review-existing-residential-er-zone-in-ancaster
https://www.hamilton.ca/city-planning/official-plan-zoning-by-law/grids-2-and-municipal-comprehensive-review	



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Landing	URL
Tickets & Parking	https://www.hamilton.ca/streets-transportation/tickets-parking
	https://www.hamilton.ca/streets-transportation/tickets-parking/pay-your-ticket
	https://www.hamilton.ca/streets-transportation/tickets-parking/parking-penalty-notice
	https://www.hamilton.ca/streets-transportation/tickets-parking/parking-infraction-notice
	https://www.hamilton.ca/streets-transportation/tickets-parking/provincial-offences-notice
	https://www.hamilton.ca/streets-transportation/tickets-parking/municipal-parking-by-laws
	https://www.hamilton.ca/streets-transportation/tickets-parking/street-parking
	https://www.hamilton.ca/streets-transportation/tickets-parking/residential-parking-private-property
	https://www.hamilton.ca/streets-transportation/tickets-parking/veteran-parking-program
	https://www.hamilton.ca/streets-transportation/tickets-parking/ministry-transportation-ontario-mto-accessible-parking-permit
	https://www.hamilton.ca/streets-transportation/tickets-parking/parking-near-schools
	https://www.hamilton.ca/streets-transportation/tickets-parking/municipal-car-parks
	https://www.hamilton.ca/streets-transportation/tickets-parking/reserve-municipal-car-park
	https://www.hamilton.ca/streets-transportation/tickets-parking/parking-meters
	https://www.hamilton.ca/streets-transportation/tickets-parking/special-events-parking
	https://www.hamilton.ca/streets-transportation/tickets-parking/towing
https://www.hamilton.ca/streets-transportation/tickets-parking/electric-vehicle-charging-stations	

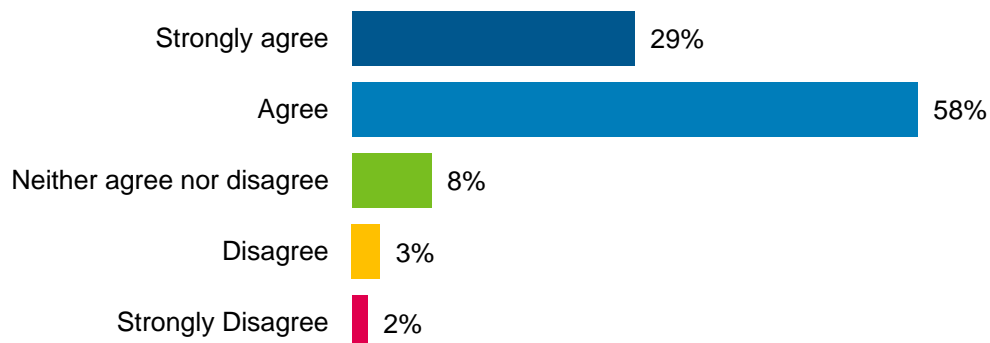
Appendix C: Detailed Response Summary

This section provides the full breakdown of all responses collected from the phone and online survey .

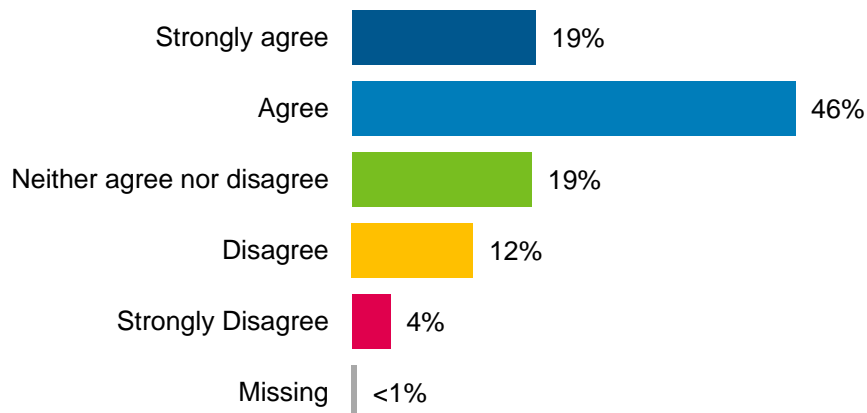
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Hamilton is a great place to live

Phone (n=550)



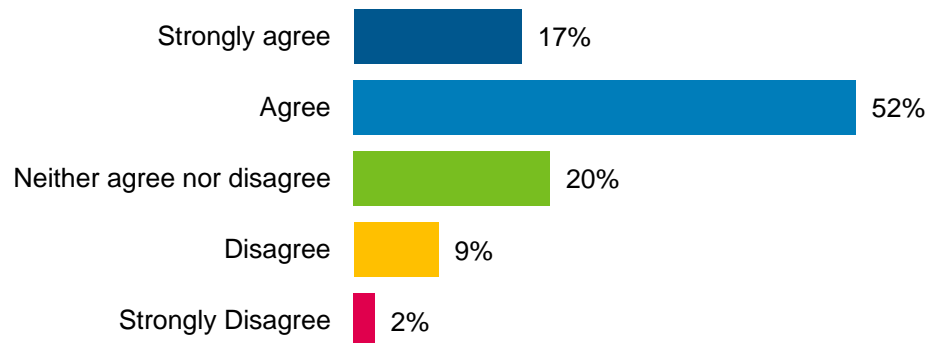
Online (n=1,307)



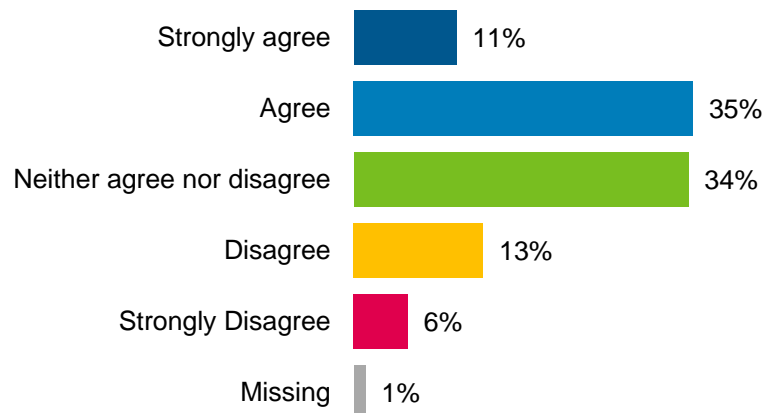
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Hamilton is a great place to work

Phone (n=550)



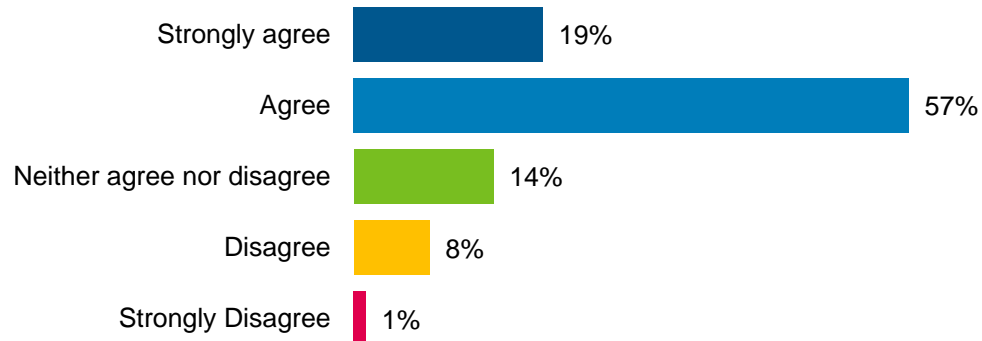
Online (n=1,307)



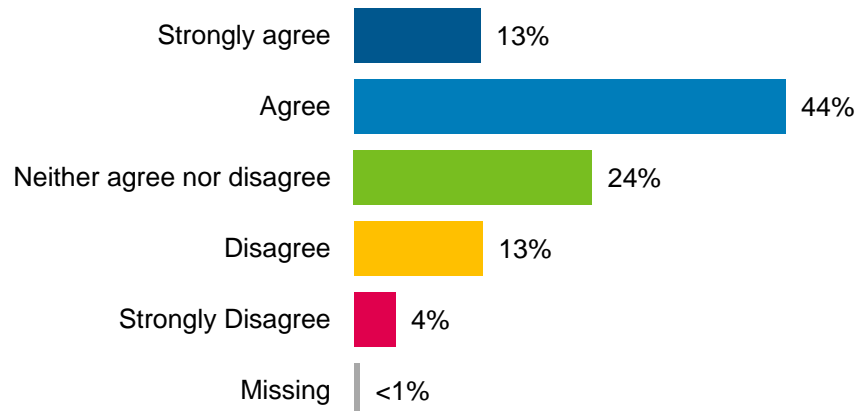
Our Citizen Survey 2018 Report

Hamilton is a great place to play

Phone (n=550)



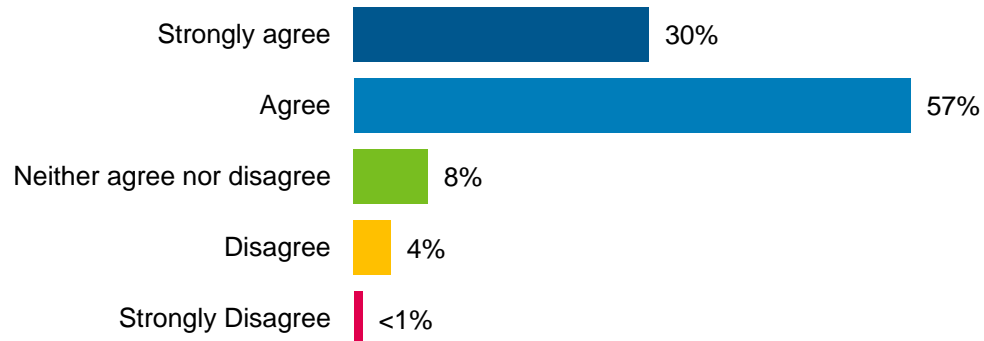
Online (n=1,307)



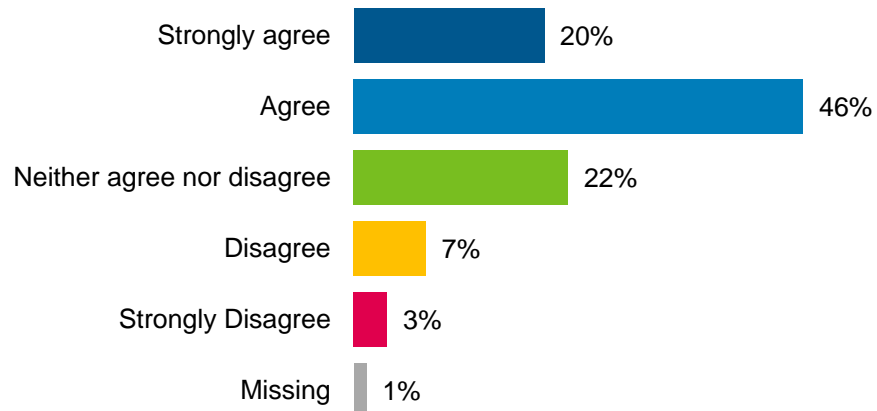
Our Citizen Survey 2018 Report

Hamilton is a great place to learn

Phone (n=550)



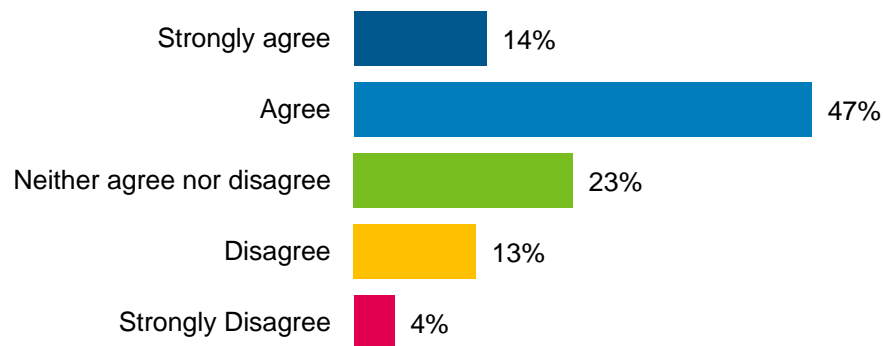
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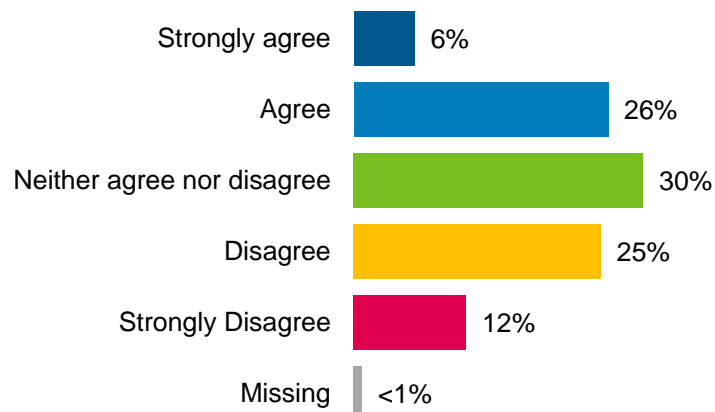
Our Citizen Survey 2018 Report

Hamilton is on the right track towards its vision of being “the best place to raise a child and age successfully”

Phone (n=550)



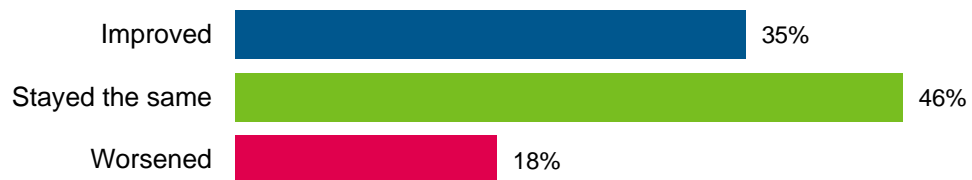
Online (n=1,307)



Our Citizen Survey 2018 Report

In the past two years, would you say the quality of life in the City of Hamilton has ...

Phone (n=550)



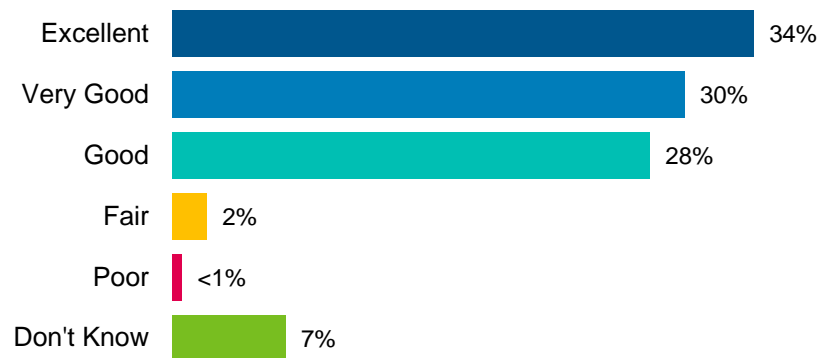
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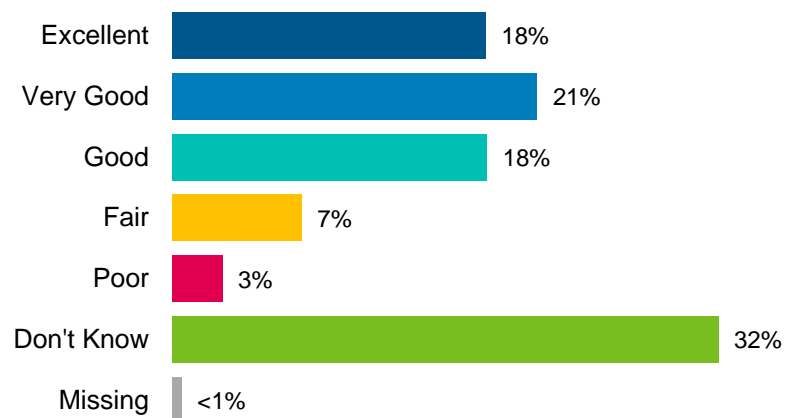
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Fire Department

Phone (n=550)



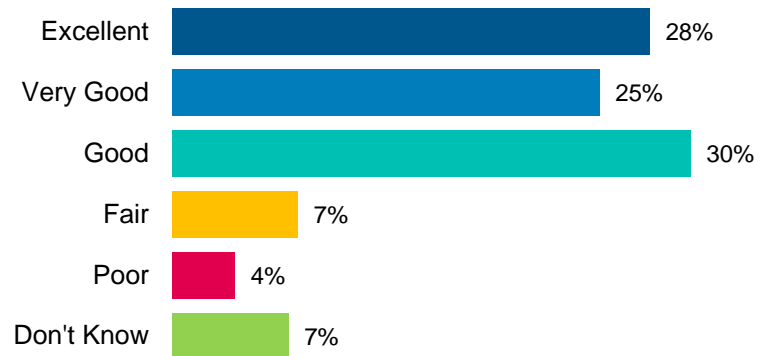
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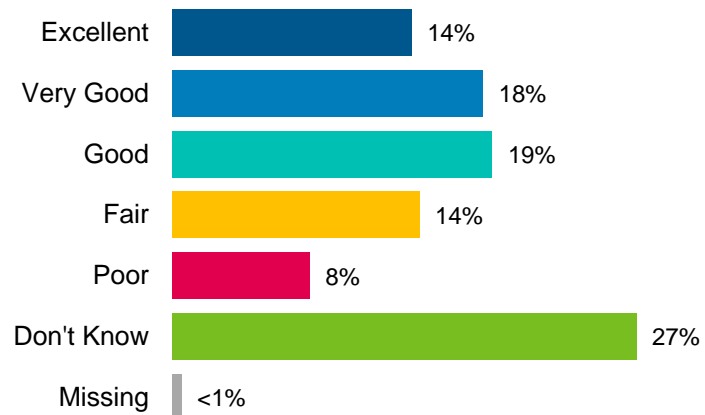
Our Citizen Survey 2018 Report

Paramedic Services

Phone (n=550)



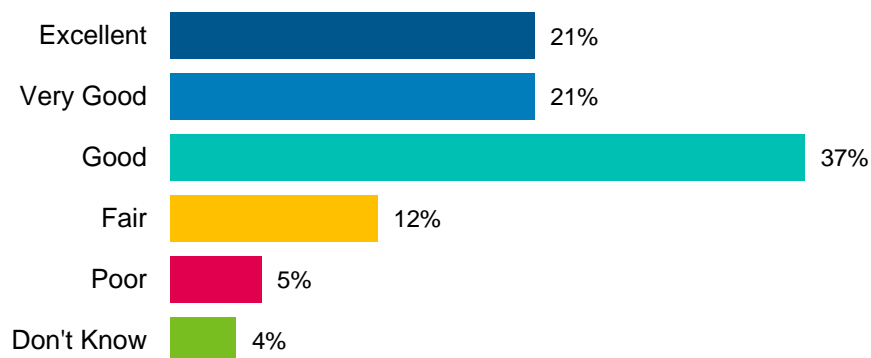
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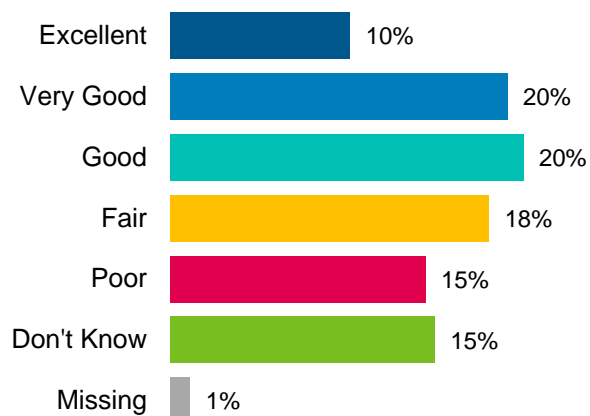
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Police Services

Phone (n=550)



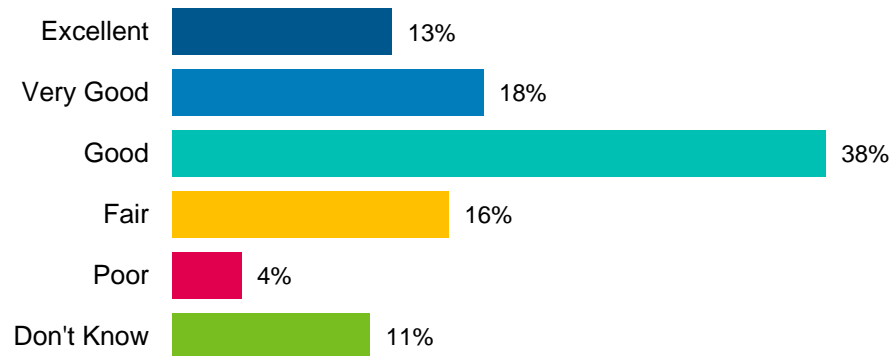
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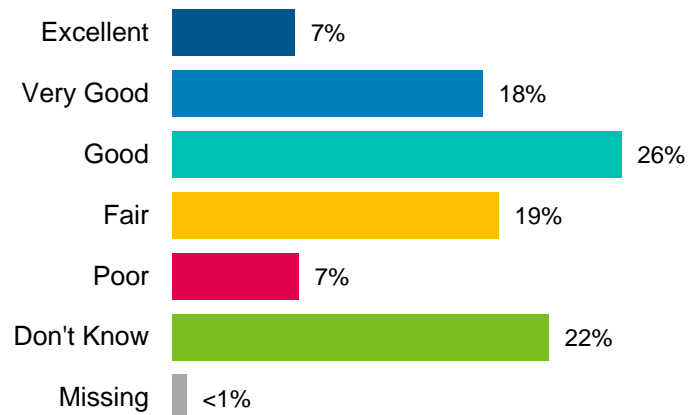
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Emergency Management

Phone (n=550)



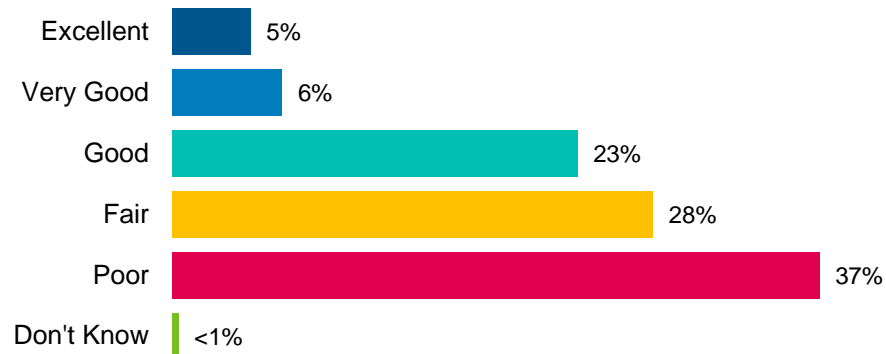
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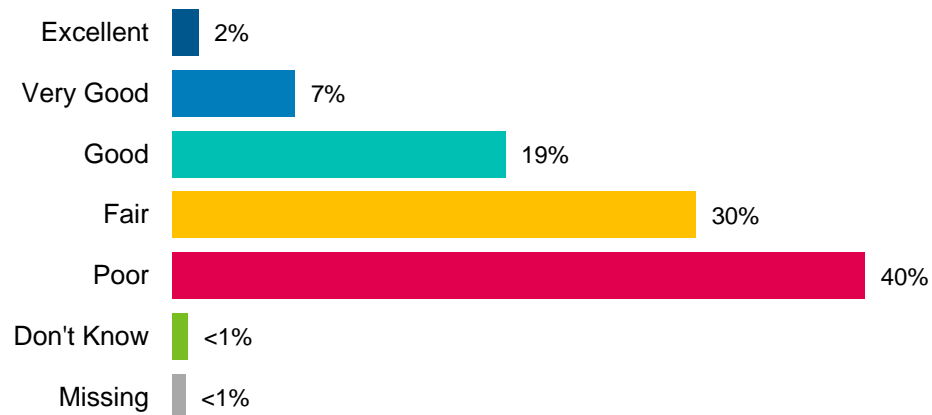
Our Citizen Survey 2018 Report

Roads and Sidewalks

Phone (n=550)



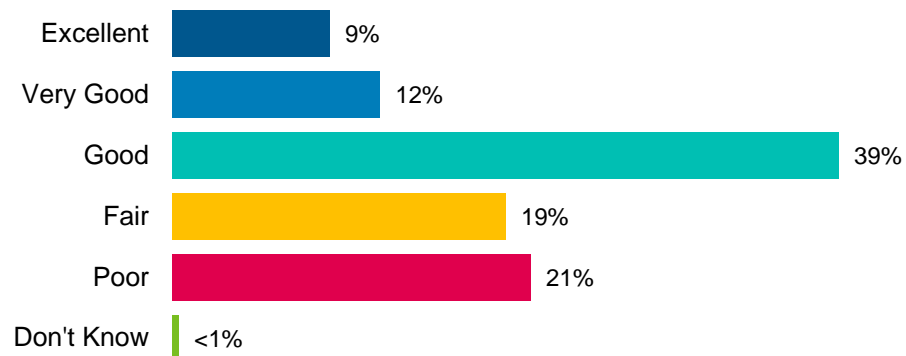
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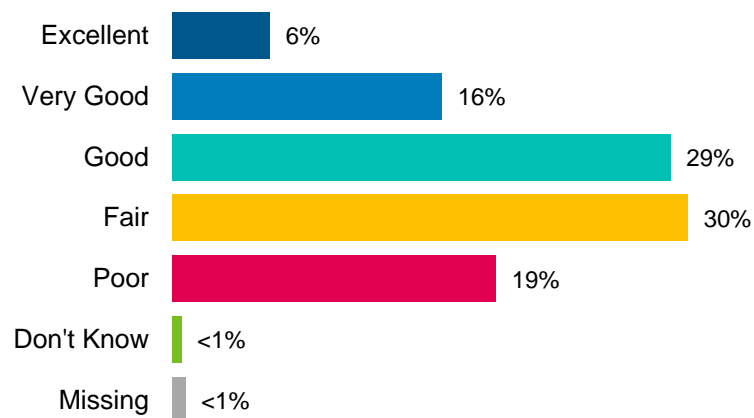
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Snow Plowing and Salting

Phone (n=550)



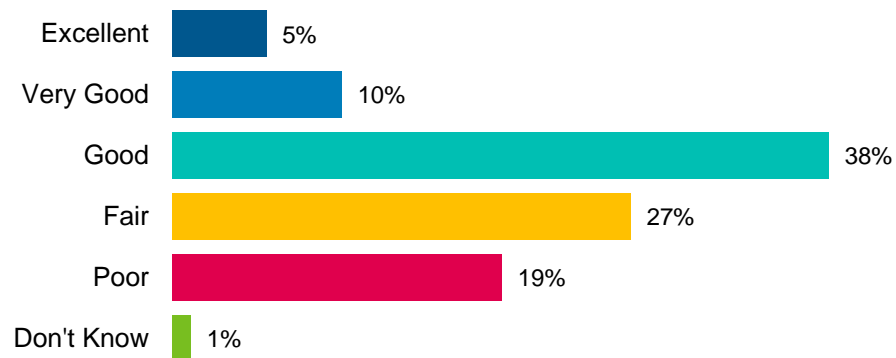
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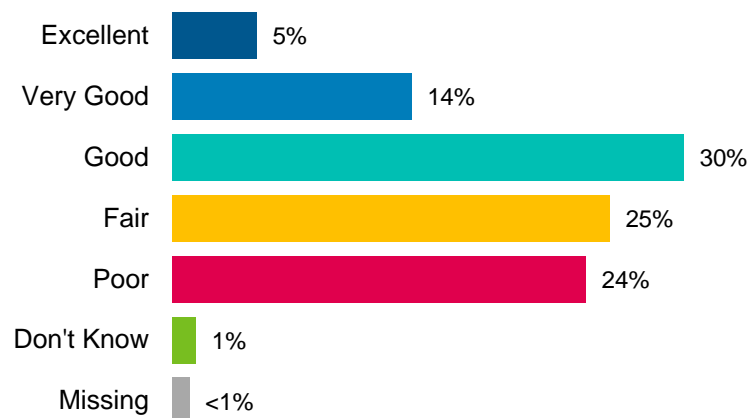
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Traffic Flow and Roadway Safety

Phone (n=550)



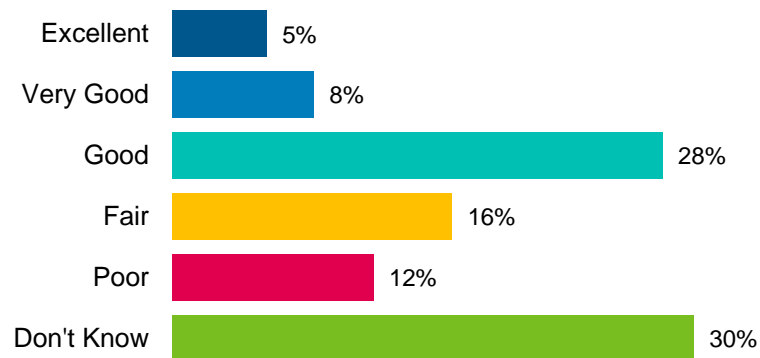
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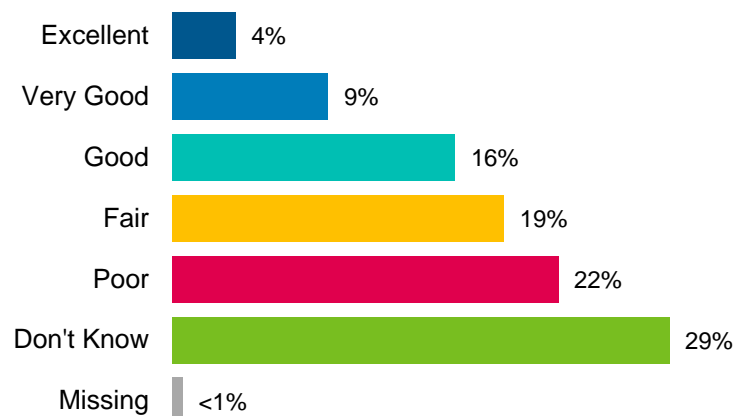
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Hamilton Street Railway (HSR) Buses

Phone (n=550)



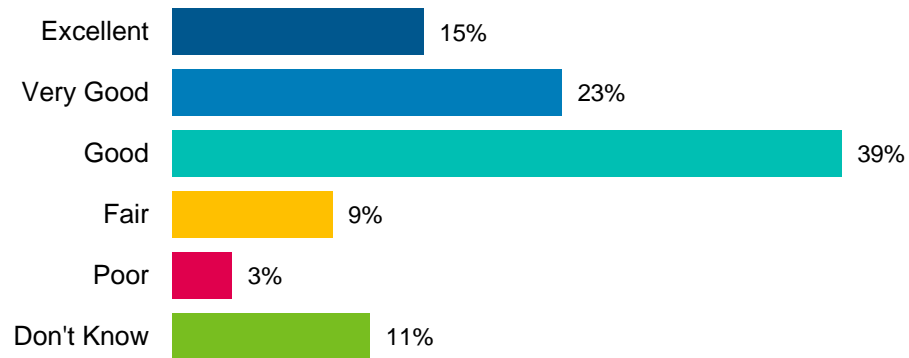
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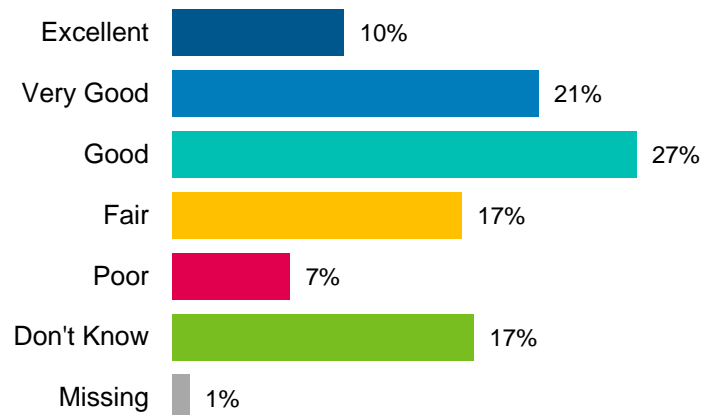
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Recreation

Phone (n=550)



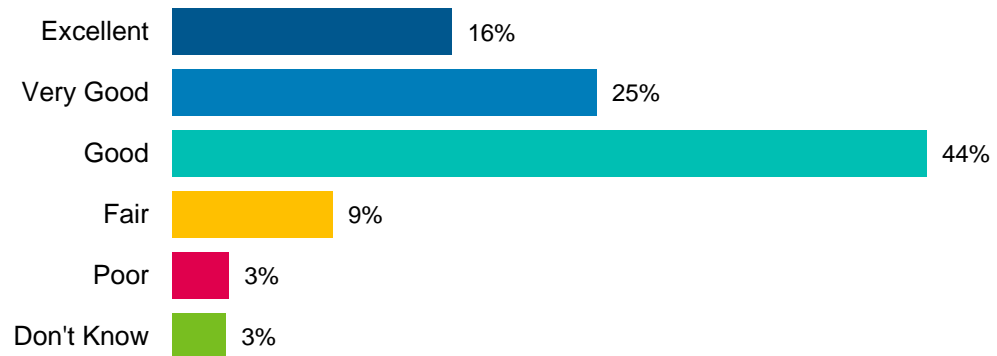
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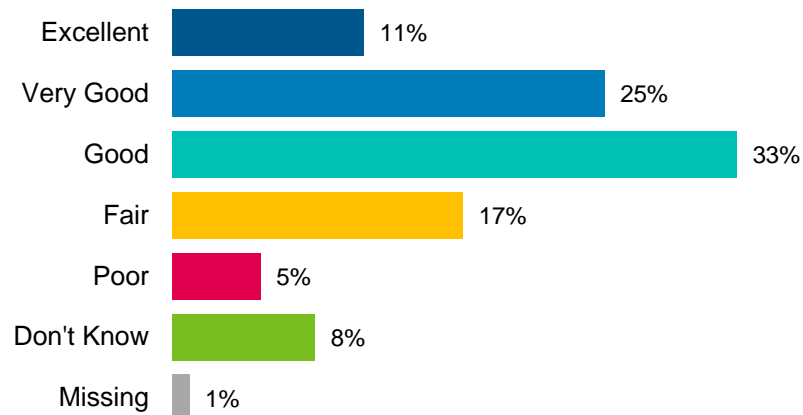
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Parks and Open Space

Phone (n=550)



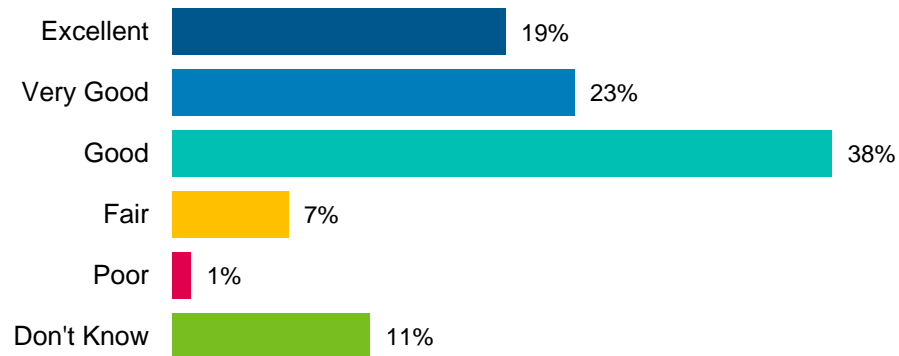
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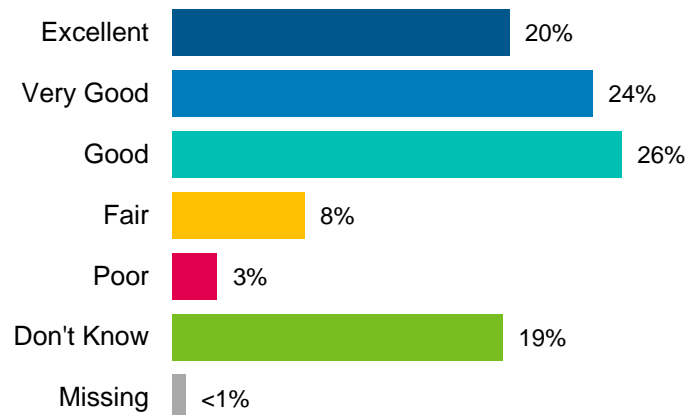
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Libraries and Bookmobiles

Phone (n=550)



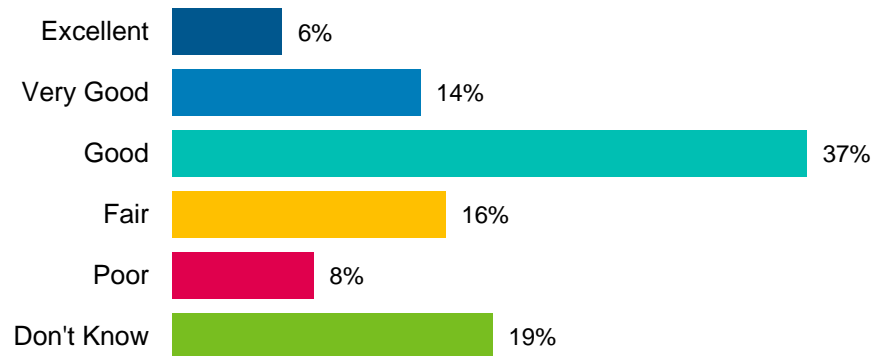
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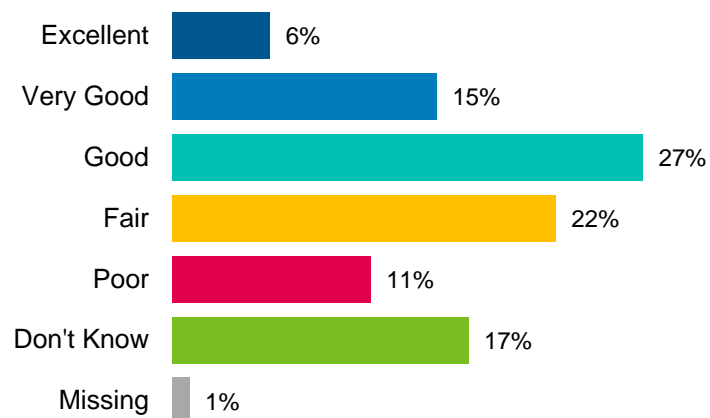
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Tourism

Phone (n=550)



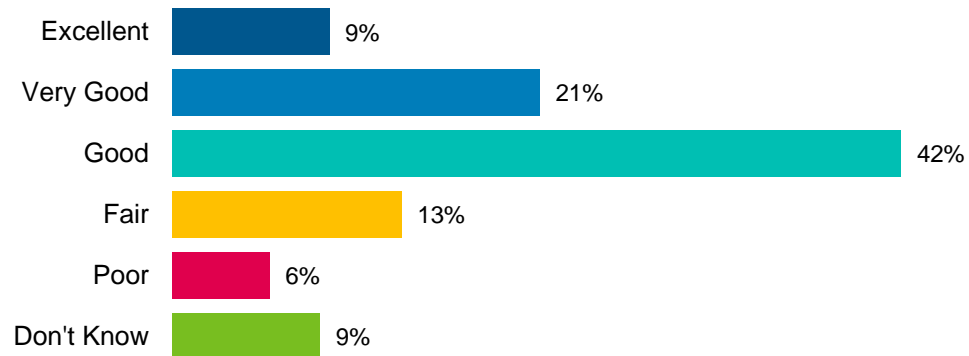
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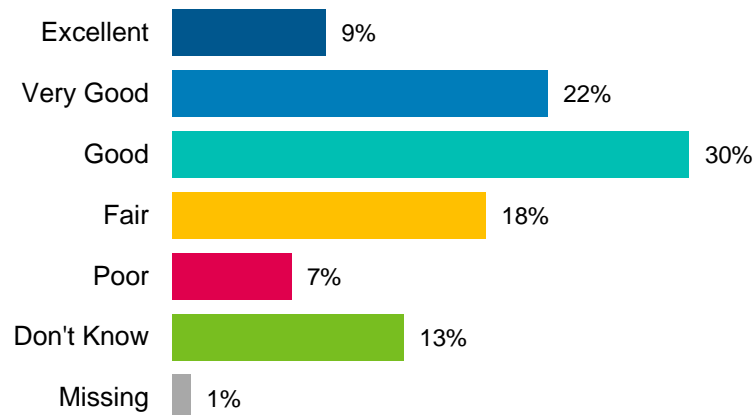
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Culture

Phone (n=550)



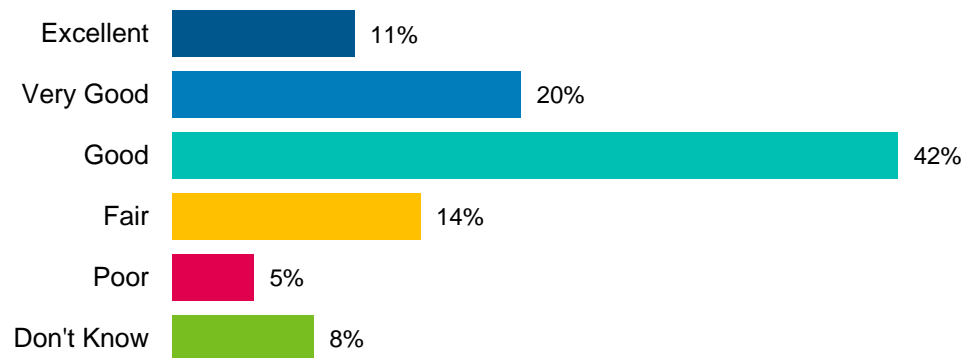
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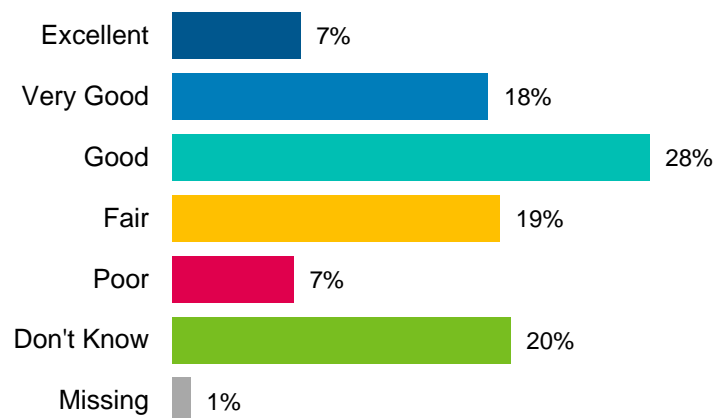
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Public Health

Phone (n=550)



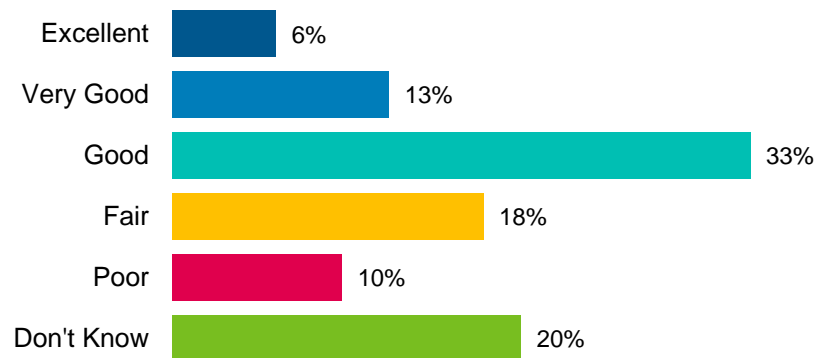
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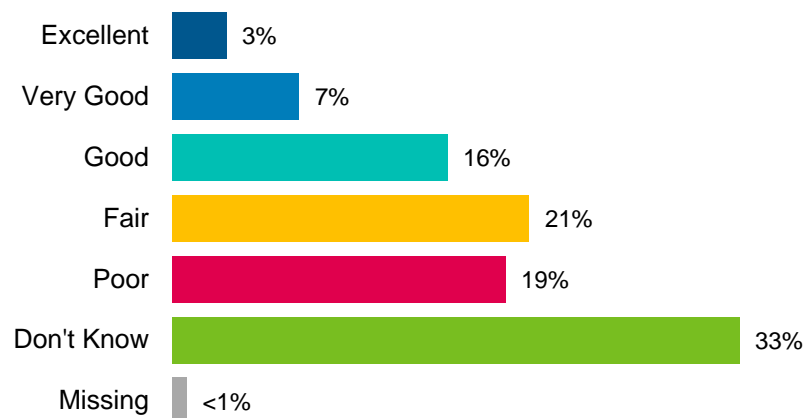
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Social Services

Phone (n=550)



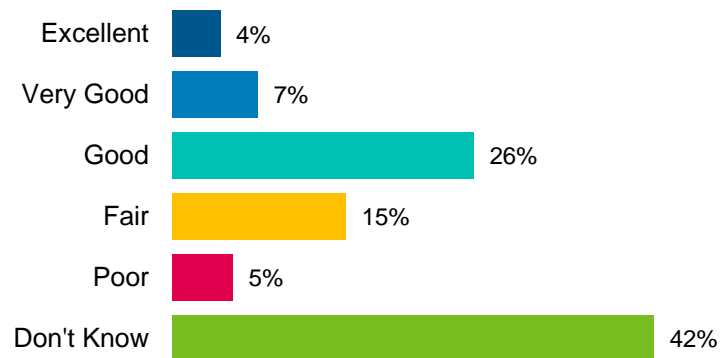
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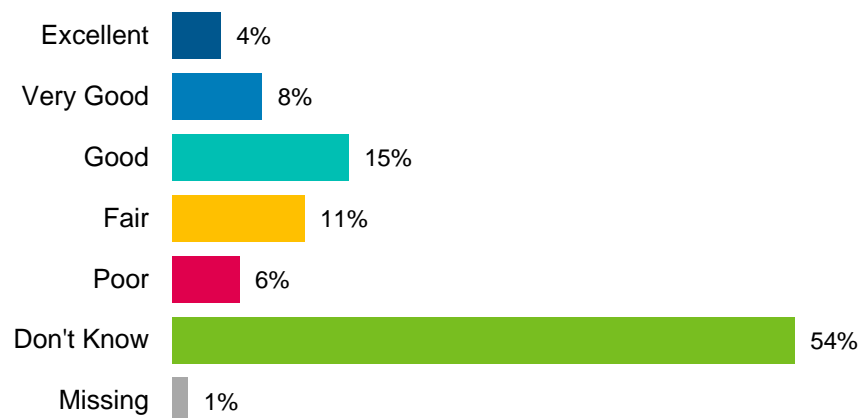
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Child Care Services

Phone (n=550)



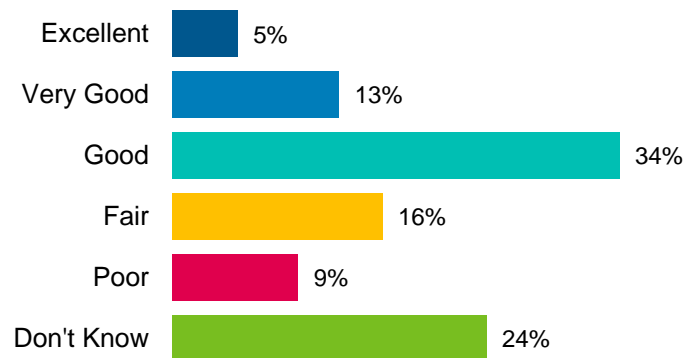
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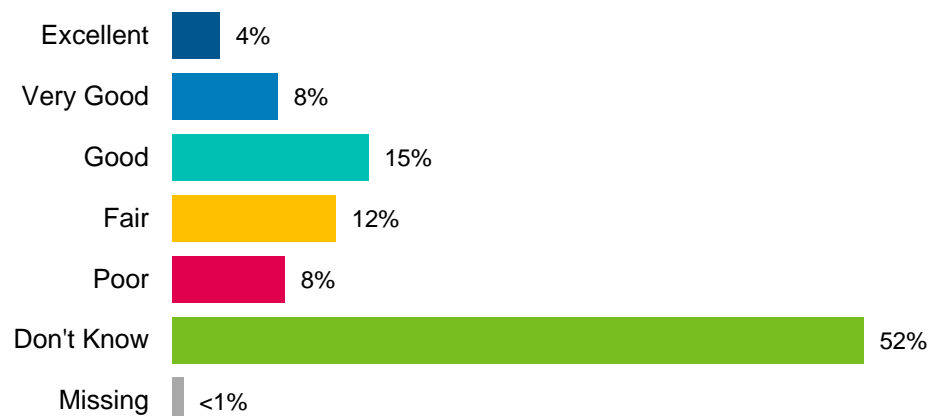
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Services for Seniors

Phone (n=550)



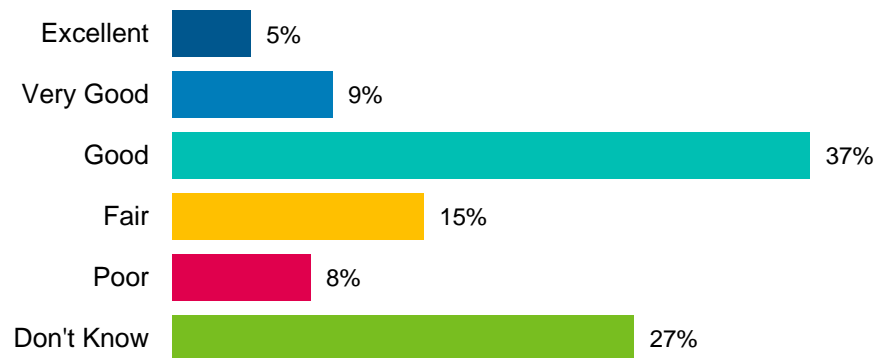
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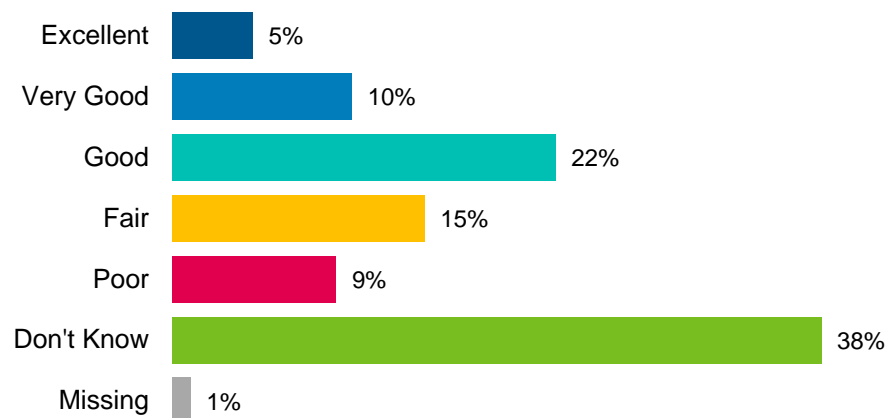
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Legislative Services and Records Information

Phone (n=550)



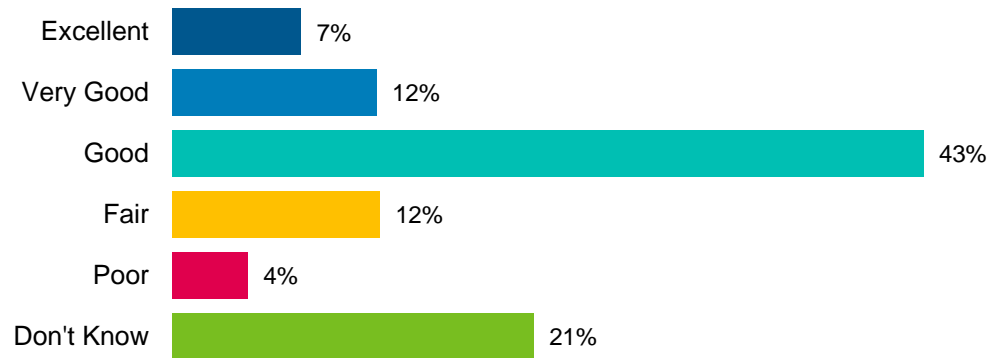
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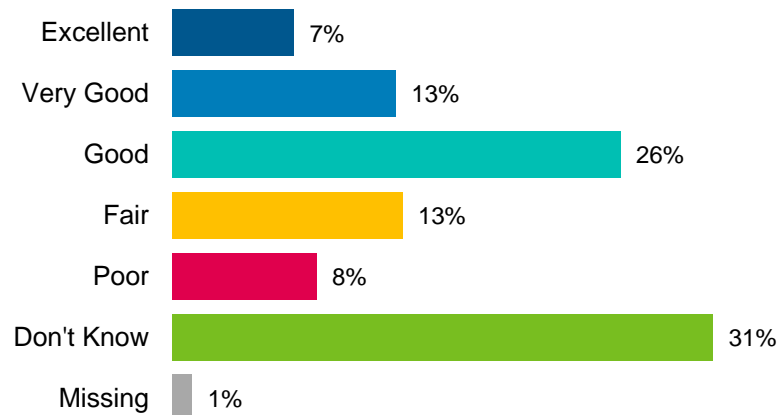
Our Citizen Survey 2018 Report

Animal Services

Online (n=550)



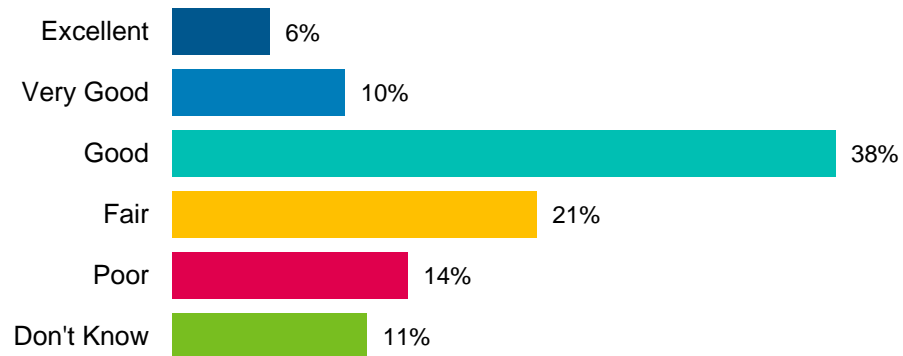
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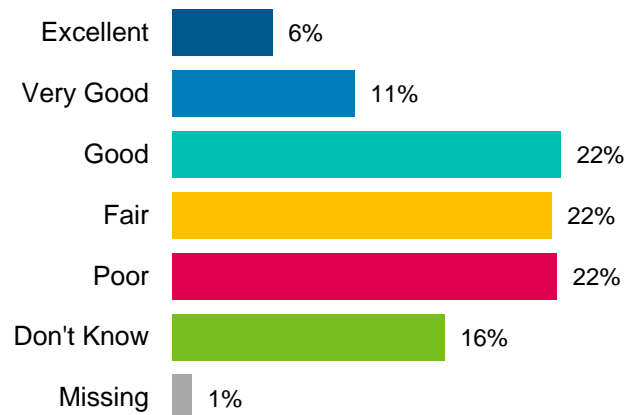
Our Citizen Survey 2018 Report

By-law Enforcement

Phone (n=550)



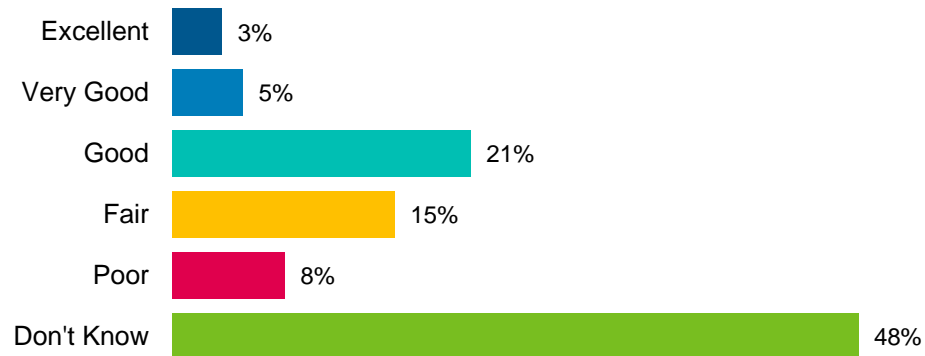
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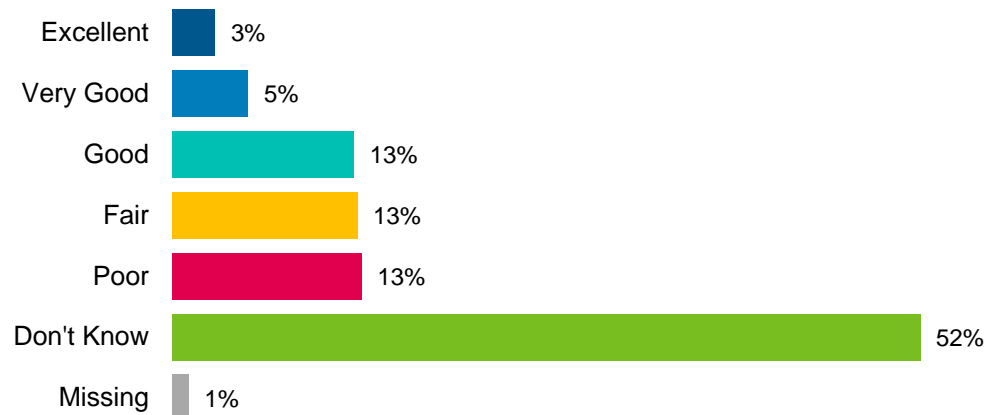
Our Citizen Survey 2018 Report

Building Permits

Phone (n=550)



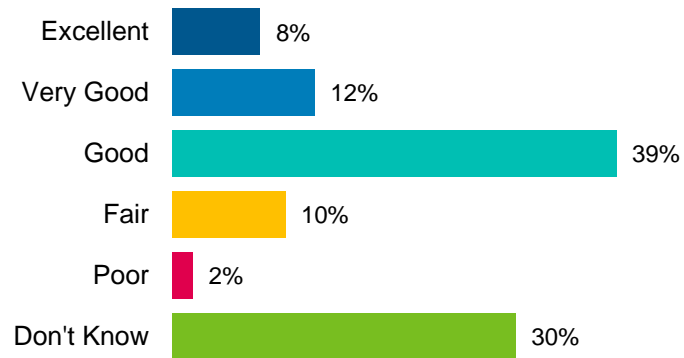
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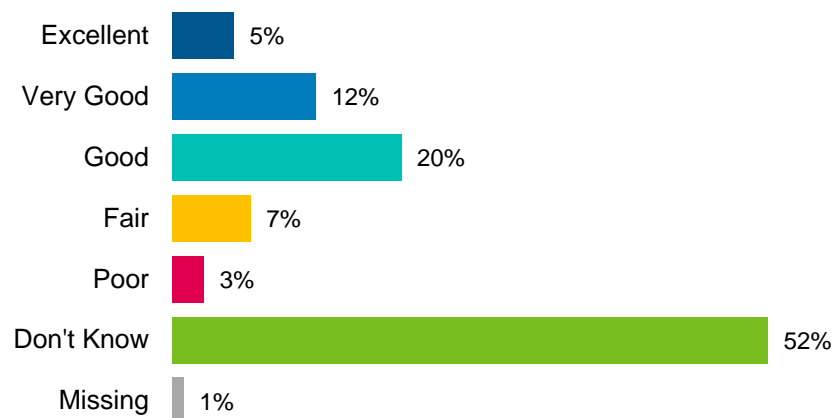
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Cemetery

Phone (n=550)



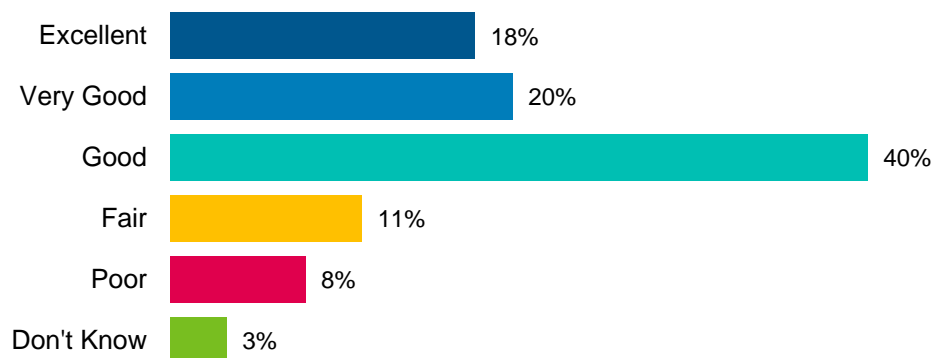
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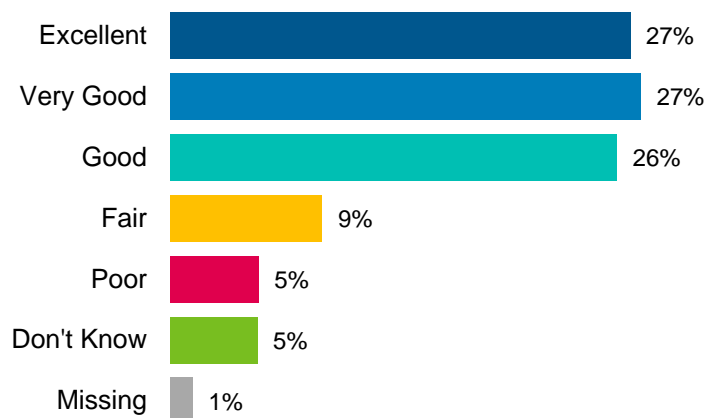
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Drinking Water

Phone (n=550)



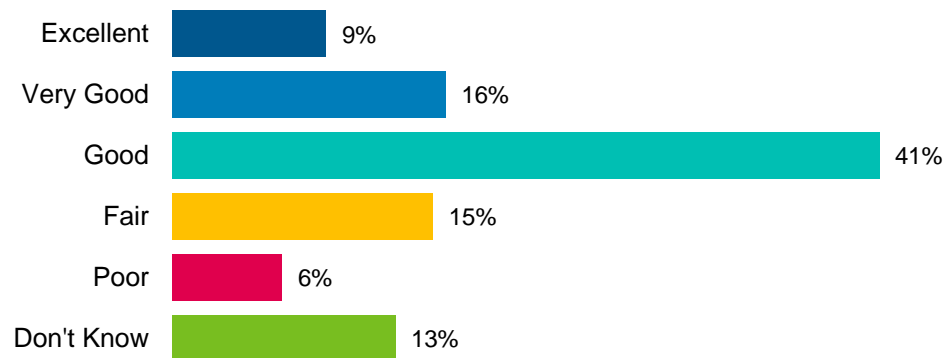
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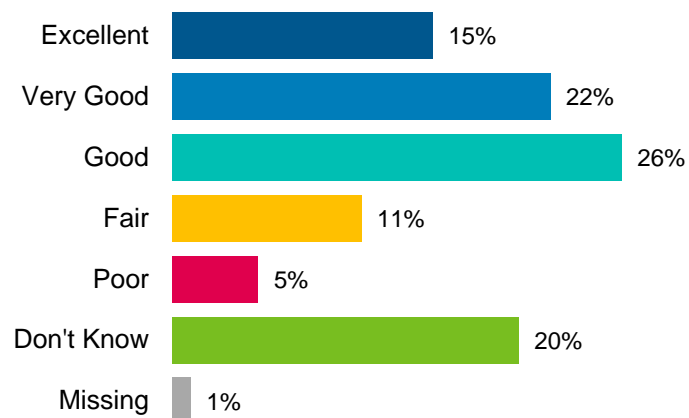
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Waste Water Management

Phone (n=550)



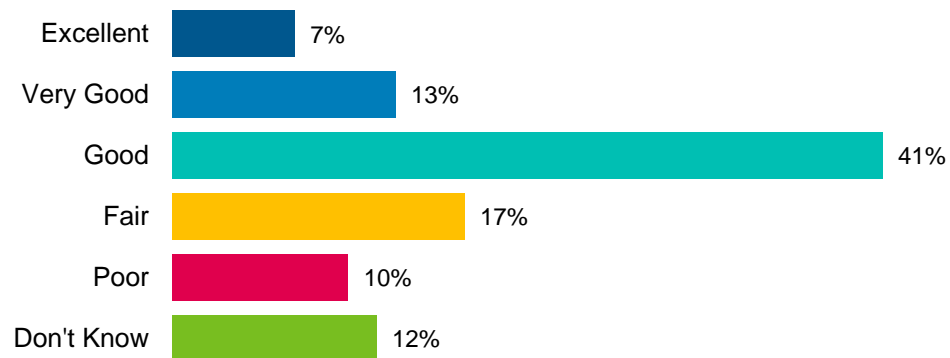
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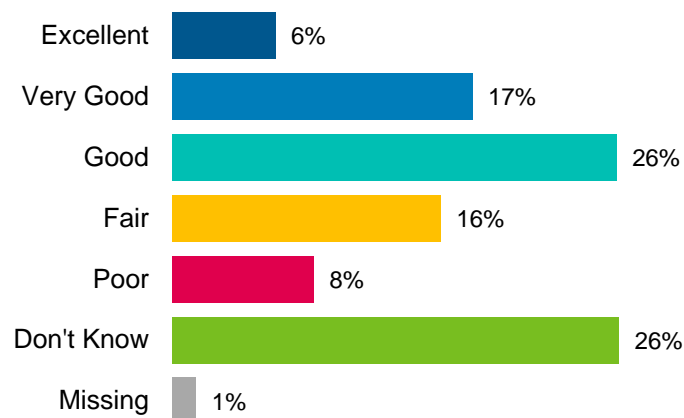
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Storm Water Management

Phone (n=550)



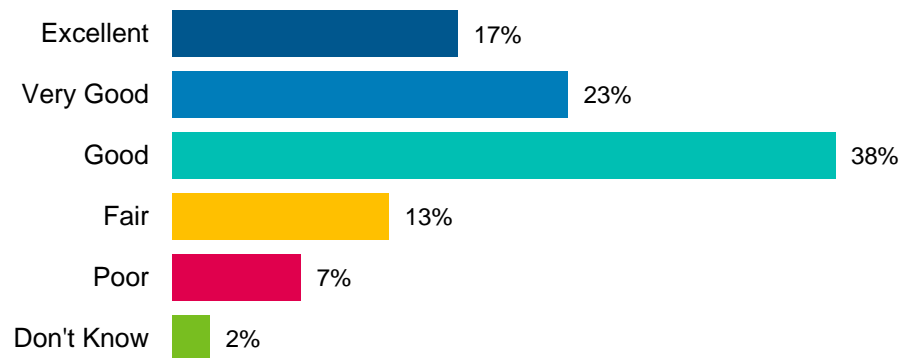
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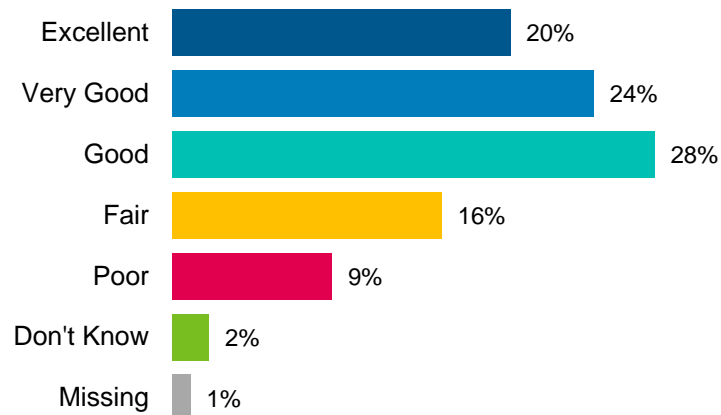
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Waste Management

Phone (n=550)



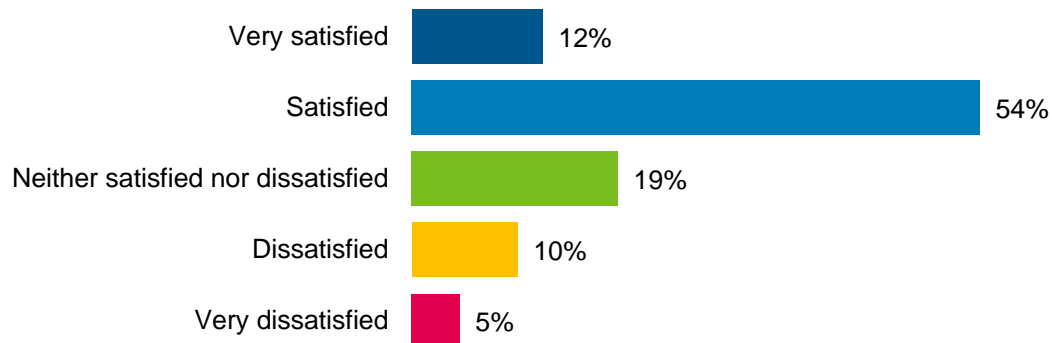
Online (n=1,307)



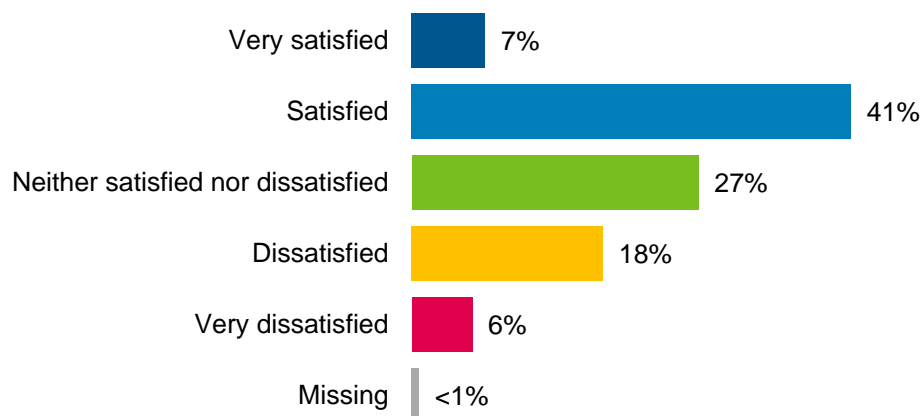
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Overall, how satisfied are you with the services provided by the City of Hamilton?

Phone (n=550)



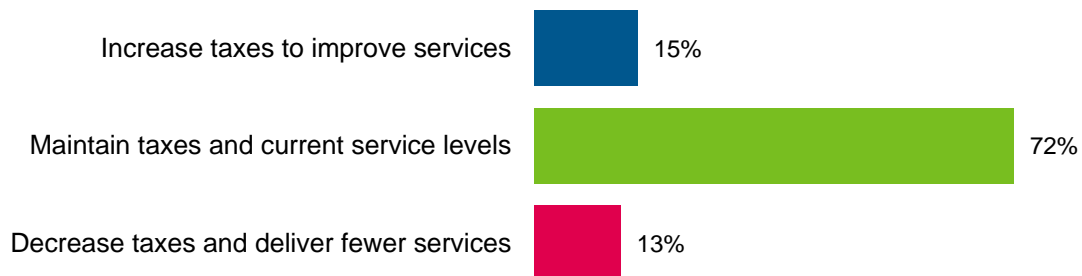
Online (n=1,307)



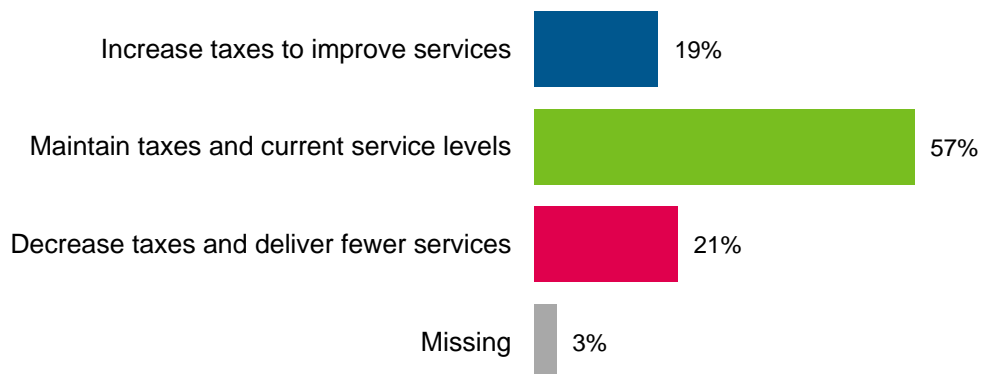
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In delivering services to you and the community, the City typically pays for them through taxes or user fees. Based on this, do you think the City should:

Phone (n=550)



Online (n=1,307)

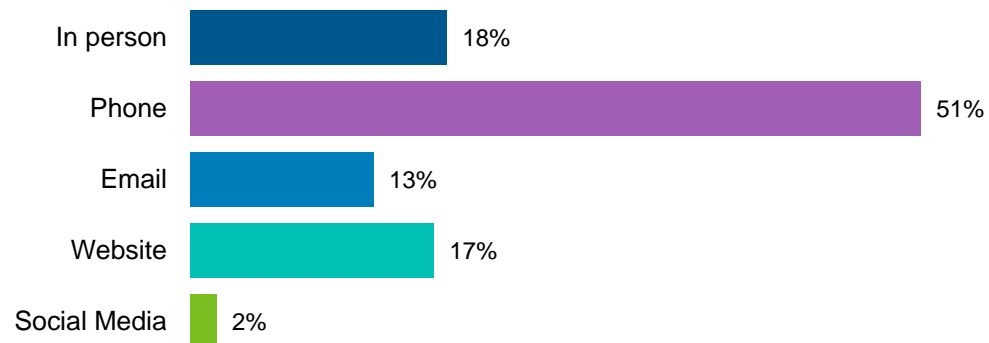


Our Citizen Survey 2018 Report

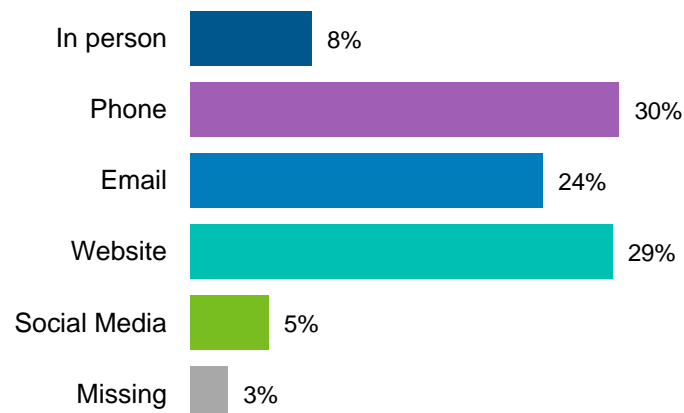
What is your preferred way of conducting each of the following types of interactions with the City of Hamilton?

– Asking questions or getting information

Phone (n=550)



Online (n=1,307)

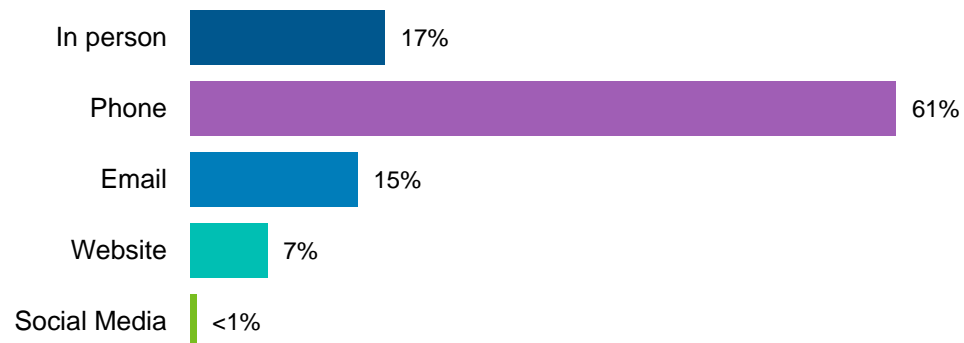


Our Citizen Survey 2018 Report

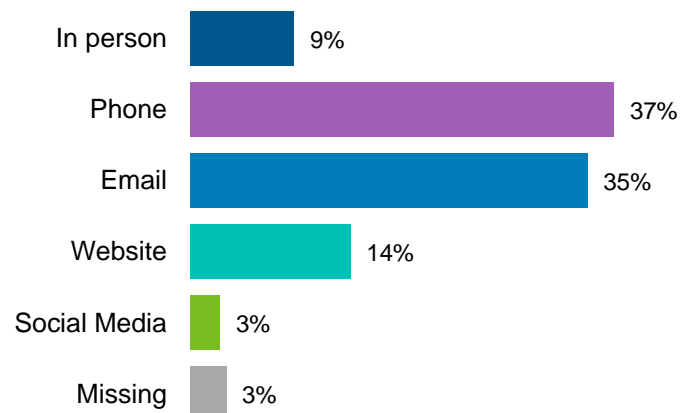
What is your preferred way of conducting each of the following types of interactions with the City of Hamilton?

– Making a complaint

Phone (n=550)



Online (n=1,307)

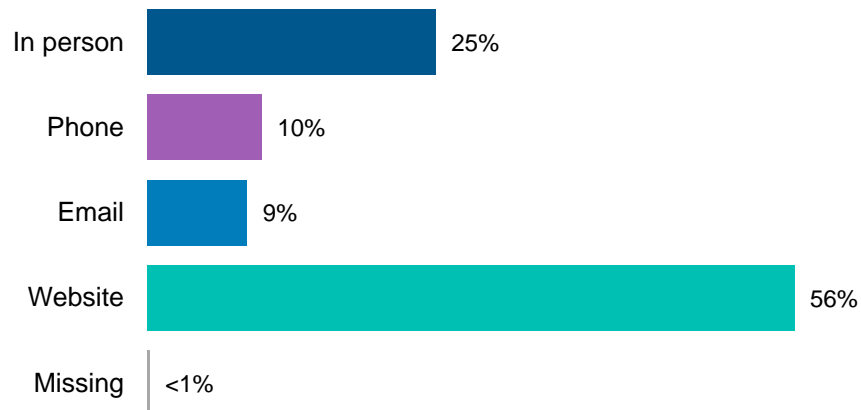


Our Citizen Survey 2018 Report

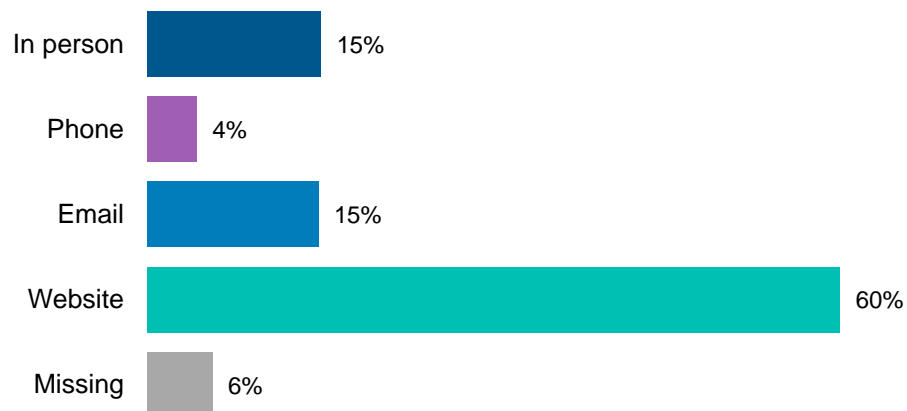
What is your preferred way of conducting each of the following types of interactions with the City of Hamilton?

– Paying property taxes

Phone (n=543)



Online (n=1,307)

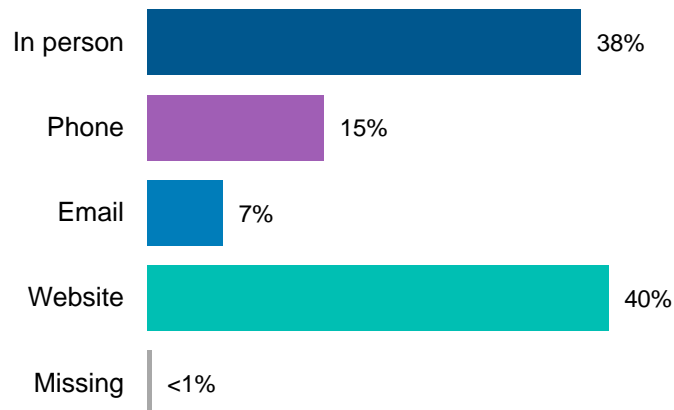


Our Citizen Survey 2018 Report

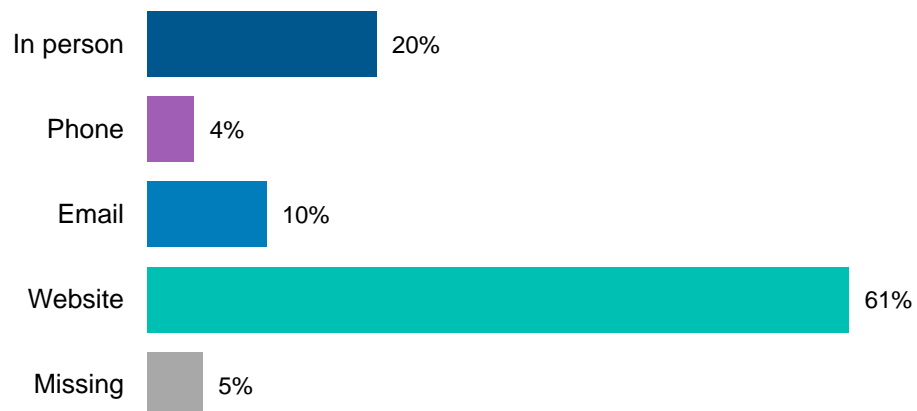
What is your preferred way of conducting each of the following types of interactions with the City of Hamilton?

– Registering/paying for recreation programs

Phone (n=547)



Online (n=1,307)

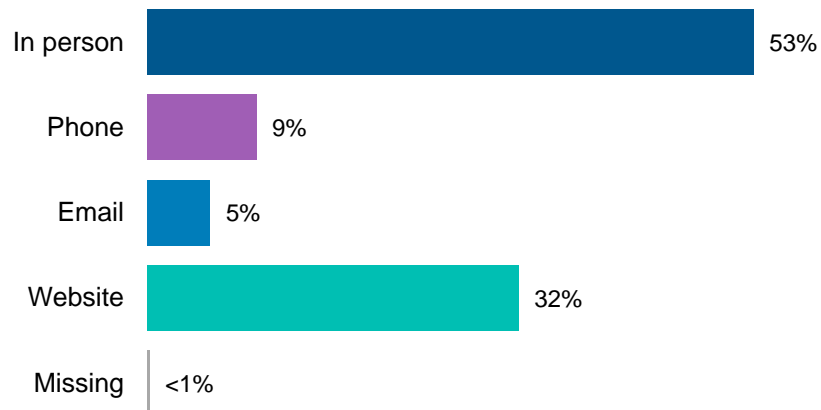


Our Citizen Survey 2018 Report

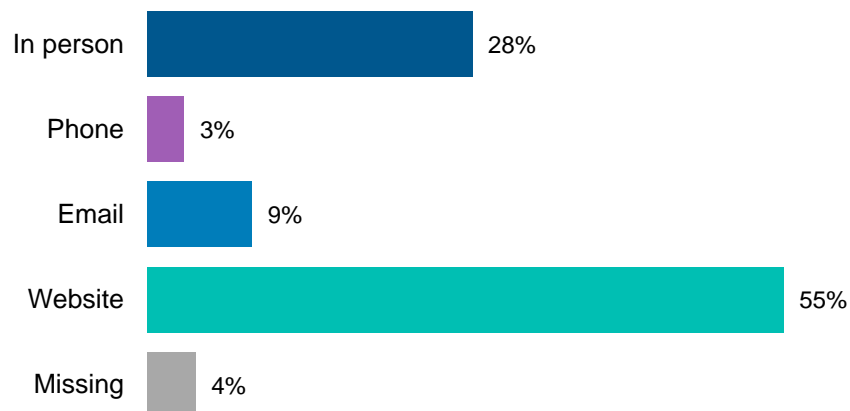
What is your preferred way of conducting each of the following types of interactions with the City of Hamilton?

– Applying for licenses and permits

Phone (n=549)



Online (n=1,307)

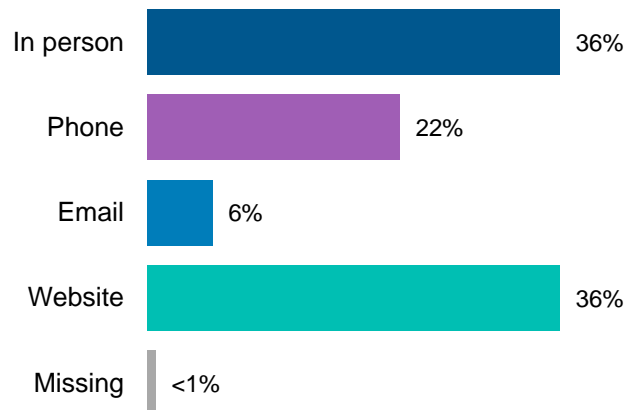


Our Citizen Survey 2018 Report

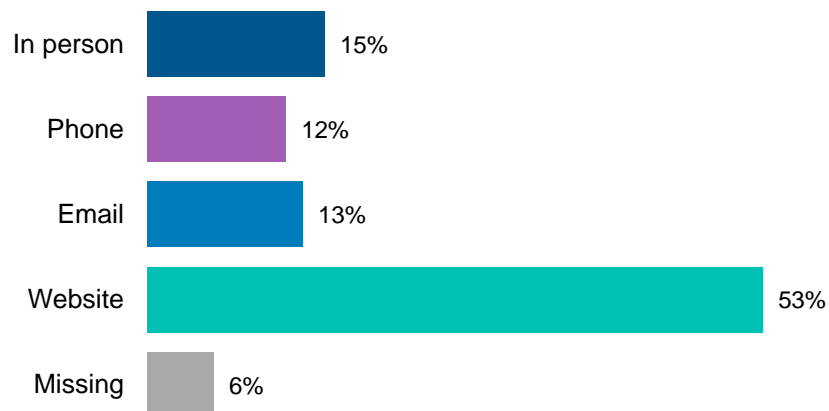
What is your preferred way of conducting each of the following types of interactions with the City of Hamilton?

– Booking/renting City facilities or parks

Phone (n=547)



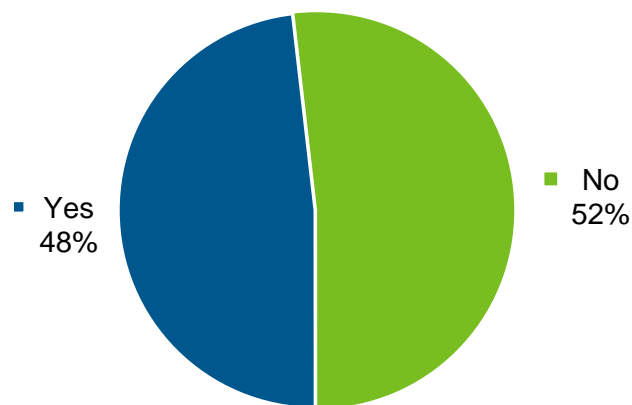
Online (n=1,307)



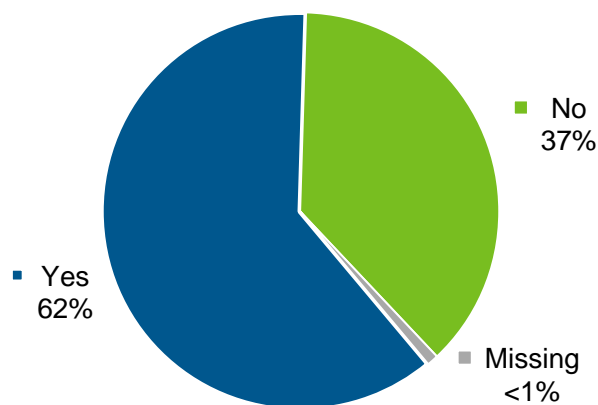
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In the past year, have you contacted the City of Hamilton for information or to conduct any service transactions?

Phone (n=550)



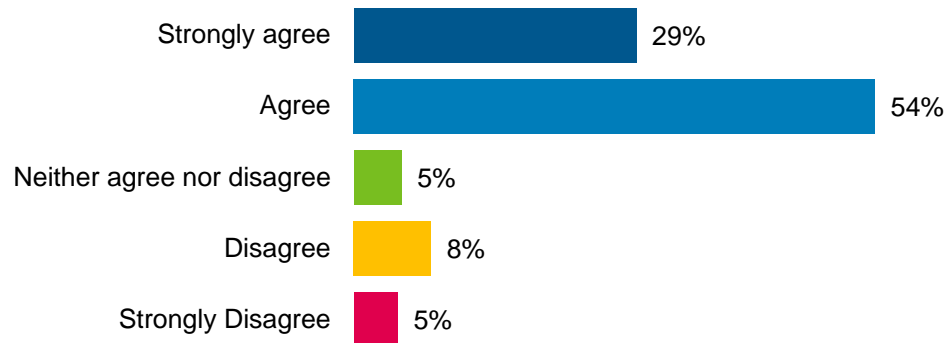
Online (n=1,307)



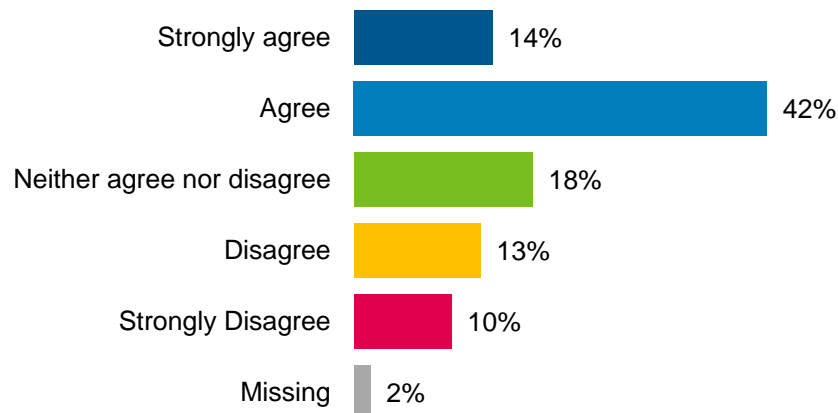
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Overall, my experience contacting the City of Hamilton was positive.

Phone (n=265)



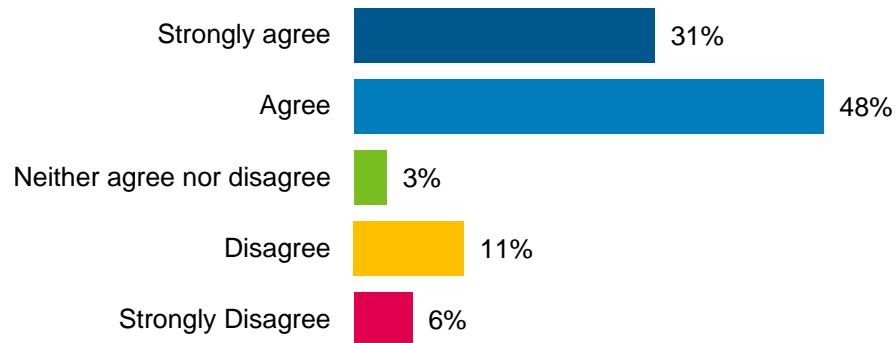
Online (n=805)



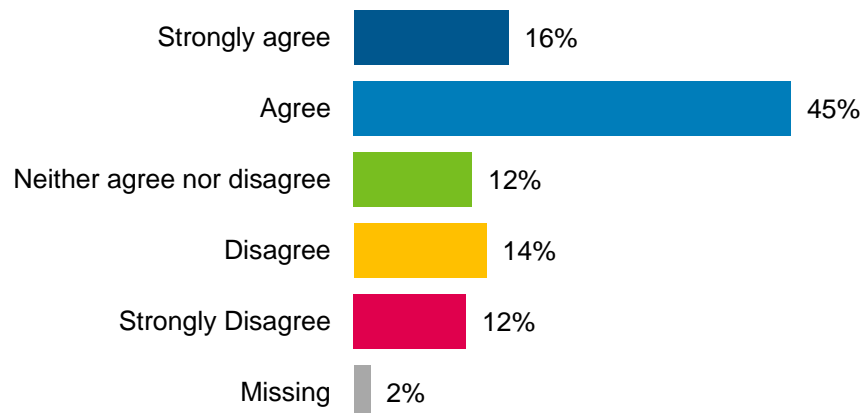
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I received a response in a timely manner.

Phone (n=265)



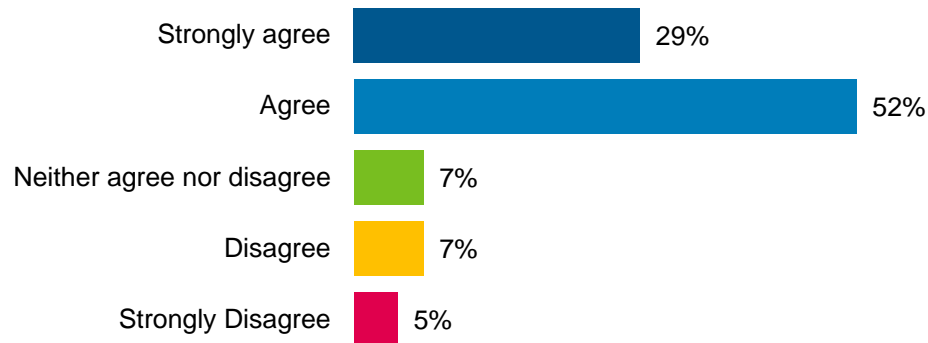
Online (n=805)



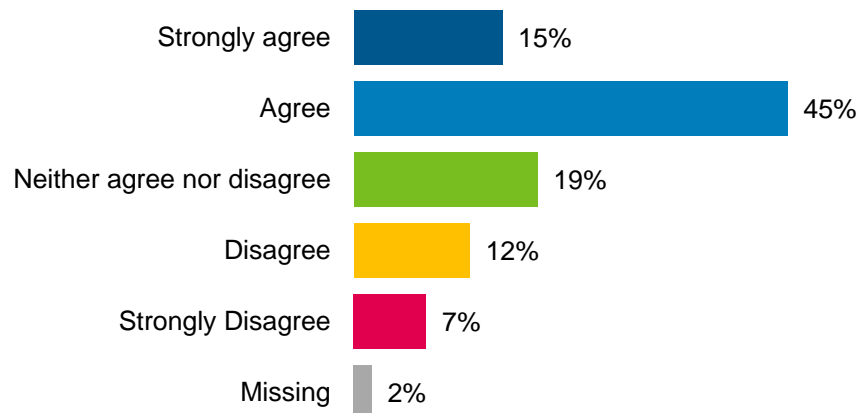
Our Citizen Survey 2018 Report

Staff were knowledgeable.

Phone (n=265)



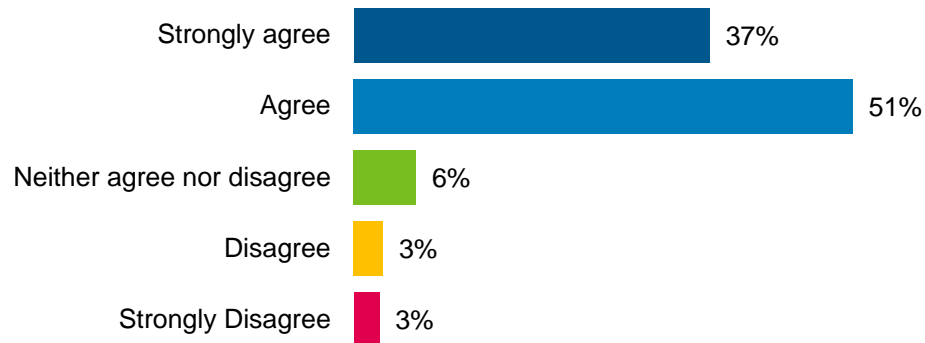
Online (n=805)



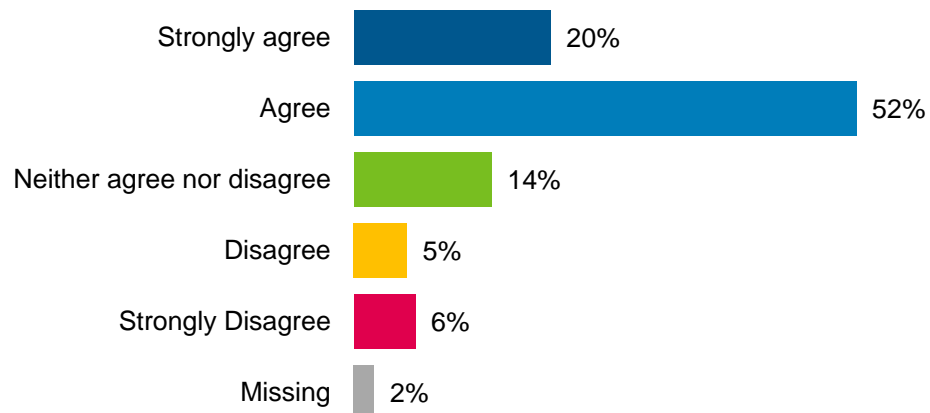
Our Citizen Survey 2018 Report

Staff were courteous.

Phone (n=265)



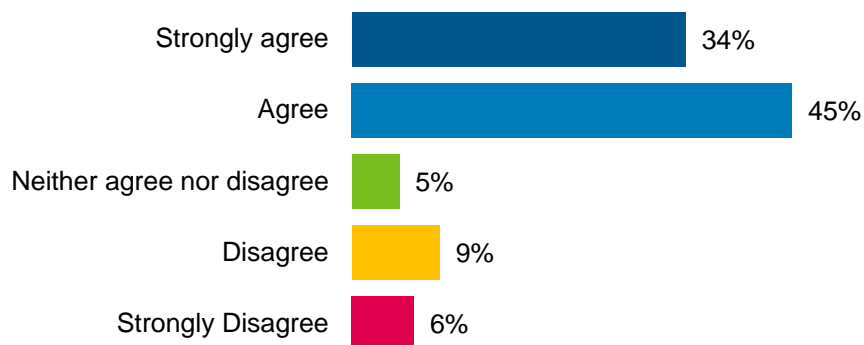
Online (n=805)



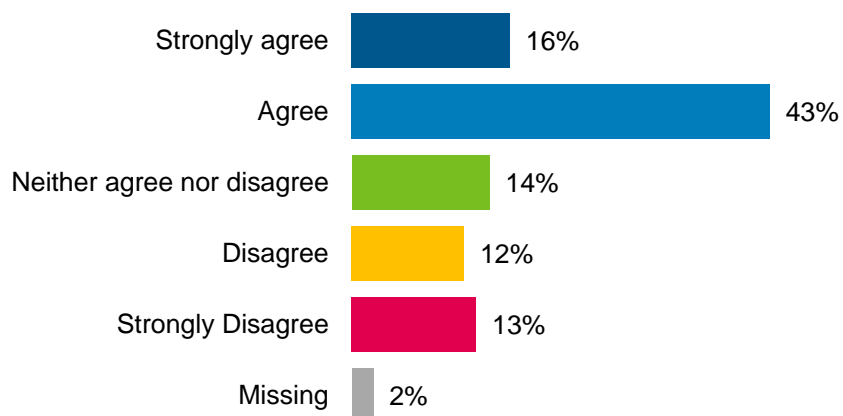
Our Citizen Survey 2018 Report

I received the service I needed or my question was answered

Phone (n=265)



Online (n=805)



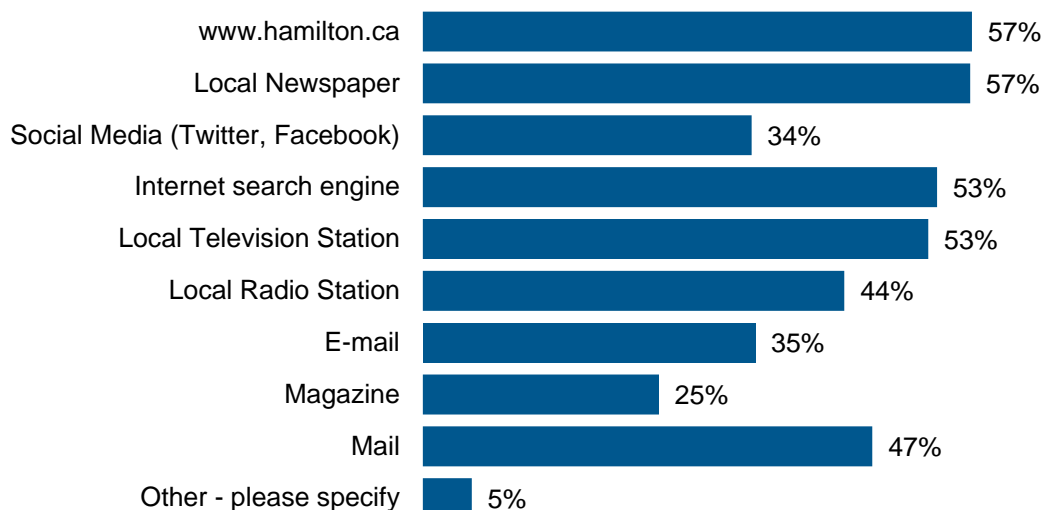


Our Citizen Survey 2018 Report

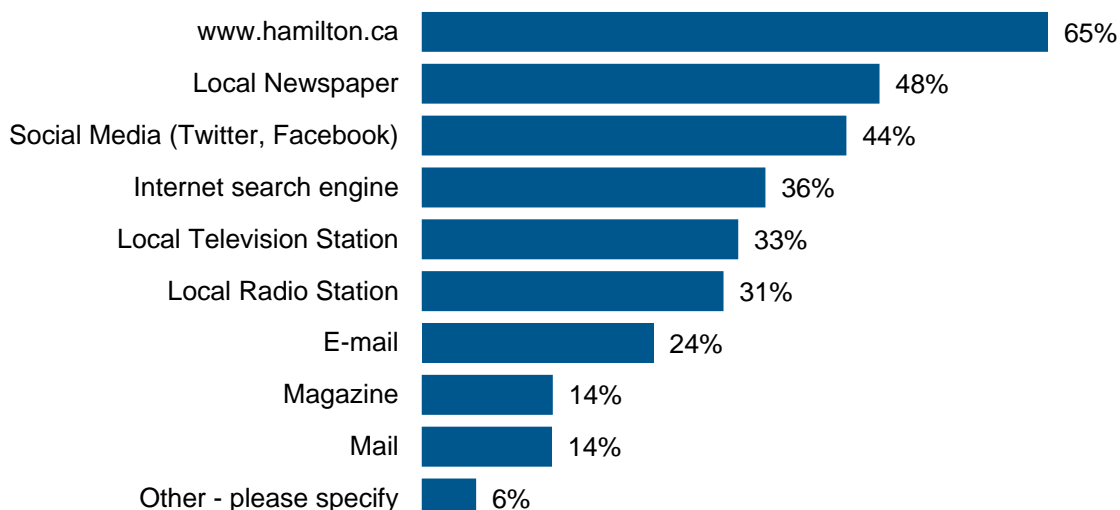
How do you like to get information about the City of Hamilton's programs initiatives, news and events?

* Totals do not add up to 100% because question is a multi-select question where respondents were prompted to select all responses that apply.

Phone (n=550)



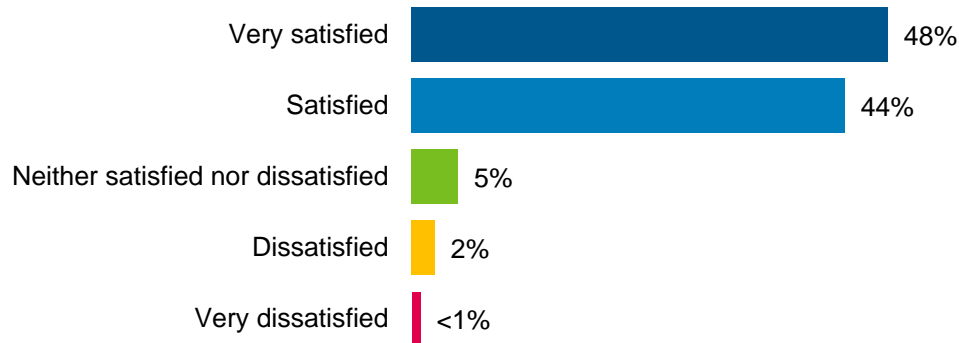
Online (n=1307)



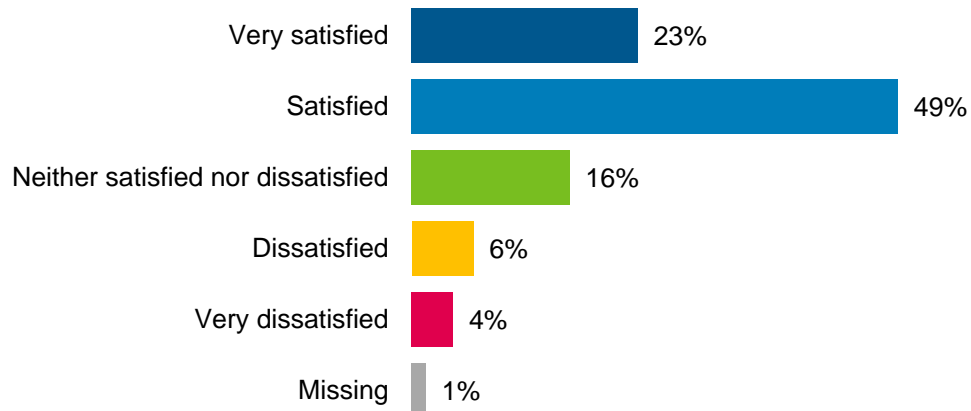
Our Citizen Survey 2018 Report

Overall, how satisfied are you with your life these days?

Phone (n=550)



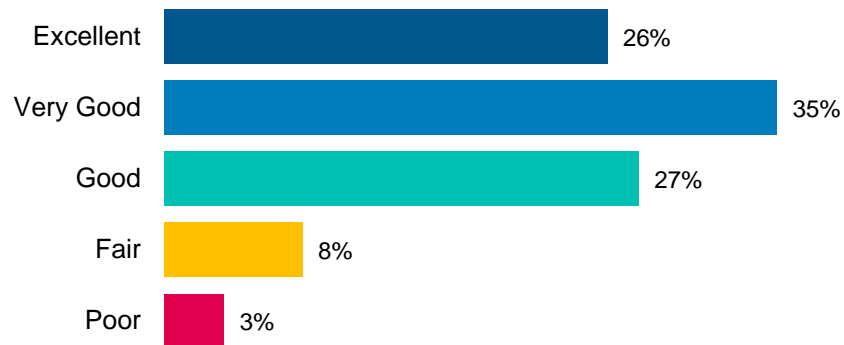
Online (n=1,307)



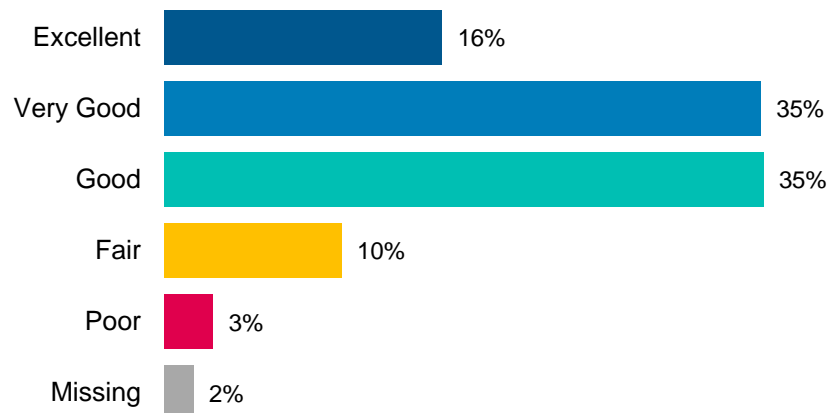
Our Citizen Survey 2018 Report

In general, would you say your health is ...

Phone (n=550)



Online (n=1,307)



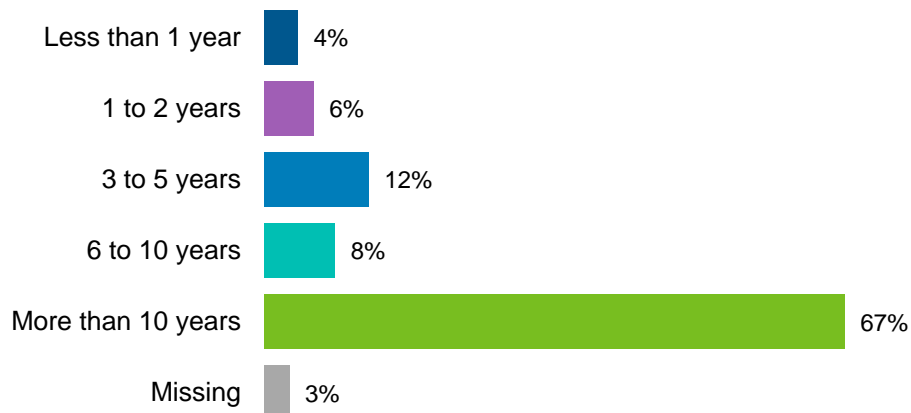
Our Citizen Survey 2018 Report

How long have you lived in the City of Hamilton?

Phone (n=550)



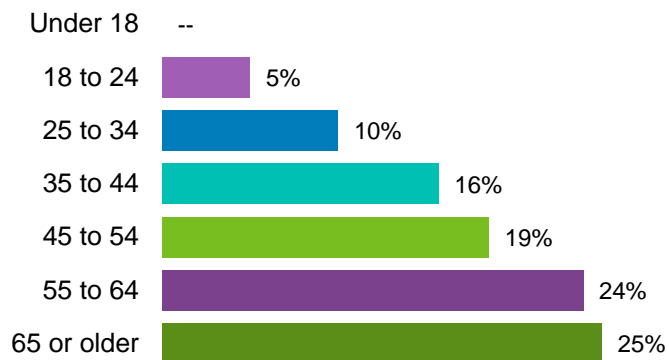
Online (n=1,307)



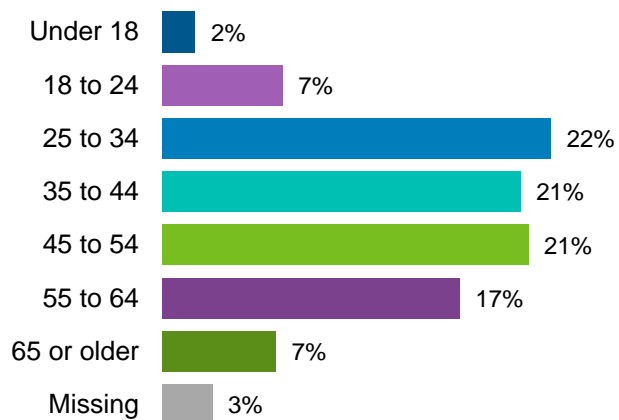
Our Citizen Survey 2018 Report

What is your age?

Phone (n=550)



Online (n=1,307)



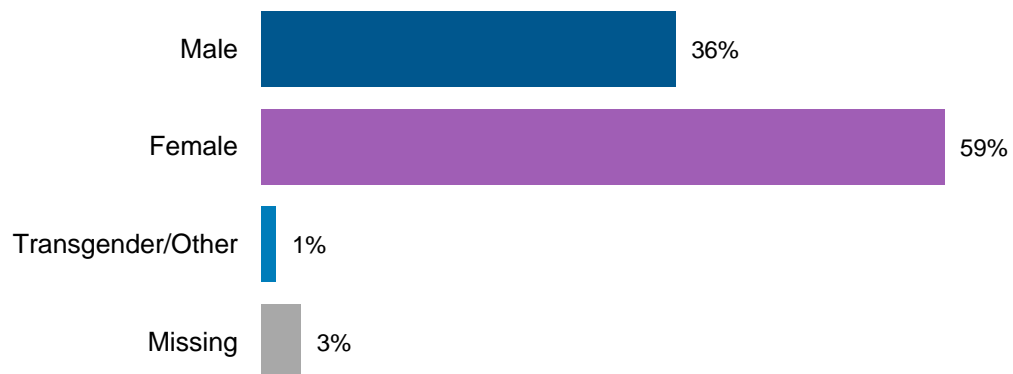
Our Citizen Survey 2018 Report

How do you describe yourself?

Phone (n=550)



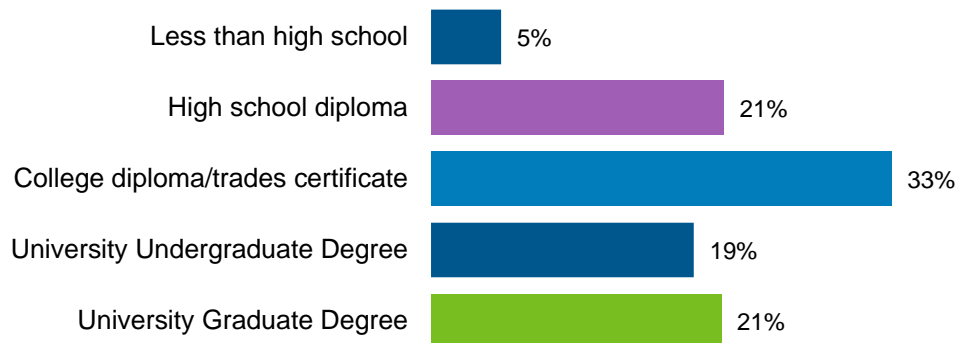
Online (n=1,307)



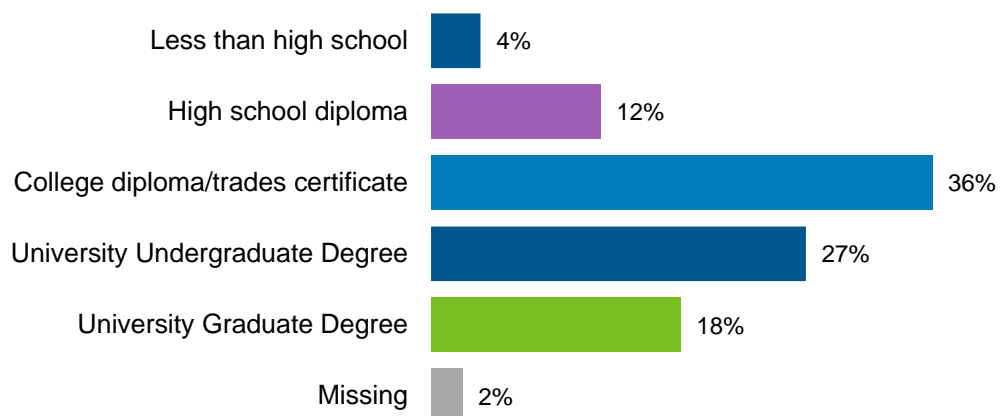
Our Citizen Survey 2018 Report

What is your highest level of education?

Phone (n=550)



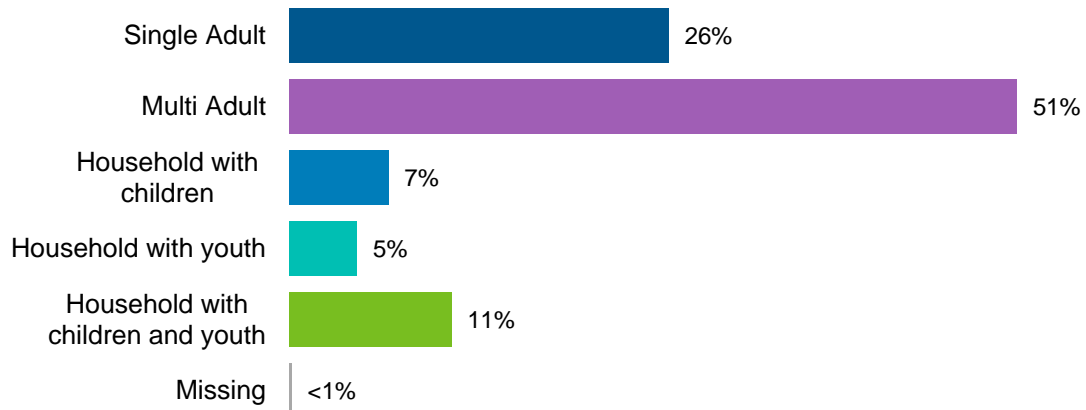
Online (n=1,307)



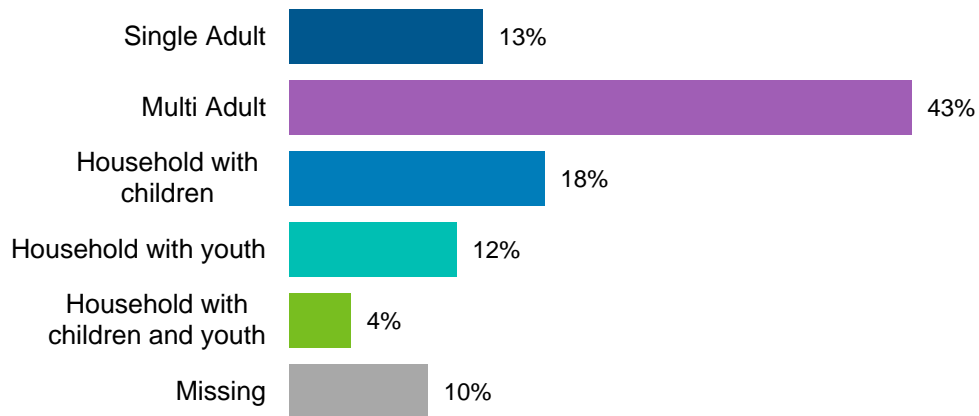
Our Citizen Survey 2018 Report

Household Composition

Phone (n=550)



Online (n=1,307)

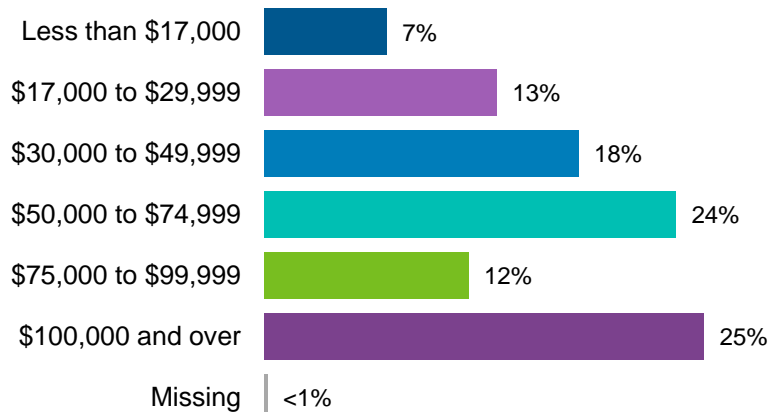


*Youth are age 12-17, Children are under age 12

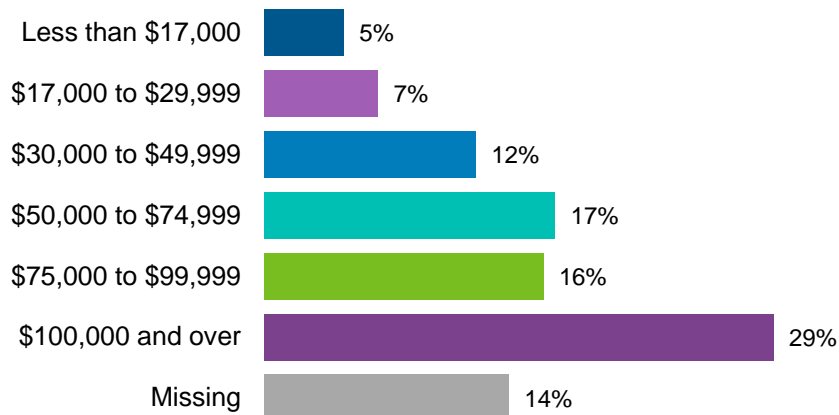
Our Citizen Survey 2018 Report

What is your total household income before taxes?

Phone (n=550)



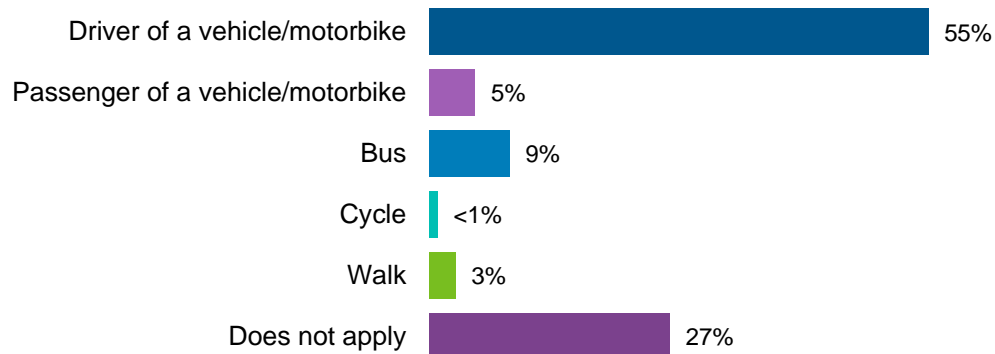
Online (n=1,307)



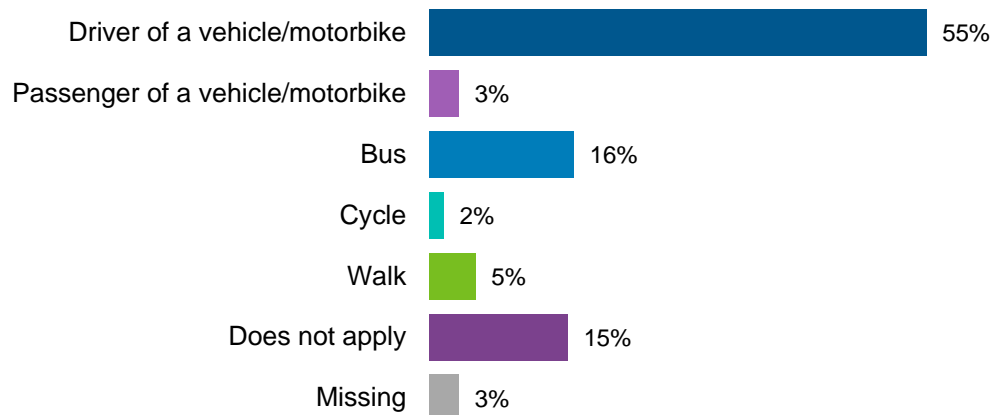
Our Citizen Survey 2018 Report

How do you usually commute to work?

Phone (n=550)



Online (n=1,307)

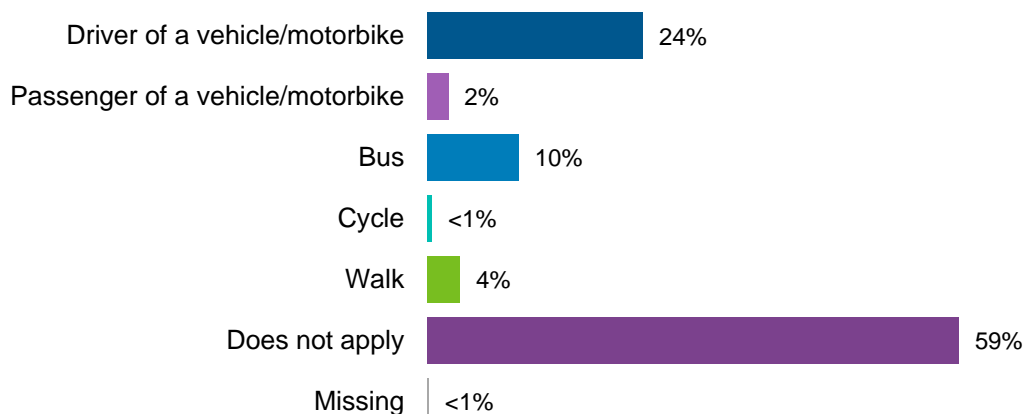




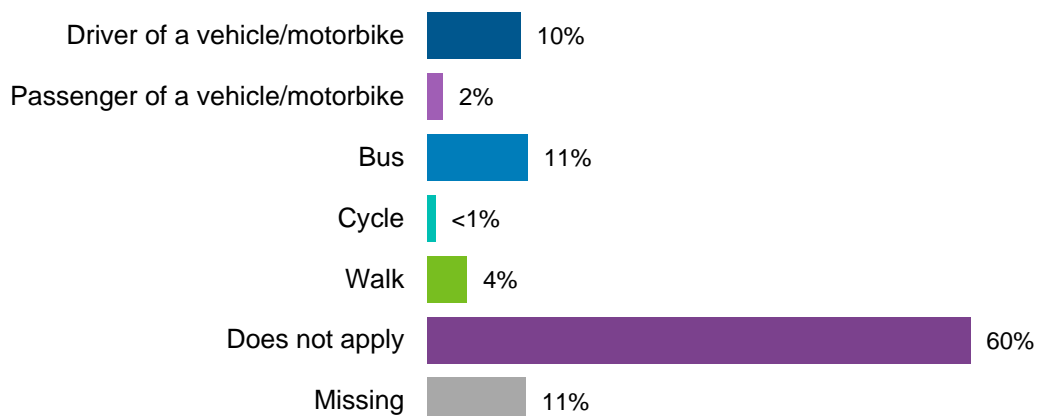
Our Citizen Survey 2018 Report

How do you usually commute to school?

Phone (n=550)



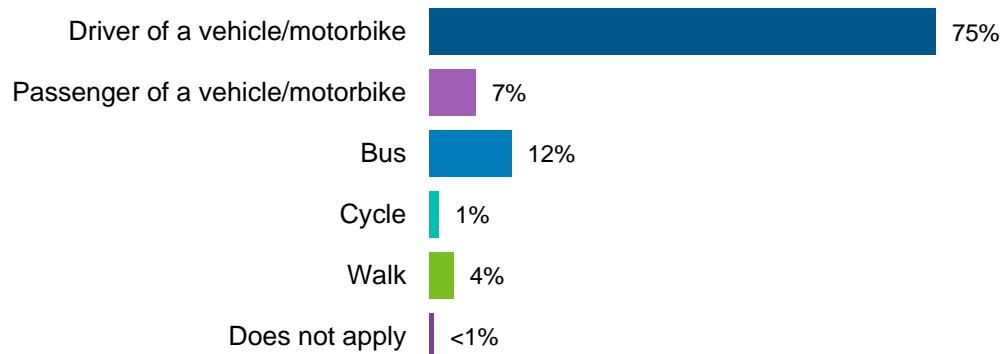
Online (n=1,307)



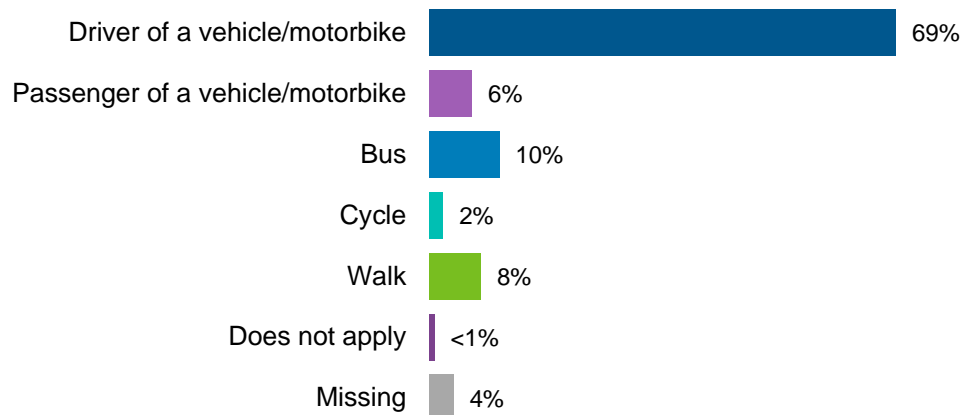
Our Citizen Survey 2018 Report

How do you usually get around the city for things like groceries, shopping, activities etc.?

Phone (n=550)



Online (n=1,307)



Our Citizen Survey 2018 Report

Appendix D: Sub City Level Sample Sizes

The following table shows the estimates of the city's population for each Ward and by the upper/lower Hamilton geographical split. Note that at the time the survey was conducted, official ward population counts were not available from the 2016 Census. Estimated population counts for each Ward was derived based on aggregating official population counts available at smaller geographies.

The proportion of phone survey respondents for each geography based on the respondent's postal codes and the resulting margins of error are also provided.

Geography	City of Hamilton Population	Phone Surveys Collected	% of Phone Survey Respondents	Margin of Error at 95% CI
City of Hamilton Total		550	100%	+/- 4.2%
Ward 1	5.5%	45	8%	+/- 14.6%
Ward 2	6.9%	45	8%	+/- 14.6%
Ward 3	7.0%	38	7%	+/- 15.9%
Ward 4	6.5%	34	6%	+/- 16.8%
Ward 5	6.9%	31	6%	+/- 17.6%
Ward 6	7.5%	41	8%	+/- 15.3%
Ward 7	11.3%	57	10%	+/- 13.0%
Ward 8	9.7%	59	11%	+/- 12.8%
Ward 9	5.6%	32	6%	+/- 17.3%
Ward 10	4.5%	25	5%	+/- 19.6%
Ward 11	8.4%	39	7%	+/- 15.7%
Ward 12	7.2%	31	6%	+/- 17.6%
Ward 13	4.5%	31	6%	+/- 17.6%
Ward 14	3.0%	17	3%	+/- 23.8%
Ward 15	5.3%	25	5%	+/- 19.6%
By Upper/Lower Hamilton Split				
Lower Hamilton (Ward 1-5, 10, 13)	41.9%	249	45%	+/- 6.2%
Upper Hamilton (Ward 6-9, 11, 12, 14, 15)	58.1%	301	55%	+/- 5.6%

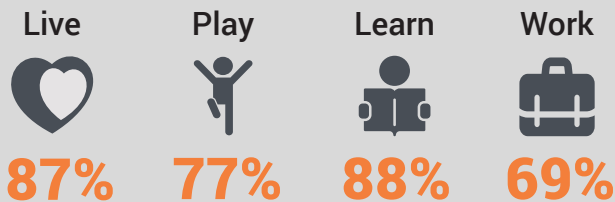
2018 our Citizen Survey

The City of Hamilton uses the Our Citizen Survey to understand the needs and perceptions of Hamiltonians and to identify areas for improvement in City service delivery, quality of life and wellbeing.

Life in Hamilton

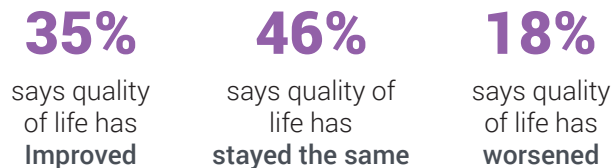


Hamilton is a great place to...
(% that agree or strongly agree)



92%  very satisfied/satisfied with their life

Quality of life



Quality of City Services



66% are satisfied overall with City services

Services with highest ratings
(% rating service excellent, very good or good)



Services with lowest ratings
(% rating service poor)



Services rated as poor by more than 20% of respondents

Service Delivery Preferences

72% prefer to maintain taxes and current service levels

Contact with the City



% that agree/strongly agree...



Note: This infographic is based on results collected from a telephone survey.

Appendix C to Report CM18016**Our Citizen Survey
In-house project team profile****Linda Button, Ph.D.***Senior Project Manager*

- PhD in Sociology and Equity Studies conducting primary qualitative research
- Leads project teams in survey development, administration, analyses and action planning in the City of Hamilton – Healthy & Safe Communities Department

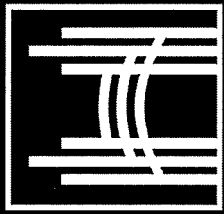
Brigitte Minard, CPA, CA, CIA, CGAP, HBA (Hons. Business)*Performance Excellence Program Manager*

- Manager of a portfolio that includes performance measurement, continuous improvement and citizen feedback
- Previously worked in Audit Services at the City of Hamilton managing a portfolio of audit and consulting work that included detailed statistical and analytical work

Louisa Wong, Hons B.Sc. (Mathematics & Statistics)*Program Analyst*

- Has managed projects related to program evaluation (including surveys) at the City of Hamilton
- Survey work includes planning, methodology, survey design, data collection, management, analysis and reporting

7.2



Hamilton

OUR CITIZEN SURVEY RESULTS

June 20, 2018

General Issues Committee

City of Hamilton

Chris Murray, City Manager

Brigitte Minard, Program Manager – Performance Excellence

RESULTS

January 15 – February 4, 2018

no Citizen Survey

Your thoughts. Our Action.

Our Citizen Survey



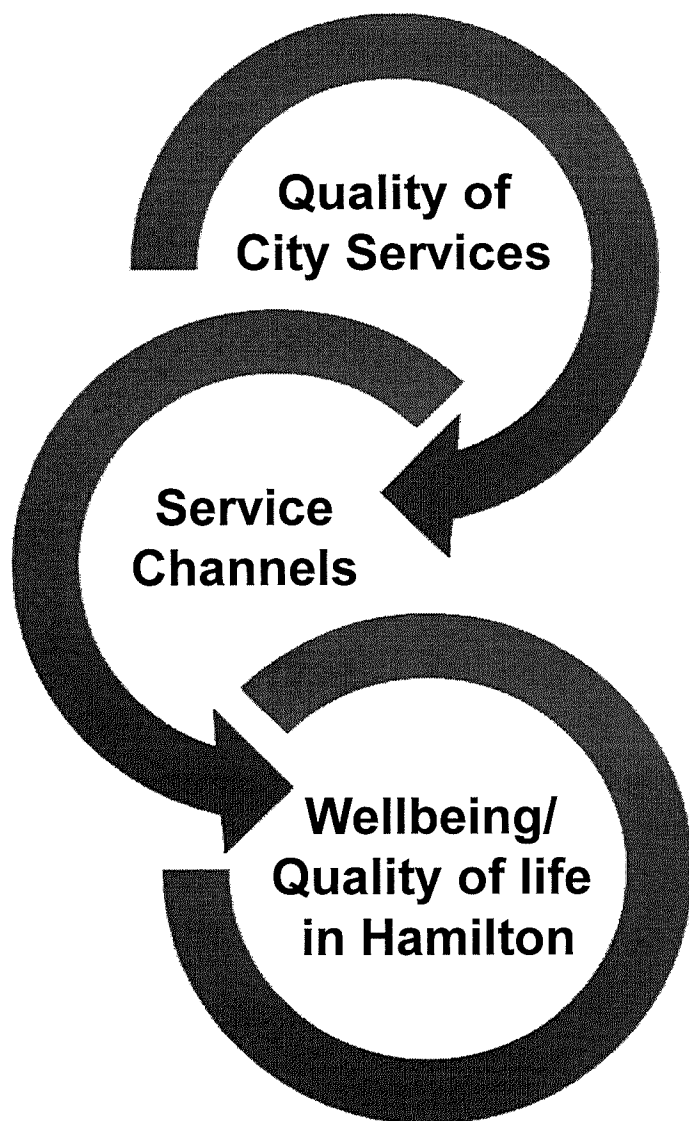
Methodology

- Survey developed and analyzed in-house
- Survey delivered by third party via randomized phone calls
 - 550 phone respondents (from 20,284 calls)
- Online survey links on City's website
 - 1,307 online respondents

Focusing on In-sourcing



Survey Focus Areas



Also

- Preferred method for communicating with City of Hamilton
- Experience and satisfaction with contacting the City
- Ways the City can improve



[well Being Results]

Health

In general, would you say your health is...



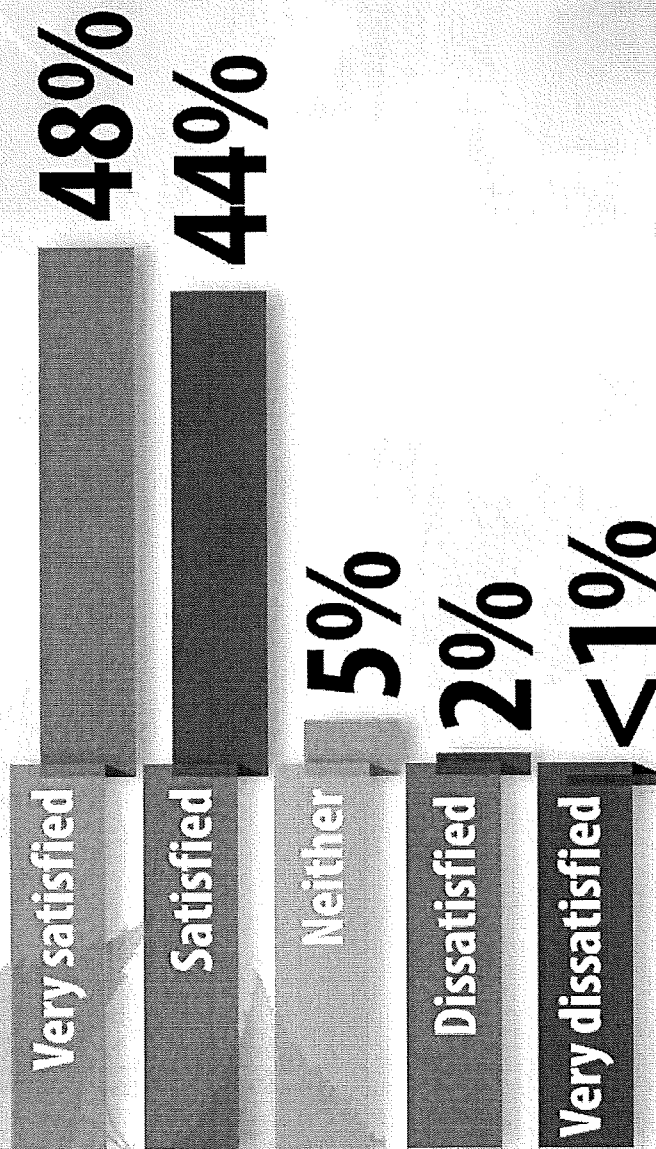
Phone Survey



Satisfaction with Life

Overall, how satisfied are you with your life these days?

Phone Survey

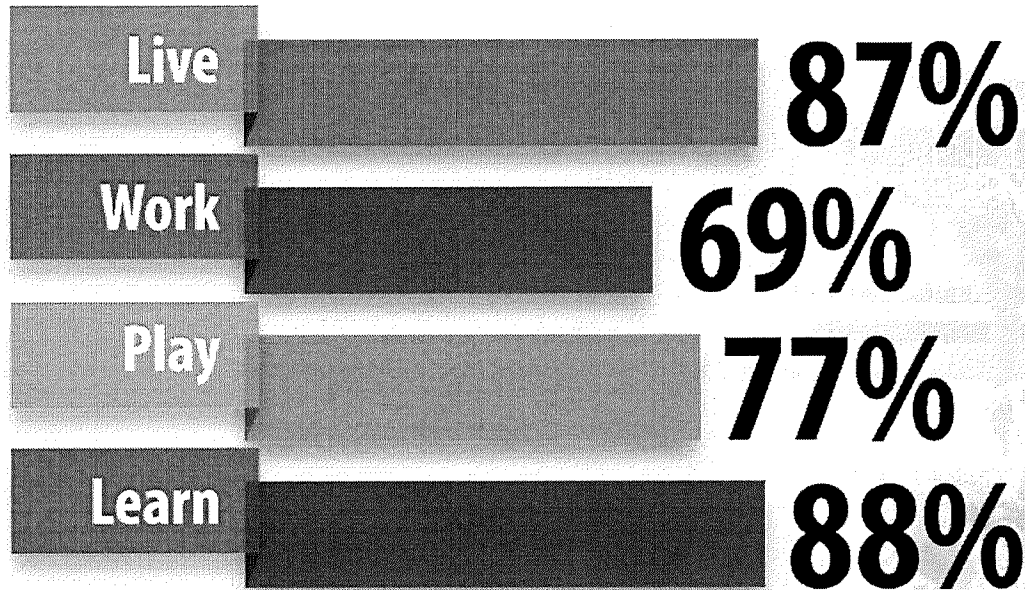


Quality of Life

Hamilton is a great place to... (% that agree or strongly agree)



Phone Survey

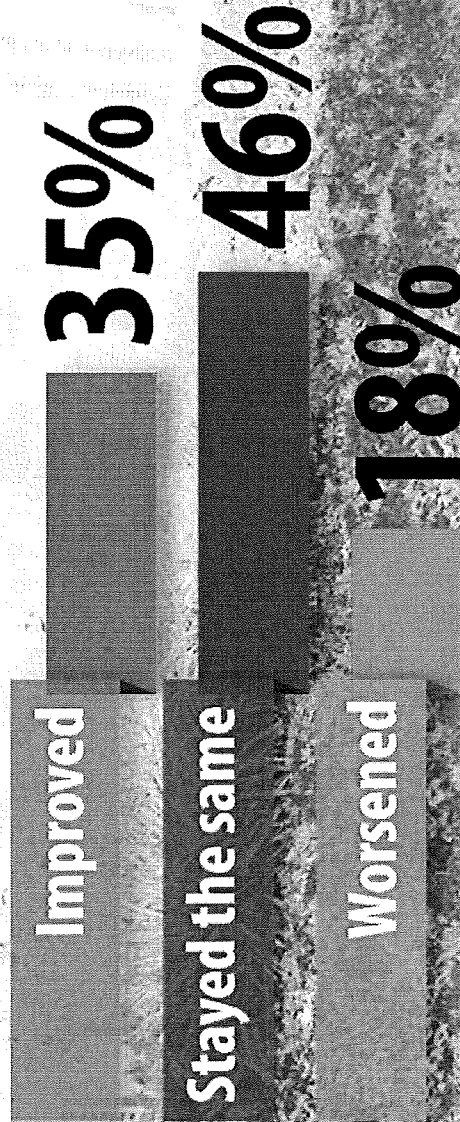


Quality of Life

In the last two years, the quality of life in the city of Hamilton has ...?



Phone Survey



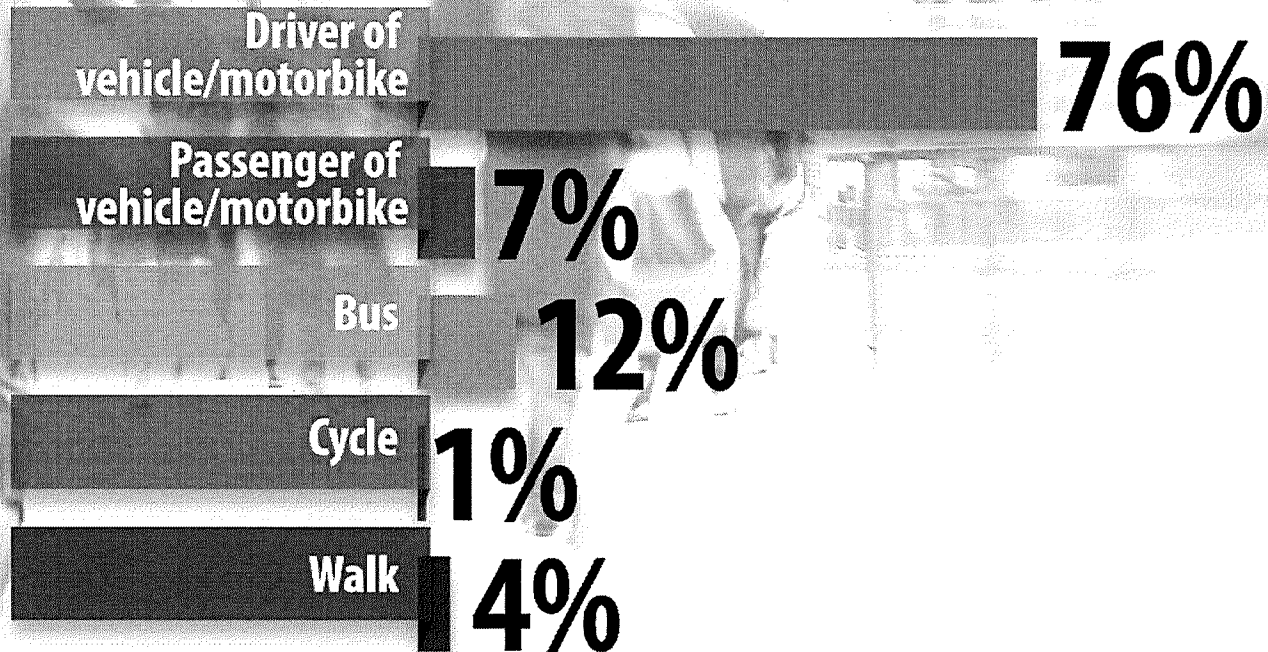
10

Commute

How do you usually commute to work?



Phone Survey



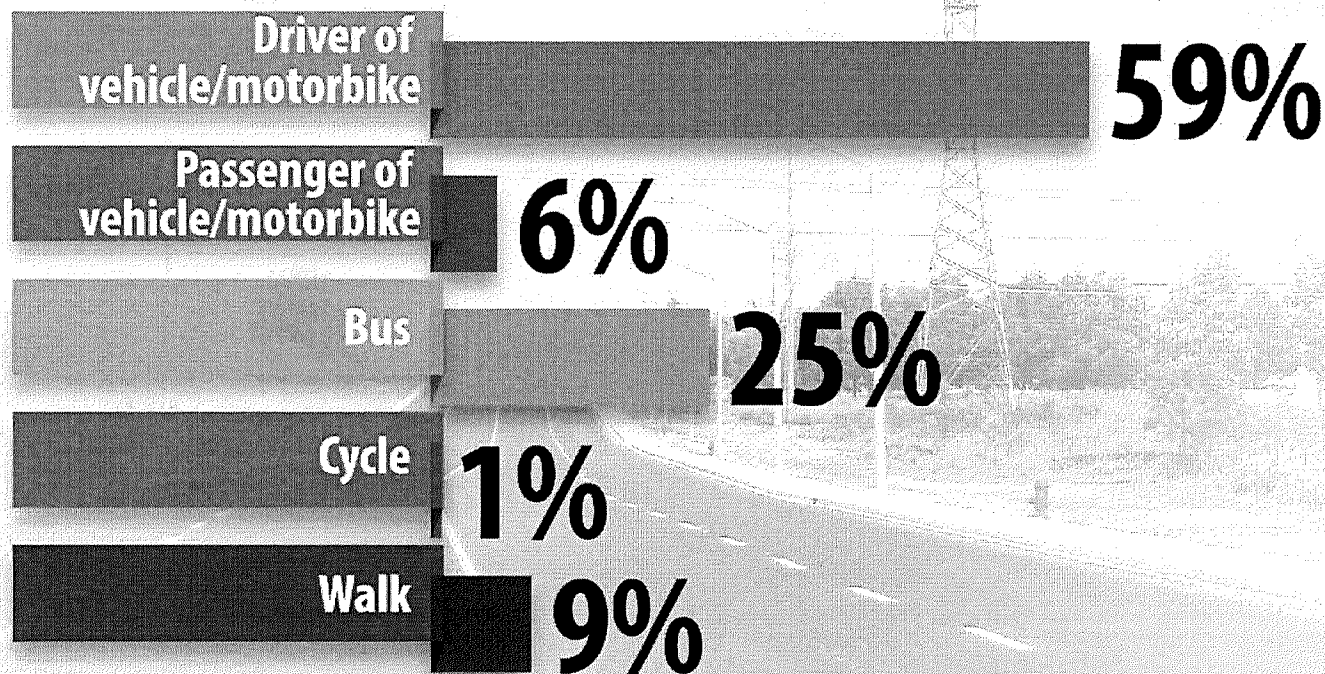
Commute



How do you usually commute to school?



Phone Survey

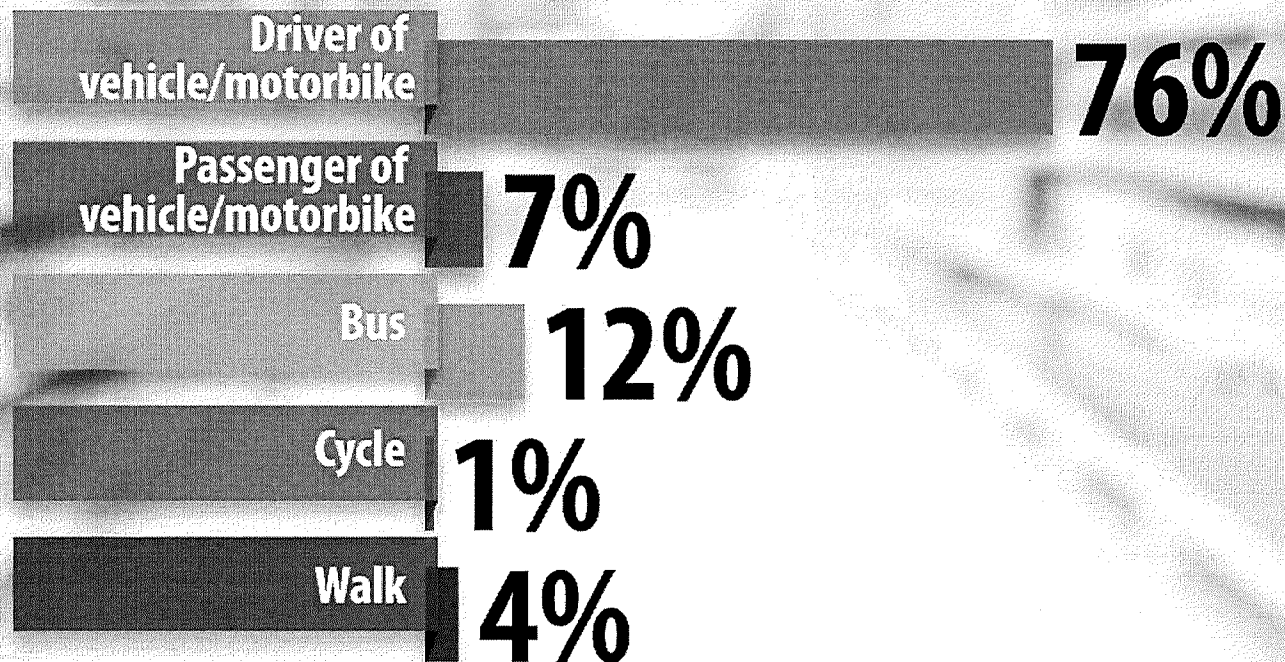


Commute

How do you usually get around the city for things like groceries, shopping, activities etc.?



Phone Survey

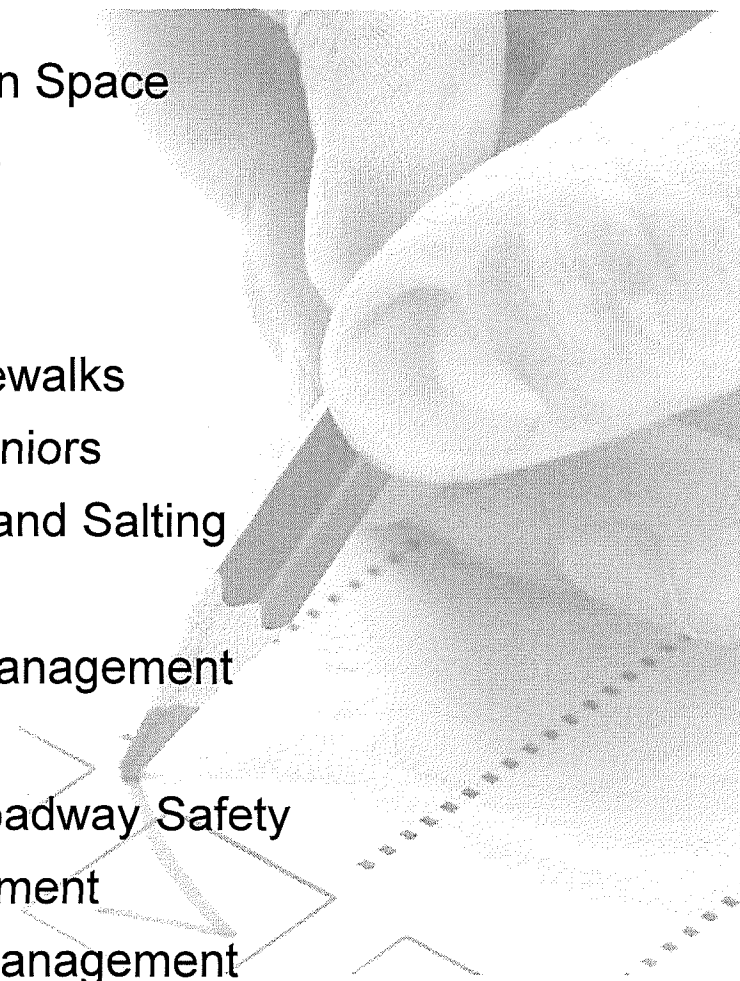




[City Services]

Services Included in Survey

- Animal Services
- Building Permits
- By-law Enforcement
- Cemetery
- Child Care Services
- Culture
- Drinking Water
- Emergency Management
- Fire Department
- HSR Buses
- Legislative Services and Records Information
- Libraries, Bookmobiles
- Paramedic Services
- Parks and Open Space
- Police Services
- Public Health
- Recreation
- Roads and sidewalks
- Services for Seniors
- Snow Plowing and Salting
- Social Services
- Storm Water Management
- Tourism
- Traffic Flow, Roadway Safety
- Waste Management
- Waste Water Management



Overall satisfaction with City Services

Overall, how satisfied are you with the services provided by the City of Hamilton?



Phone Survey

Very satisfied

12%

Satisfied

54%

Neither

19%

Dissatisfied

10%

Very dissatisfied

5%

Overall satisfaction with City Services

In delivering services to you and the community, the City typically pays for them through taxes and user fees. Based on this, do you think the City should:



Phone Survey

Increase taxes,
improve services

15%

Maintain taxes/
current service levels

72%

Decrease taxes,
deliver fewer services

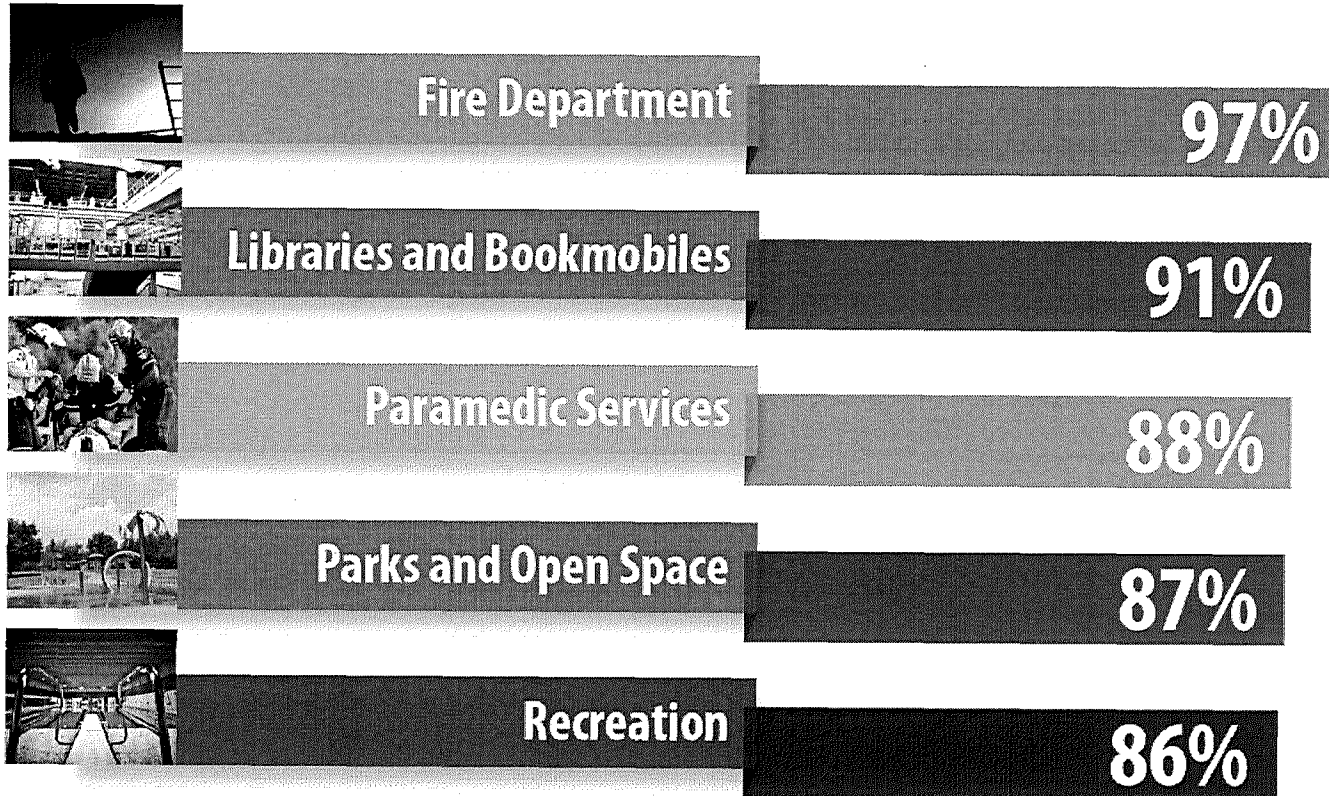
13%



Services Most Rated Excellent, Very Good, Good



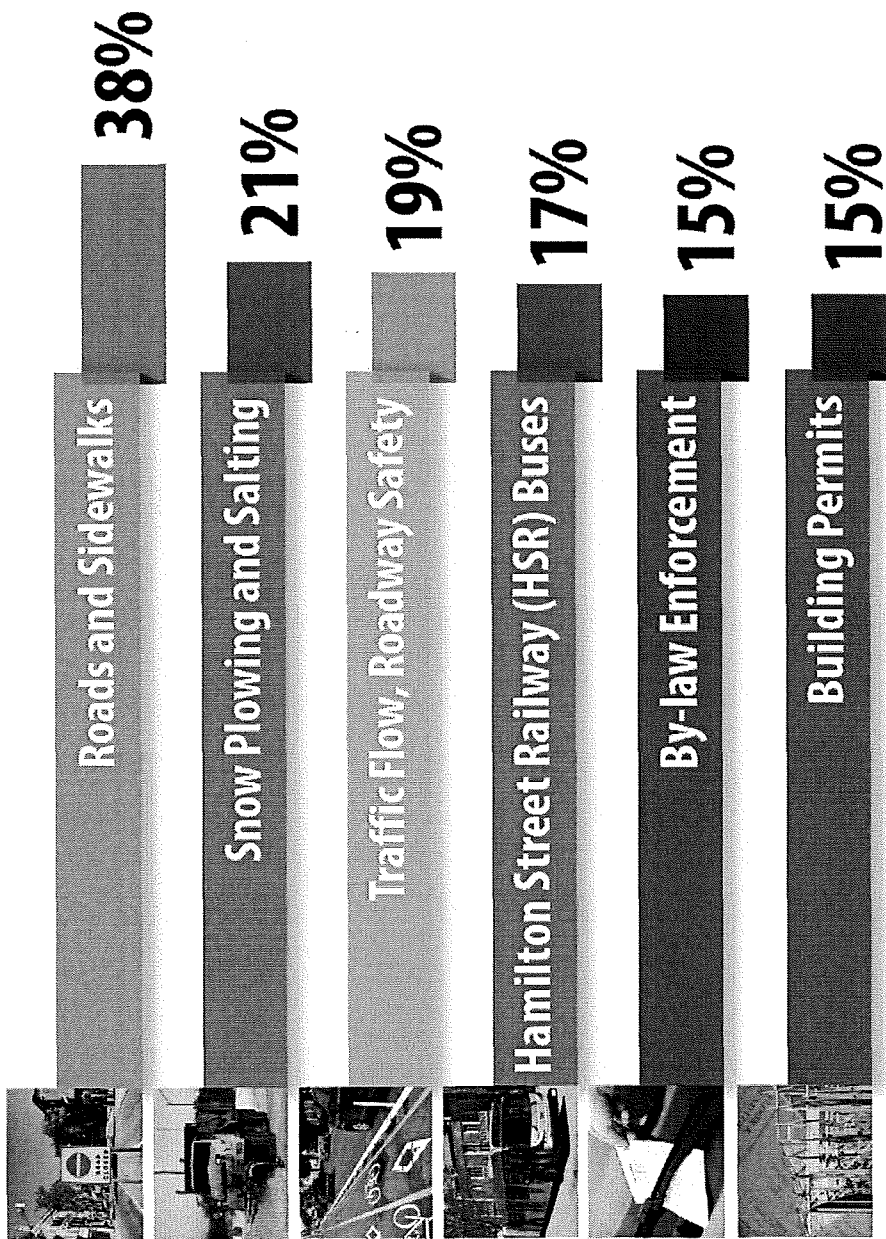
Phone Survey



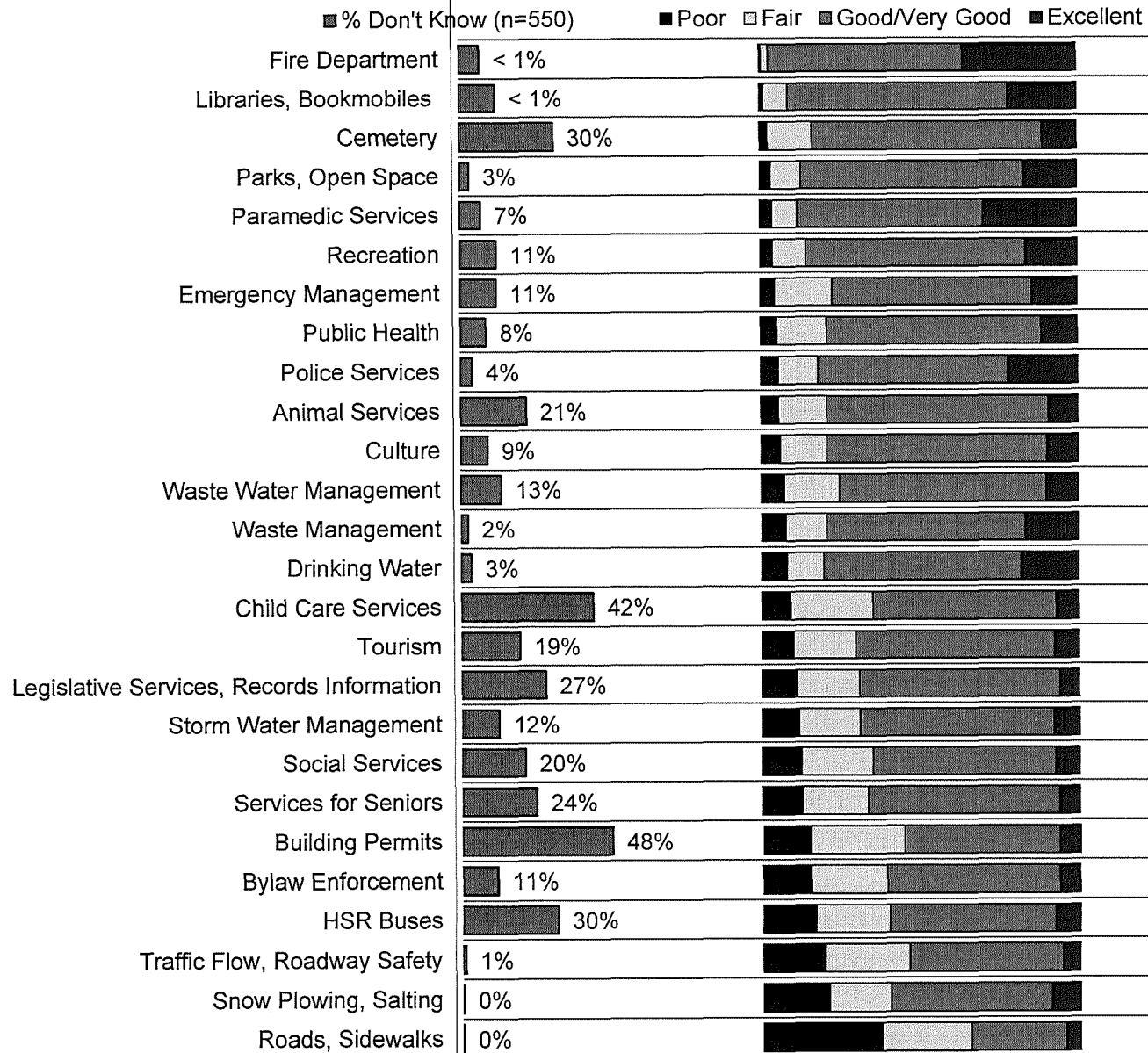
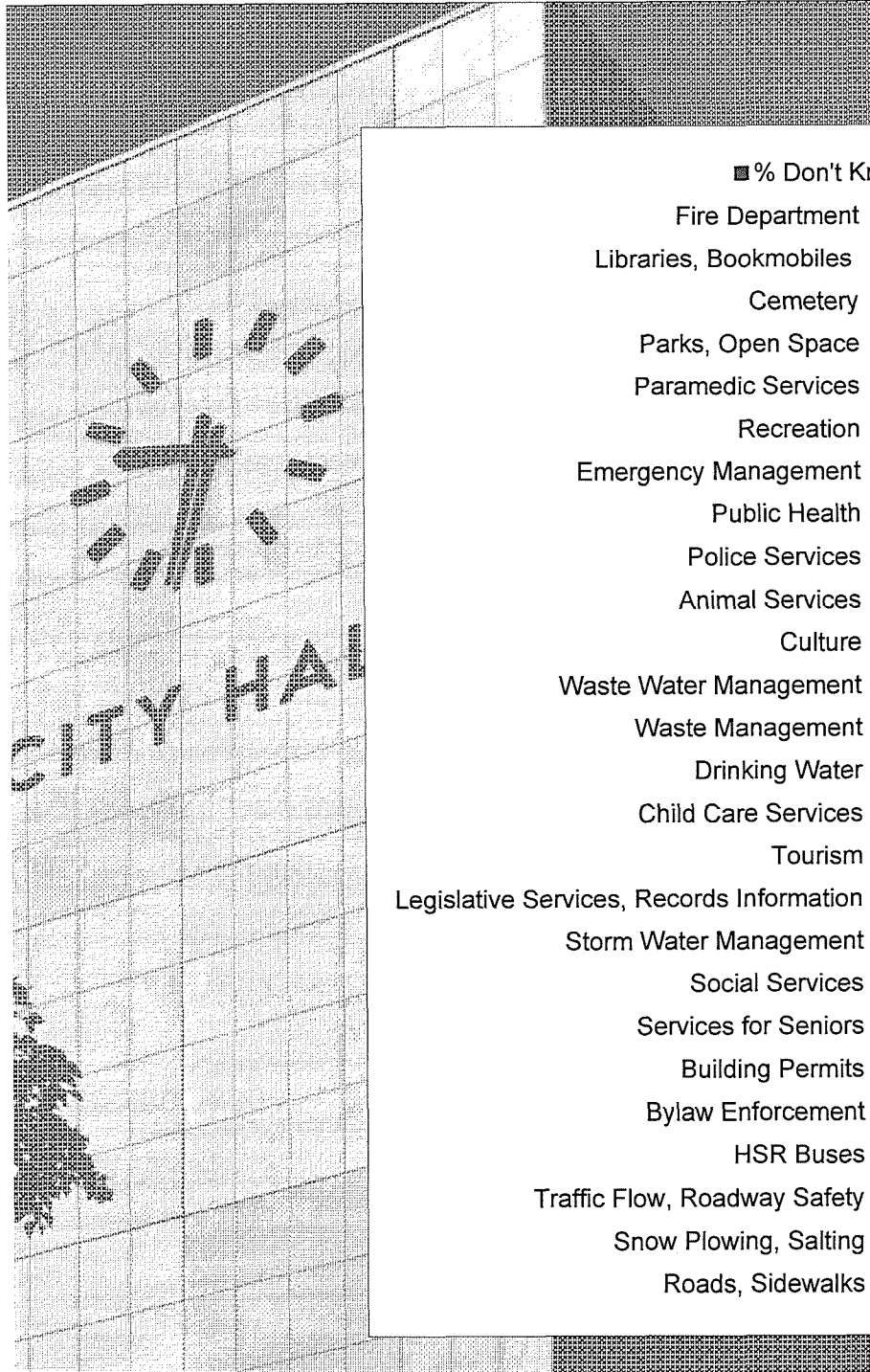
Services Most Rated Poor



Phone Survey



Ratings of Services

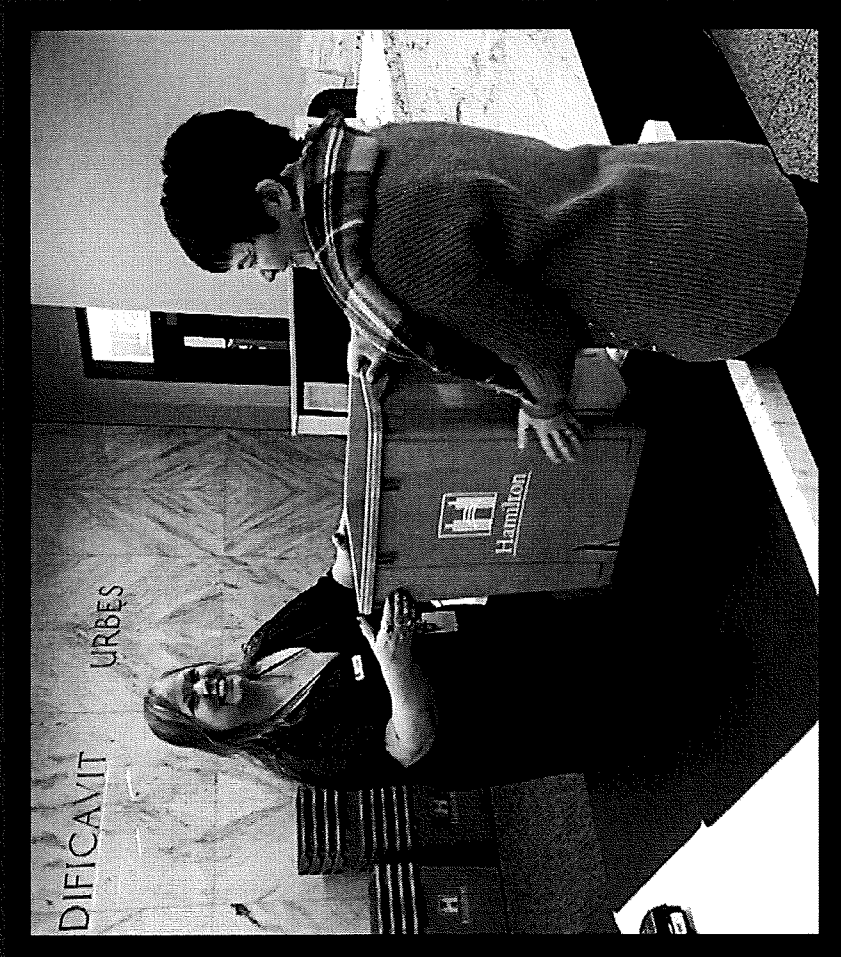


Themed Written Comments

“What is one thing you think the City of Hamilton should do to reach the vision of being ‘the best place to raise a child and age successfully’?”

Responses from both the phone and online survey were most commonly related to:

- Transit
- Community Safety
- Taxes
- Housing
- Schools and Education
- Roads and Sidewalks
- Child Care
- Inequities across the City
- Traffic Flow
- Parks, Playgrounds and Greenspace



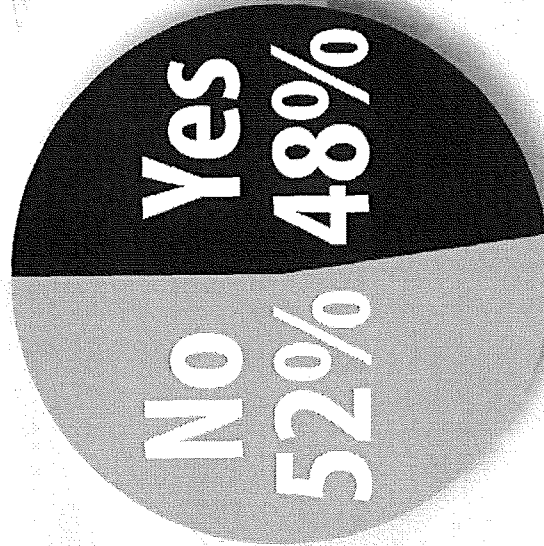
[Customer Service] & Service Channels

Contact with the City

In the past year, have you contacted the City of Hamilton for information or to conduct any service transactions?
(% that responded "Yes")



Phone Survey



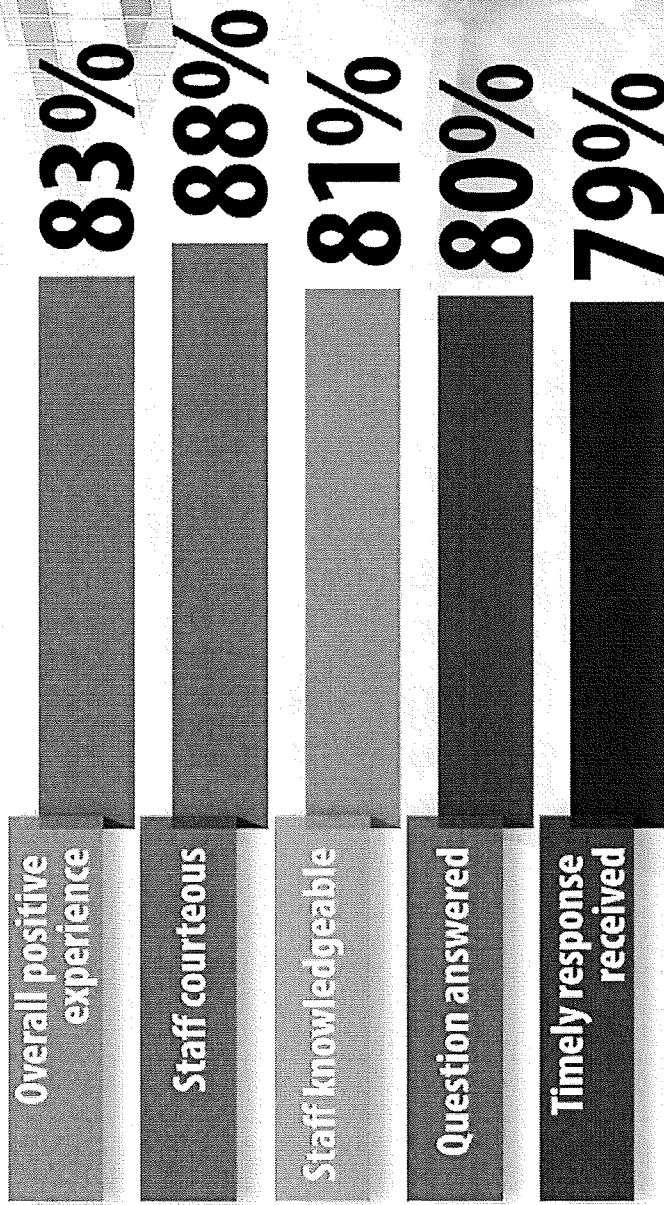
23

Experiences with the City

For those that have contacted the City in the past year ...
(% that agreed/strongly agreed)



Phone Survey



Resident Preferences



Residents prefer to use the phone when asking questions or making a complaint



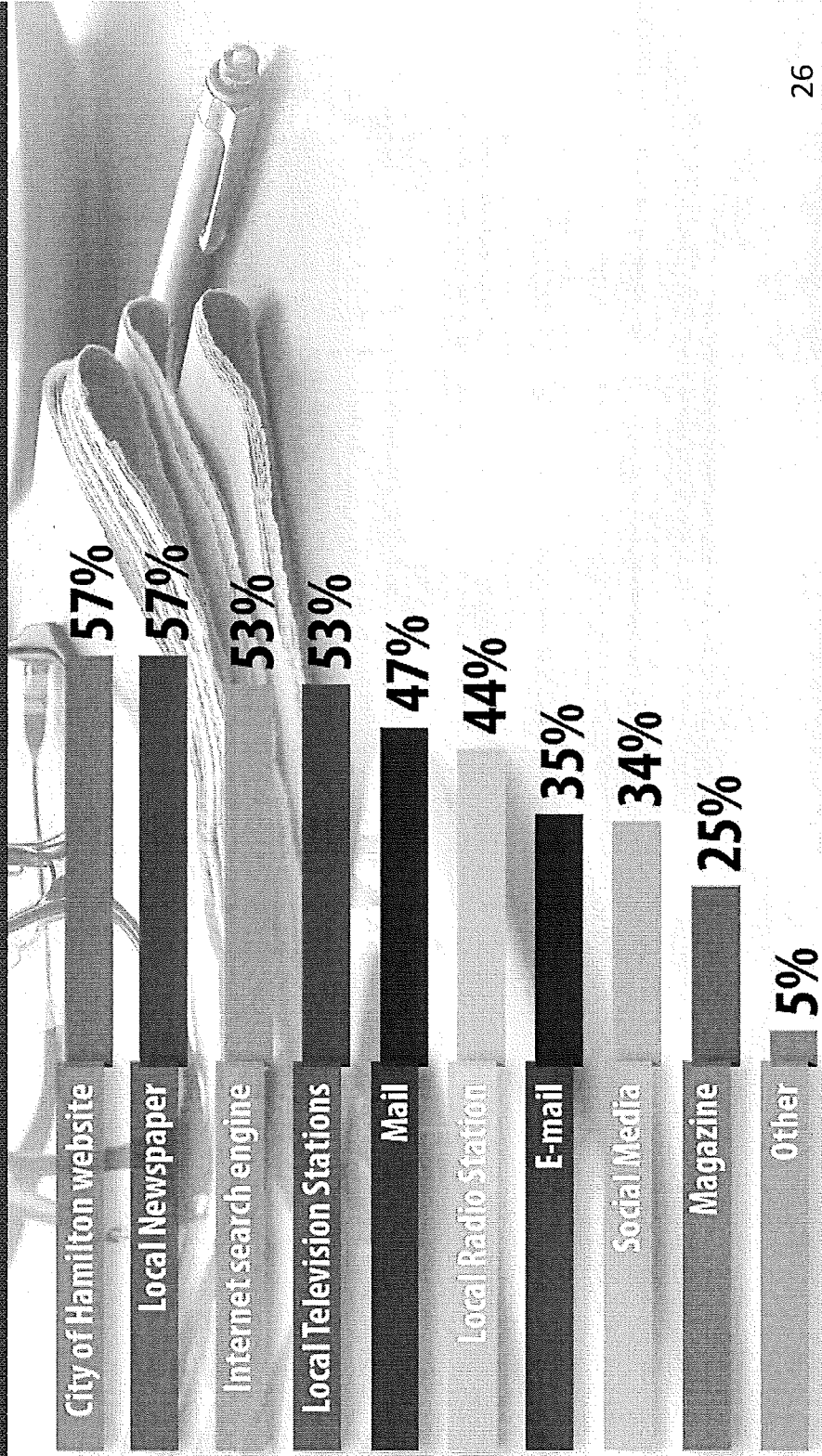
Residents most prefer to use the website to pay property taxes



For other interactions (registering & paying for recreation programs, applying for licenses, booking city facilities and parks), residents prefer to complete on the website or in person

Preference: Receiving Information from the City

How do you like to get information about the City of Hamilton's programs, initiatives, news and events?

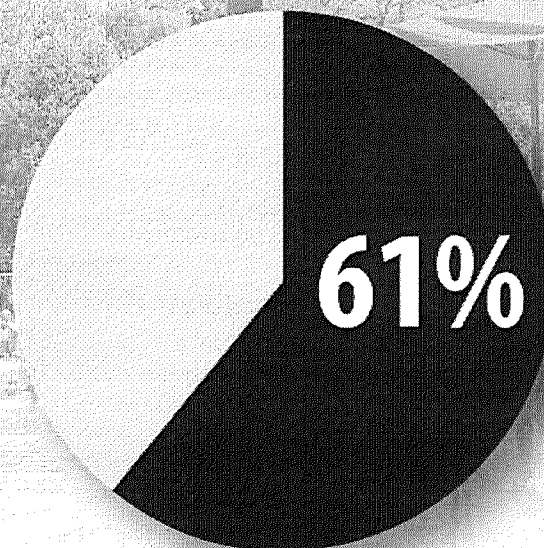


Connecting to Our Vision

Hamilton is on the right track towards our vision of being
“the best place to raise a child and age successfully”
(% that agree or strongly agree)



Phone Survey



What's Next

Regularly conduct this survey (annually) with an increased sample size.

Survey results will be monitored year over year, with a report back to the public.

Linking service plans to citizen survey results, demonstrating that the City is listening and acting on resident feedback.

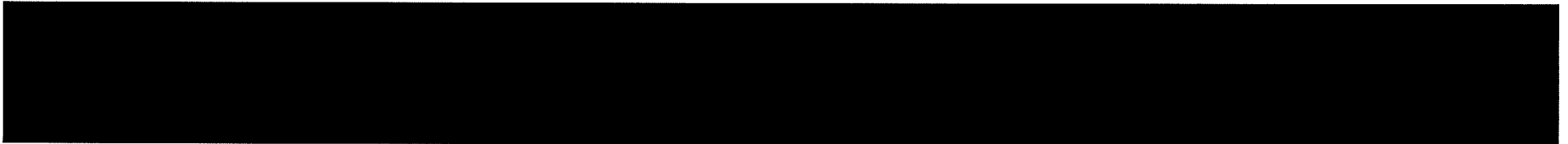
Link this work to the Neighbourhood Action Strategy work.

Connect the survey work to a broader portfolio of social media analysis and community engagement work.

28



QUESTIONS?





INFORMATION REPORT

TO:	Chair and Members General Issues Committee
COMMITTEE DATE:	June 20, 2018
SUBJECT/REPORT NO:	Hamilton Immigration Partnership Council–Annual Report (PED18138/HSC18035) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Sarah Wayland (905) 546-2424 Ext. 7565 John Ariyo (905) 546-2424 Ext. 1564
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department Grace Mater Director, Children’s Services and Neighbourhood Development Division Healthy and Safe Communities Department
SIGNATURE:	

Council Direction:

N/A

Information:

Immigration Trends in Hamilton

Canada’s present and future labour force and population growth will largely come from immigration, and Cities need immigration to grow their economies and connections to international markets. Immigrants benefit the communities in which they settle, including strong business start-up rates, filling labour market vacancies and cultural vibrancy. In their first years in Canada, immigrants sometimes rely on services such as language instruction and employment counselling to assist with their transition, and these services can be essential for helping newcomers find success.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Hamilton Immigration Partnership Council–Annual Report
(PED18138/HSC18035) (City Wide) - Page 2 of 5**

Approximately one-fourth of Hamilton’s population was born in another Country. Among these 130,000 immigrants, over half arrived in Canada prior to 1991, close to 40% arrived between 1991 and 2011, and about 10% are deemed to be “recent immigrants,” having arrived since 2011. Following the trend common in most Ontario communities, Hamilton’s rate of recent immigrants is declining. It is also below the Provincial average: in 2016, 2.5% of Hamilton’s residents were recent immigrants compared to 3.6% of Ontario residents who were recent immigrants. Immigration to Hamilton continues to be significant but is not as robust when compared to most Greater Toronto Area communities.

Immigrants are increasingly dispersed across Hamilton. Three large areas of Hamilton are home to the highest concentrations of immigrants: Riverdale West and Centennial neighbourhoods around Eastgate Mall, Central Downtown including the Strathcona neighbourhood north of York Boulevard, and Meadowlands in Ancaster and south Mountain neighbourhoods between the Linc and Rymal Road towards Upper Gage.

Immigrants to Hamilton often have pre-existing ties to the City in the form of family, friends, or acceptance to a post-secondary education institution. Other factors also attract and retain immigrants, including economic opportunities, affordability, the availability of services and welcoming community.

Hamilton Immigration Partnership Council

Hamilton Immigration Partnership Council (HIPC) was established in January 2009 as a planning and advisory body dedicated to forging community partnerships to coordinate and enhance the delivery of local settlement services and support the integration of newcomers. The partnership is funded by the federal government through Immigration, Refugees and Citizenship Canada (IRCC). HIPC’s vision is “Hamilton that welcomes newcomers, celebrates diversity and is a place for everyone to call home”.

In this role of catalyst, convenor and collaborator, HIPC leads community-based planning to address the needs of immigrants. The multi-sector stakeholder Council of HIPC includes community leaders from settlement services, government, education, research, business, employment, housing, health and the Francophone community. HIPC consistently enjoys a high-level of attendance, participation and in-kind support from members.

Highlights of Key Accomplishments in 2017-2018

Strategic Plan and Governance Model

In April 2017, HIPC launched its Strategic Plan for 2017-2020, representing a culmination of extensive engagement and input by community members and stakeholders committed to improving the lives of newcomers in Hamilton.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Hamilton Immigration Partnership Council–Annual Report
(PED18138/HSC18035) (City Wide) - Page 3 of 5**

HIPC's vision is: Hamilton welcomes newcomers, celebrates diversity and is a place for everyone to call home.

HIPC's three strategic objectives during this period are:

1. Newcomers are supported through strong community partnerships;
2. Hamilton is a responsive, welcoming and inclusive community capacity; and,
3. HIPC is a leader in immigration research and knowledge sharing.

As part of this process, HIPC made changes to its governance model, creating permanent seats on HIPC for the Chairs of the City of Hamilton's Advisory Committee for Immigrants and Refugees. HIPC also added a proviso to its terms of reference that at least three members of the Council have lived a "newcomer experience".

Hamilton For All Campaign

In partnership with Hamilton Centre for Civic Inclusion (HCCI), HIPC launched the "Hamilton For All" (HFA) poster campaign on November 28, 2017. #HamiltonForAll was the top trending Twitter conversation that day. Posters were featured on 22 city bus shelters and HSR buses for two months in early 2018. The posters display diverse faces of Hamilton and direct readers to the campaign website (www.HamiltonForAll.ca).

The HFA campaign has been widely featured in local media outlets, promoted at various events, and presented to multiple student assemblies. Seven community ambassadors shared their stories and answered questions about their own experiences. HFA speaks to our community's legacy and deep commitment to welcoming immigrants and demonstrates an appreciation for the important value that newcomers bring to our economic, social, cultural and civic life.

Communications

HIPC's website traction and social media presence continues to grow and attract followers. HIPC's Twitter account (@HIPCHamilton) has more than 1,100 followers, and the HIPC website (www.hamiltonimmigration.ca) had more than 20,000 page views last year. HIPC activities and events featured in seven local print news articles.

HIPC partnered with Global Hamilton and Workforce Planning Hamilton on the "Hamilton @ Work" series in The Hamilton Spectator. Each of the ten articles profiled an immigrant to Hamilton who is working, owns a business, or is otherwise contributing to our City. The same team also partnered to create an updated version of the Quick Guide to Business Resources in Hamilton (March 2018).

Detailed activities and accomplishments of HIPC in the 2017/2018 fiscal year are attached as Appendix "A" to Report PED18138/HSC18035.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Hamilton Immigration Partnership Council–Annual Report
(PED18138/HSC18035) (City Wide) - Page 4 of 5**

Key Priorities for 2018-2019

Immigration to Hamilton continues across all immigration categories (economic class, family class, and refugees). As newcomers seek to settle in their new Country, they above all look for economic opportunities, availability of services and welcoming communities.

Hamilton has a long history of welcoming immigrants, but our City has been challenged by its high incidence of hate crimes. There is also evidence of growing polarization of views across Canada on immigration and diversity, some of which is being fuelled by the current political climate outside of Canada.

To this end, HIPC has identified a number of priorities for the coming year. Each priority addresses some aspect of local need and is intended to improve knowledge, opportunities, connection to services, and inclusion.

These initiatives include:

Newcomer Day

Hamilton's first Newcomer Day is scheduled for July 27, 2018 at City Hall from noon to 6 pm. The indoor-outdoor event will feature a citizenship ceremony, entertainment, food, activities, a resource fair of relevant local services and workshops on various topics of interest such as employment search, housing rights, and registering to vote.

Employment and Mentorship

Employment is a top priority for most newcomers and families, yet finding work continues to be a challenge for many. Newcomers often lack the social and professional networks that can help connect them to employment opportunities. With the launch of two local mentorship initiatives for newcomers this year, HIPC is championing these types of connections and promoting the benefits of becoming an employer mentor. Through its own responsibilities as a major employer and as a significant influencer of public opinion, the Municipal government has a distinct leadership and managerial role to play in making Hamilton a more welcoming community.

Public Education about Immigration

HIPC promotes accurate and evidence-based information about immigration in a public context. In the coming year, HIPC will work through print and social media, fact sheets based on Census data, and a "myth busting series" in The Hamilton Spectator.

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**SUBJECT: Hamilton Immigration Partnership Council–Annual Report
(PED18138/HSC18035) (City Wide) - Page 5 of 5**

Informal Sector Mapping

Many if not most newcomers rely heavily on the informal sector (places of worship, ethnic associations, sports clubs, etc.) for information about resources and services they need. HIPC is working with partners to learn more about and “map” these services with a view towards ensuring the provision of accurate information. HIPC will be using community engagement approaches to work with faith communities and other informal networks to identify and connect with newcomers, to encourage a two-way flow of information and understanding, and to increase the sense of inclusion in these populations.

Realignment of Reporting Relationship

Council, at its meeting of April 25, 2018, approved Item 12.1 of Healthy and Safe Communities Committee, Report 18-004, (Report HSC18018) to transfer the resources of HIPC to the Economic Development Division of the Planning and Economic Development Department, combining it with the resources of Global Hamilton. The idea of moving the Hamilton Immigration Partnership Council work under the auspices of Global Hamilton had been discussed for several years. This realignment will provide opportunity for efficiencies to be gained from better integrating these two initiatives, and incorporating other aspects of the City’s global economic portfolio, under the Global Hamilton umbrella. Improved integration will help ensure that Hamilton benefits from the social, political, cultural and economic contributions of newcomers.

Appendices and Schedules Attached

Appendix “A”-HIPC Annual Report, 2017-2018

SW:dt



ANNUAL REPORT 2017–2018

hamiltonimmigration.ca
@HipcHamilton

Message from the Mayor



Hamilton as a destination of choice has been built by successive waves of newcomers from many countries around the world. This has remained true for almost two centuries. Based on 2016 census data, 24.7 percent of Hamilton's population is born abroad.

Hamilton depends on newcomers to offset an aging demographic, to maintain strong communities and to keep our economy growing. In the next three years, one million newcomers will arrive in Canada through targeted programs for economic class immigrants as well as ongoing reception of newcomers in the family and humanitarian classes. The key to our economic success as a community will be to attract newcomers, help them to feel welcome, and provide them with opportunities that enable their success.

Newcomers want to live in a city where residents, employers, and organizations work together to create community. I am proud that in Hamilton we embrace newcomers who choose to make their new life here. The City of Hamilton is committed to assisting with services such as housing, recreation and child care that play a significant role in the settlement process. We need to do more. In 2015, the Conference Board of Canada estimated that Canada could generate an additional \$10 billion to \$12 billion if employers and professional regulatory bodies did a better job at recognizing immigrants' skills. By engaging our business community and other key service providers, we will continue to support newcomers in their quest for employment, business ownership and community integration.

Hamilton Immigration Partnership Council (HIPC) was set up under my leadership in 2009. It has been rewarding to witness HIPC's many wins in the past. HIPC has been a catalyst towards integration of newcomers, thereby impacting newcomers and the communities that welcome them.

On behalf of my council colleagues, I congratulate HIPC and supporters for yet another successful year helping Hamilton embrace and foster all that newcomers have to offer.

I love Hamilton and want every resident to enjoy a quality of life that is safe and secure.

Fred Eisenberger
Mayor

Message from the Chair and the Vice Chair



The Hamilton Immigration Partnership Council continues to serve as a catalyst in Hamilton in advancing a vision for the region as a safe and welcoming community, one which embraces diversity and inclusivity, and offers opportunity to families from around the globe.



Upon reflection, 2017 was an eventful year for the Council on a number of important fronts. We launched our new strategic plan and rolled out a new governance structure. HIPC was recognized as an exemplary Local Immigration Partnership by the Department of Immigration, Refugees, and

Citizenship Canada at the national LIP conference.

I wish to acknowledge and thank the members of HIPC and of the Coordination of Services, Communications and Community Engagement, and Research and Evaluation Committees for their incredible efforts and diligent commitment in achieving the strategic priorities and goals for 2017. Your exceptional work and collaboration is making a difference in the lives of newcomer families who have chosen Hamilton as their new home.

In the fall, HIPC in partnership with the Hamilton Centre for Civic Inclusion launched the HamiltonForAll campaign. HamiltonForAll speaks to our community's legacy and deep commitment to welcoming immigrants to this great city, and demonstrating our appreciation for the important value that newcomers bring to our civic life, economically, socially and culturally.

HIPC extends a warm welcome to Daljit Garry, Executive Director of Wesley Urban Ministries, as she assumes the vice-chair role of the Council.

On behalf of the Council, we wish to express our sincere appreciation to the staff team for their dedication and professionalism in supporting our collective mandate.

We look forward to continuing our collaboration in HIPC in creating the conditions that permit immigrant families to thrive in Hamilton.

Jim Vanderveken
Chair

Daljit Garry
Vice-Chair





Who We Are and What We Do

HIPC was established in January 2009 as a planning and advisory body dedicated to forging community partnerships to coordinate and enhance the delivery of local settlement services and support the integration of newcomers. In this role of catalyst, convener and collaborator, HIPC leads community-based planning to address the needs of immigrants. HIPC is a multi-sector stakeholder body that consists of community leaders representing many sectors of Hamilton, including settlement services, housing, health, employment, education, language training, research, local government, business, community-based organizations, media and the Francophone community.

Vision

Hamilton welcomes newcomers, celebrates diversity and is a place for everyone to call home.

In 2017–2018, HIPC continued its role successfully by forging strong and lasting partnerships towards successful integration of newcomers to Hamilton and the creation of a welcoming community. Newcomers want to belong to Hamilton, its people, its culture, and its economy.

HighLIgHTs Of 2017–2018

Communications

Community Engagement

Employment Focus

HamiltonForAll

Research and Evaluation

HIPC in the Community

Special Events

Acknowledgments



Communications

HIPC continued to strengthen awareness of our community's capacity to integrate newcomers. HIPC also communicated inclusive messaging to stakeholders and newcomers.

sOciAL MEdiA

HIPC engaged the community through the HIPC website and social media and by showcasing HIPC's work through stories and videos. HIPC staff regularly share partner news and event information with the general public via www.hamiltonimmigration.ca and Twitter handle @HIPCHamilton.

Google and Twitter Analytics indicate a substantial increase in engagement.

▪ www.HAmIItOnImmIgrAtIOn.CA

 **5,300**
new users

 **20,000**
page views

 **7,400**
sessions

▪ @HIPCHAmIItOn

 **1,100**
followers

 **4,000**
tweets

 **3,800**
likes

ENViRONMENTAL scAN

HIPC initiated an environmental scan to inform HIPC's long-term communications and stakeholder engagement strategy. As a first step HIPC staff consulted different ethnic and demographic groups in February and March 2018 to understand cultural differences and engagement styles.

PUBLicATIOnS

HAmIItOnFoRAIi VidEo

HIPC partnered with Hamilton Centre for Civic Inclusion (HCCI) and Kitestring Creative Branding Studio to develop a promotional video for the HamiltonForAll campaign.

iN THE NEws

"Hamilton Organization Aims to Build a Warmer Welcome for Newcomers"

article by Carmela Fragomeni, *The Hamilton Spectator* (posted April 19, 2017)

"Where in the World? Hamiltonians Pin Down Their Heritage"

article by Kelly Bennett, *CBC News*, on Canada Day event July 1, 2017, organized by HIPC and partners (posted July 6, 2017)

"Hamiltonians Map Their Heritage"

article by *The Hamilton Spectator* (posted July 12, 2017)

"City Hopes Social Media Inspires Hamiltonians to be More Welcoming to Immigrants"

article by Samantha Craggs, *CBC News* (posted August 17, 2017)

"#HamiltonForAll Campaign to Make City More Welcoming to Newcomers"

article by Natalie Paddon, *The Hamilton Spectator*, on the welcoming campaign launch November 28, 2017 (posted November 27, 2017)

"Diversity Develops through Creative Class"

article by Sadhna Jayatunge, HIPC *The Hamilton Spectator* (posted November 28, 2017)

"How to Build a Welcoming Hamilton"

article by Sadhna Jayatunge, HIPC *The Hamilton Spectator* (posted February 20, 2018)





Community Engagement

Community stakeholder partnership and collaboration is vital to successful integration and to belonging of newcomers. Engagement helps the community understand and celebrate newcomers, including their successes and struggles and unique perspectives. It also helps service providers better understand and serve the needs of newcomers.

FAITH Community dIALOGUE

In collaboration with EMpower Strategy Group in February and March of 2018, interfaith dialogue/community conversations were held with some faith leaders across the city to get their views on tolerance and inclusion. Leaders engaged were from the Hamilton Mountain Mosque, Salvation Army Laotian Church, Stewart Memorial Church, Temple Anshe Shalom, Sikh Gurudwara, Hindu Samaj Temple and the United Church of Canada. The report outlines findings, best practices and recommendations for future action.

MULTICULTURAL WELLNESS DAY

Celebrating Mental Health Awareness Week in October 2017 with a focus on diversity, HIPC organized the fifth annual Multicultural Wellness Day. HIPC worked in partnership with Hamilton Centre for Civic Inclusion, Good Shepherd, YWCA and Hamilton Public Health Services at the David Braley Health Sciences Centre. Over 80 newcomers enjoyed cultural performances, sampled good food, listened to newcomers who shared their experiences and appreciated Hamilton's diverse cultures.

together WE ARE BETTER

To strengthen referral and collaboration of settlement services, HIPC partnered with Workforce Planning Hamilton and the Employment and Language Working Group to convene the half-day forum "Together We are Better" in April 2017. Eighty frontline staff members attended the forum, thereby increasing personal referrals to the various services and making it a successful event. The workshop explored innovative ways to work together to better serve those newcomers seeking language and employment training.

DIVERSITY TRAINING

In collaboration with HCCI and Wesley Urban Ministries, on June 5, 2017 HIPC conducted a Cultural Competency Workshop for 30+ service providers and volunteers.



Employment Focus

EmPloymEnt VidEoS

HIPC collaborated with Adult Basic Education, Workforce Planning Hamilton, and Mohawk College's Broadcasting Television Program to translate four career videos into Arabic. These videos targeted newcomers exploring specific career options and were distributed to service providers to enhance access to Arabic speakers.

QuIcK guIdE to BuSInESS RESouRCES In HAmIlton

HIPC worked with Global Hamilton and Workforce Planning Hamilton to update the 2015 version of this Guide to include new resources.

HAmIlton @ woRk SERIEs

HIPC, Workforce Planning Hamilton, Global Hamilton and *The Hamilton Spectator* partnered on a media series entitled **Hamilton@work**. The series featured profiles of internationally trained professionals in Hamilton who are contributing to the local economy in a myriad of ways. Below are the published profiles:

"You'll hear many languages at Algerian baker's French pastry shop"

The Hamilton Spectator (posted May 8, 2017)

"Making some noise: A Colombian transplant with a sound work ethic"

The Hamilton Spectator (posted June 26, 2017)

"Rana Aldibs"

The Hamilton Spectator (posted July 24, 2017)

"Putting her mark on brand creation and management Dilek Duman, Co-founder, Dyer & Duman Design"

The Hamilton Spectator (posted September 4, 2017)

"Hamilton entrepreneur cranking up sales of hot sauces"

The Hamilton Spectator (posted September 25, 2017)

"Elshadai Erbet"

The Hamilton Spectator (posted October 22, 2017)

"Auto repair business keeps Ngo on the move"

The Hamilton Spectator (posted January 22, 2018)

"The art of running a Montessori school"

The Hamilton Spectator (posted Feb 12, 2018)

"Business development specialist puts her heart into it"

The Hamilton Spectator (posted March 24, 2018)

Due to the wide circulation of *The Hamilton Spectator*, these newcomer profiles reached over 600,000 weekly subscribers in Hamilton and surrounding areas and 1.3 million unique visitors via *TheSpec.com*.



Photos: courtesy of *The Hamilton Spectator*



HamiltonForAll

HIPC and HCCI have undertaken a public education campaign about newcomers. According to a national Statistics Canada Report, Hamilton was ranked #2 in Canada for police-reported hate crimes, and HIPC understands the need now more than ever to dispel myths about immigrants and refugees, and to promote greater cultural awareness and understanding. The campaign launched in the Fall of 2017 with its first phase that aims at addressing misconceptions and stereotypes about immigrants and refugees.



cAMPAign

CAMPAign

HamiltonForAll aims at opening minds and encouraging Hamiltonians to stand up against prejudice, exclusion, and discrimination based on ethnicity, race, religion, country of origin, disability, sexual orientation or other differences. The initiative builds on Ontario Council of Agencies Serving Immigrants' (OCASI) #TorontoForAll and #AjaxForAll campaigns that have addressed racism, xenophobia, Islamophobia and other issues.

CAnAdiAn multiCultuRAI ExCHAngE StAtion

In partnership with Tourism and Culture Division/ Canada 150, HIPC organized a Canadian Multicultural Exchange Station at the Bayfront Park on July 1, 2017. Service providers were present to inform families about local services.

More than 500 Hamiltonians of all generations came together to map their origins by placing pins on a massive world map. Pins were placed across the Middle East, Europe, Africa, Asia and the Americas, and every pin added to a picture of the city's diversity and its long history as a destination for newcomers to Canada. People also added reasons why they left their home countries to come to Canada.

Anti-RACISm And diVERSity PuBliC AwAREnESS CAMPAignS: do tHEy woRk?

At the Toronto's Pathways to Prosperity Conference held on November 17, 2017 HIPC gave a presentation called "Anti-racism and Diversity Public Awareness Campaigns: Do They Work?" Fifty participants attended.



ALL AbOARd

ALL AbOARd: A CEIEBRation of ImmiGRAtion

HIPC collaborated with the Brott Music Festival to plan the "All Aboard! — A Celebration of Immigration" on October 11 and 12, 2017. The event focused on celebrating waves of immigration to Hamilton through music and performances. As part of the event, HIPC also collaborated with the Age-Friendly Strategy to invite senior newcomers as part of the Human Library engagement activity. Seniors shared stories of their immigration journey, challenges, successes and lessons learned with Canadian-born residents and new immigrants in Hamilton. This multi-day event featured music, lectures, informational booths and interactive activities at LiUNA Station—the very place through which many immigrants came to Hamilton to start a new life.

PIECE By PEACE Quilt

Celebrating Canada 150, The Heart of Ontario hosted The Quilt of Belonging in partnership with The Cotton Factory, Hamilton's Creative Arts Centre in August 2017. The Quilt of Belonging is a textile art project, spanning 120 feet. It comprises 263 squares, each created to recognize Canada's diversity. It celebrates our common humanity and promotes compassion among people, aligning well with HamiltonForAll campaign. HIPC together with HCCI promoted HamiltonForAll. More than 100 people attended the HIPC booth to learn about the campaign.



HamiltonForAll



cAMPaign LAUNCH



HSR bUsEs AND sHELTERS



HigHLigHTs FROM THE HAMILTONfORALL LANDscAPE

PARTnERS



HCCI, City of Hamilton, OCASI, Kitestring Creative Branding studio, and *The Hamilton Spectator*. Funder: IRCC and Hamilton Community Foundation.



AmBASSAdoRS

In collaboration with HCCI, HIPC secured seven Community Ambassadors to champion the project, share their stories and engage in community events.



WEBSitE: www.HAMILtonFORAll.CA

HIPC collaborated with HCCI to develop the HamiltonForAll website:
<https://www.hamiltonforall.ca/home>



mytH-BuSting

HIPC staff researched and developed Immigrant Myth-Busting information to support the campaign.

HAMILtonFORAll CAMPAign LAUNCH

The HamiltonForAll poster campaign was officially launched on November 28, 2017, in The Hamilton Spectator auditorium. Mayor Fred Eisenberger attended as the guest of honour with over 100 partners and newcomers. #HamiltonForAll was the #1 trending Twitter conversation in Hamilton that day.

HSR BUSES AND SHElTER CAMPAign

HamiltonForAll posters were featured on a total of 22 city bus shelters and buses for two months in early 2018. Posters displayed diverse faces of Hamilton, directed people to the campaign website, and requested them to leave a welcoming message for newcomers using #HamiltonForAll.

FoRum dIAloguE +

HamiltonForAll Ambassadors made a presentation to the Youth Leaders Forum Dialogue + focused on intercultural dialogue as a means of countering discrimination, prejudice, and radicalism. Over 100 Francophone youth attended and participated in activities focused on furthering youth engagement. HIPC and HCCI staff were also present to join the discussion.

mEdIA CAMPAign

HIPC engaged the media: *Hamilton Community News*, *The Anvil* and *The Hamilton Spectator*, *Hamilton Magazine* and *Cable 14*.

PIAnS FoR nEWComER dAY

HIPC in partnership with the City of Hamilton, HCCI, and the Immigrant and Refugee Advisory Committee of Council is planning Hamilton's very first Newcomer Day in 2018 at Hamilton City Hall. Activities related to HamiltonForAll are planned for Newcomer Day.



Research

onlInE RESEARCH CAAtAloguE

HIPC is working with Information Hamilton to develop a user interface to catalogue recent research articles and reports with easy navigation. The new interface enables sorting with keywords and will help service providers, newcomers, and interested members of the public.

ImmIgrAtIon BullEtInS

HIPC collaborated with Social Planning Research Council to develop two bulletins entitled "Immigration Categories" and "Where do Immigrants Live in Hamilton" in March 2018.

HAmltton ImmIgrAtIon PRoFIIE

Statistics Canada's 2016 Census records indicate that 1.2 million new immigrants permanently settled in Canada between 2011 and 2016. Research and Evaluation Committee members have been working on creating a comprehensive immigration profile of Hamilton that provides an overview of trends and new findings from the Census. This data will help inform, enhance, and support strategy and program planning as well as outreach and services to newcomers.

HIPC in the Community

Among many others, the following are a few achievement highlights that focus on Hamilton belonging to everyone.

HIPC participated in the launch of National Francophone Immigration week at the Hamilton City Hall on October 30, 2017.

HIPC participated in the Flavours of Africa Food Festival on November 11, 2017–Empowerment Squared engagement event.

HIPC supported and attended the Hamilton's first International Student Summit which was held at McMaster Innovation Park organized by Global Hamilton on November 23, 2017. Over 50 international students learned about resources and services available to them in Hamilton.

HIPC attended the Martin Luther King Jr. Inaugural Social Justice Brunch on January 14, 2018, organized by Afro Canadian Caribbean Association.

HIPC supported and participated in Welcome Tables focused on hearing newcomer stories and building common ground at the Beasley Community Centre in February and March 2018, organized by John Howard Society. Over 25 participants comprising of newcomer youth and middle-aged attended and shared their stories, challenges, and successes of setting into a new country.

HIPC staff presented to different ethnic and demographic groups (youth and seniors) in February and March 2018 creating awareness of HIPC and the upcoming Newcomer Day in 2018.

A gLiMPsE iNTO 2018 KEy PROJECtS

- **Employment and Mentorship**
- **Newcomer day**
- **Public Education about immigration**
- **informal sector Mapping**



Special Events



sPO cONFEReNcE



ANNUAL EVENT



sPO cONFEReNcE



ANNUAL EVENT

“togetHER WE ARE BETTER” SERVICE PRoVIDER oRgAnIZAtIon workSHoP

The SPO workshop was held on March 23, 2018, at the David Braley Health Sciences Centre. The conference brought together 100+ frontline settlement workers who networked and strengthened relationships. Sessions on employment and youth integration incorporated innovative techniques to engage frontline workers and generate insights into the newcomer experience. The conference also provided opportunities for service providers to share program information with each other.

AnnuaI EVEnt

This year's Annual Event was held in conjunction with the SPO Workshop and attracted more than 200 community stakeholders for the lunchtime session. HIPC Chair Jim Vanderveken emceed a packed event featuring HIPC highlights of the past year and a panel of three HamiltonForAll ambassadors: James Byiringiro, Shad Salman, and Sony Poulouse. In conversation with moderator Mayor Fred Eisenberger, ambassadors shared their immigration stories and experiences of Hamilton. The event closed on a high note with a crowd-pleasing performance from the Hispanic Children's Choir.



Acknowledgments

The 2017-2018 accomplishments would not have been possible without the continued assistance and dedication of all those involved with the Hamilton Immigration Partnership Council. HIPC would like to acknowledge and thank City of Hamilton staff and our many volunteers for assisting us in building an inclusive Hamilton that helps newcomers successfully integrate, contribute and belong.

Funder

Immigration, Refugees and Citizenship Canada

SPonSoR

City of Hamilton

StAFF

Sarah Wayland, Senior Project Manager

Layla Abdulrahim-Moore, Program & Policy Advisor

HAmlton ImmigRAtion PARtnERSHIP Council

Jim Vanderveken	Mohawk College (Chair HIPC)	Huyen Dam	Community Leader
Daljit Garry	Wesley Urban Ministries (Vice-Chair HIPC)	Ines Rios	Immigrants Working Centre
Alain Dobi	Reseau de Soutien l'immigration Francophone	John Ariyo	City of Hamilton
Bill Torrens	Hamilton-Wentworth District School Board	Judy Travis	Workforce Planning Hamilton
Brent McLeod	Hamilton Paramedic Services	Keanin Loomis	Hamilton Chamber of Commerce
Chukky Ibe	Community Leader	Leo Johnson	Empowerment Squared
Denise Brooks	Hamilton Urban Core Community Health Centre	Lil Acevedo	Hamilton Housing Help Centre
Denise Christopherson	YWCA Hamilton	Lily Lumsden	YMCA Hamilton/ Burlington/Brantford
Deputy Chief Dan Kinsella	Hamilton Police Services	Sarah Jama	Community Leader
Don Jaffray	Social Planning and Research Council of Hamilton	Sandra Pizzuti	Hamilton-Wentworth Catholic District School Board
Grace Maciak	Community Leader	Sharon Reichheld	Royal Bank of Canada
		Suzanne Bélanger-Fontaine	Collège Boréal
		Yohana Otite	Hamilton Centre for Civic Inclusion
		Zenaida Roque Cruz	Good Shepherd HOMES Program

HAmlton ImmigRAtion PARtnER oRgAnizAtions

Adult Basic Education Association	Hamilton Public Library	PATH Employment Services
Advisory Committee for Immigrants and Refugees	Hamilton Spectator	Refuge: Hamilton Centre for Newcomer Health
CARE: Centre for Internationally Educated Nurses	Hamilton Urban Core Community Health Centre	Réseau de soutien à l'immigration francophone
Centre de santé communautaire Hamilton/Niagara	Hamilton-Wentworth Catholic District School Board	Royal Bank of Canada
Circle of Friends for Newcomers	Hamilton-Wentworth District School Board	Salvation Army Booth Centre
Collège Boréal	Immigrants Working Centre	Social Planning and Research Council of Hamilton
Conseil scolaire de district catholique Centre-Sud	Information Hamilton	St. Charles Adult and Continuing Education
Employment Hamilton	John Howard Society	Thrive Child and Youth Trauma Services
Empowerment Squared	Local Health Integration Network	Wesley Urban Ministries
Good Shepherd	McMaster University	Workforce Planning Hamilton
Goodwill, The Amity Group	McMaster Children's Hospital	YMCA of Hamilton/Burlington/ Brantford
Hamilton Centre for Civic Inclusion	Mohawk College	YWCA Hamilton
Hamilton Chamber of Commerce	Neighbour to Neighbour Centre	
Hamilton Community Legal Clinic	NGen Youth Centre	
Hamilton Health Sciences	North Hamilton Community Health Centre	
Hamilton Housing Help Centre	Ontario Ministry of Citizenship and Immigration	
Hamilton Police Services		





**Hamilton Immigration
Partnership Council**

**Hamilton Immigration Partnership Council
Lister Block Building (5th Floor)
28 James St. N., Hamilton, ON L8R 2K1**

- 905.546.2424 x7565
- immigration.partnership@hamilton.ca
- **@HipcHamilton**

hamiltonimmigration.ca



Hamilton

Funded by:

Financé par :



**Immigration, Refugees
and Citizenship Canada**

**Immigration, Réfugiés
et Citoyenneté Canada**



Hamilton Immigration Partnership Council

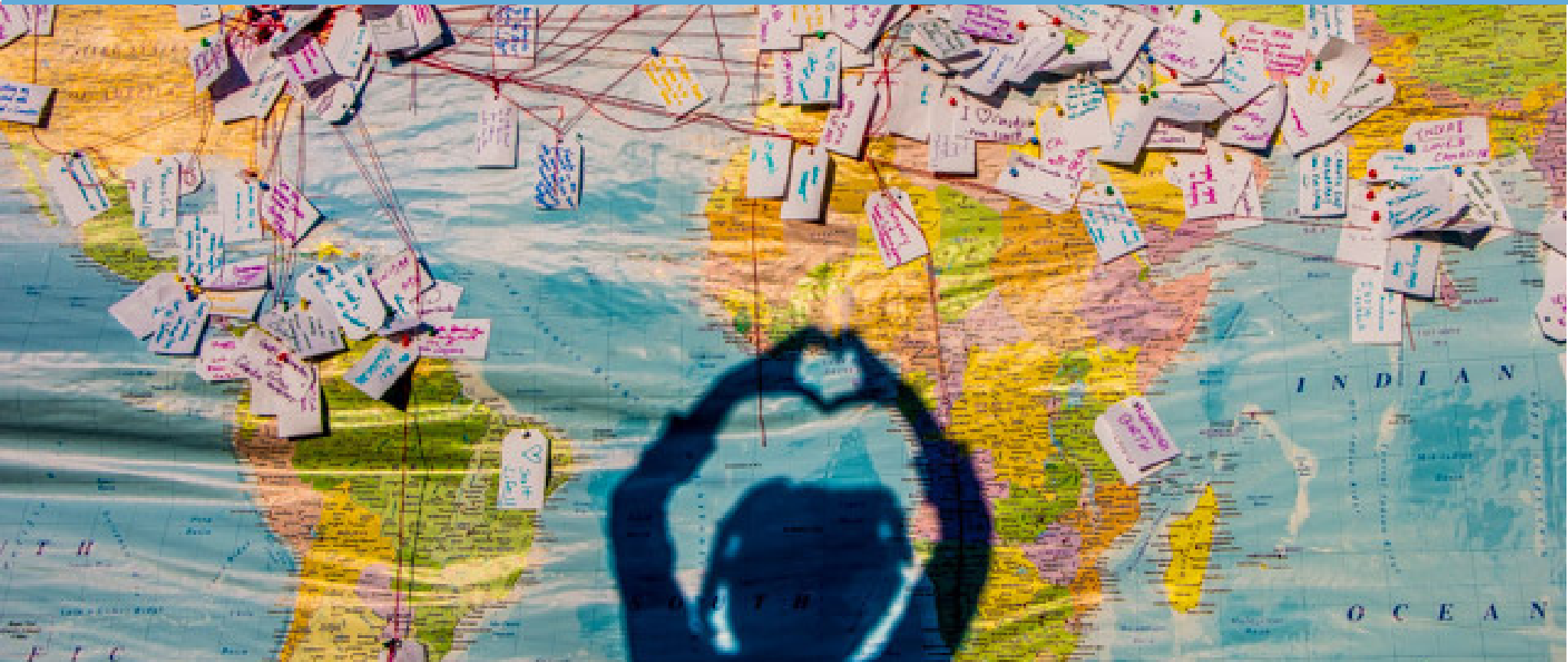
JUNE 20, 2018 CITY COUNCIL PRESENTATION



@HipcHamilton



www.hamiltonimmigration.ca



What is HIPC?

- Collaborator
- Convener
- Funded by IRCC housed by City of Hamilton
- Established in 2009
- One of 77 Local Immigration Partnerships across Canada





STRATEGIC PRIORITIES

2017-2020

"Hamilton welcomes newcomers, celebrates diversity, and is a place for everyone to call home."



Newcomers are supported through strong community partnerships



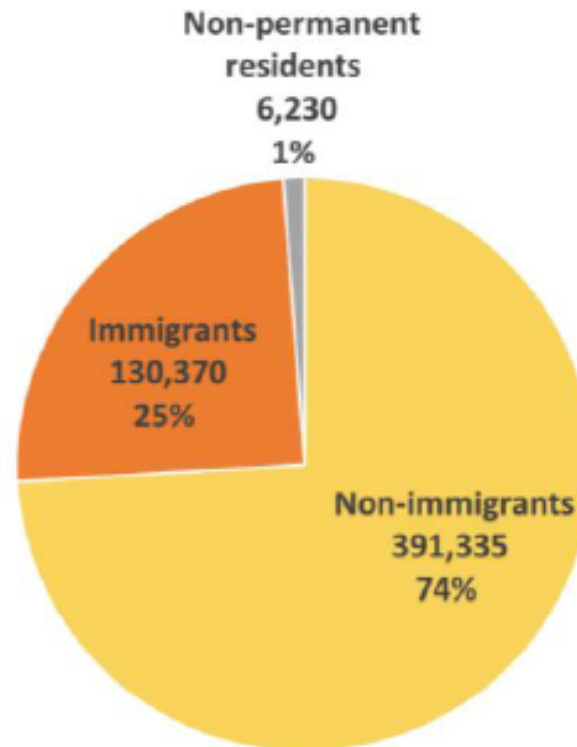
Hamilton is a responsive, welcoming, and inclusive community



HIPC is a leader in immigration research and knowledge sharing

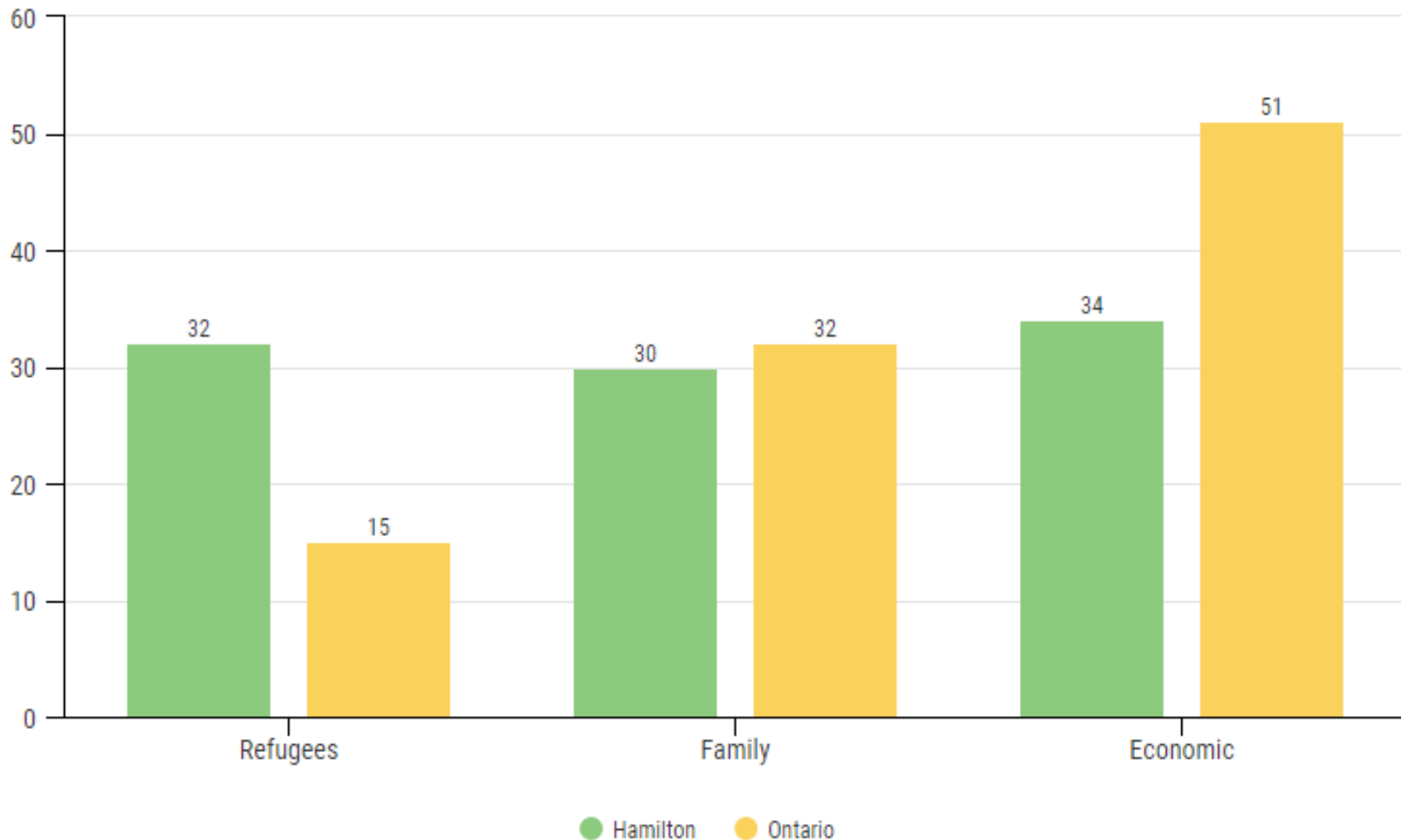
Immigrant Population

Chart 1. Immigrants, non-immigrants and non-permanent residents living in Hamilton, Statistics Canada (2016 Census)



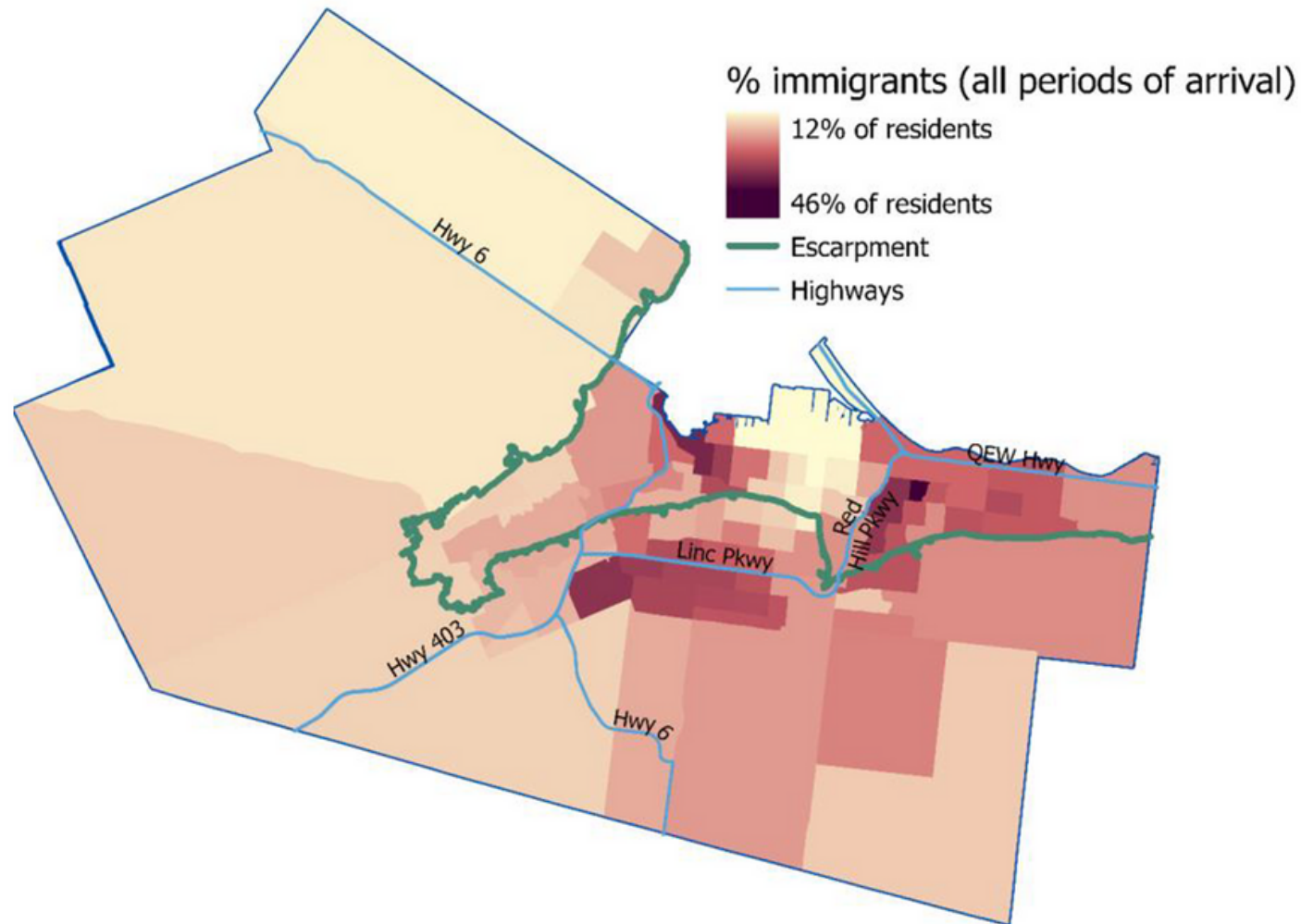
- One in four residents of Hamilton is an immigrant
- Non-permanent residents include a growing number of international students

Recent Immigrants in Hamilton (%)



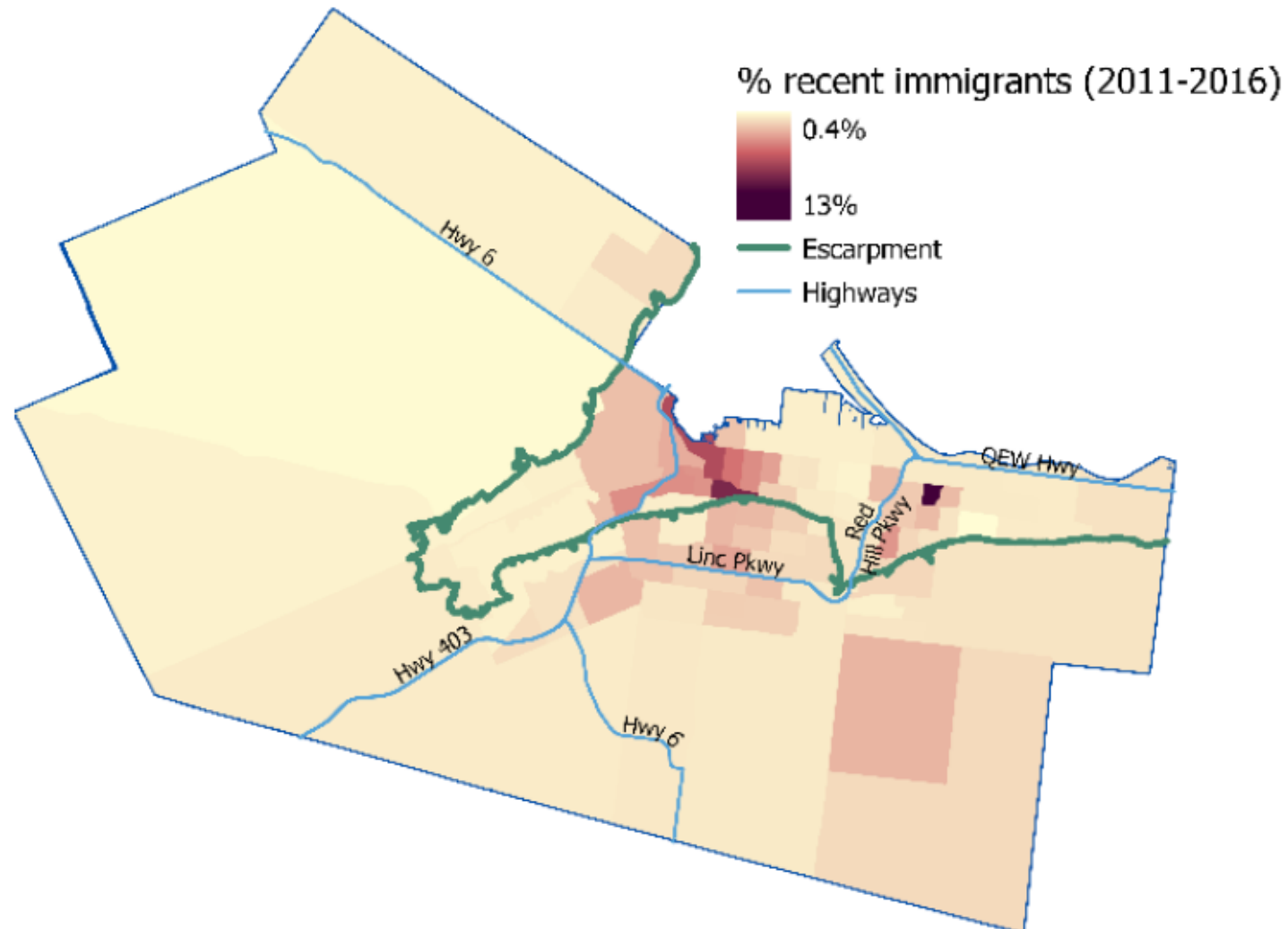
- Hamilton has twice as many recent refugees compared to ON's average
- 34% of recent immigrants to Hamilton are economic class compared to 51% in ON

Where Immigrants Live



- Riverdale West: 3,025
- Strathcona & Central: 3,175
- Centennial: 3,380
- Meadowlands: 4,775
- Davis Creek: 1,970

Where Recent Newcomers Live



- Riverdale West: 875
- Corktown & Durand E: 965
- Strathcona & Central: 665
- Beasley: 435
- Landsdale: 510

HamiltonForAll



HamiltonForAll-Social Media

Trends for you · Change

#HamiltonForAll

@ChrisPaulFarias, @TheSpec and 1 more are Tweeting about this

#SiGSunset

@MunInnovators and @PillarNN are Tweeting about this

#SDLive

27.1K Tweets

#LGBTQ2

Justin Trudeau delivers form LGBTQ2 Canadians

#CPHolidayTrain

@MGreenWard3, @LivingR more are Tweeting about th

#WalrusTalks

@MunInnovators is Tweetin

#spf90fps

#EnviroAppreciation



Hamilton CF @HamCommFdn · Nov 28

We're incredibly proud to support the #**hamiltonforall** campaign that launches tonight via #CFC150 @CommFdnsCanada @HCCI1 @HipchHamilton #HamOnt



HIPC Retweeted



OCASI @OCASI_Policy · Nov 28

Hamilton goes public about its inclusion agenda... #**HamiltonForAll** # CdnImm

Toronto South LIP @torontosouthlip

#Ham...
thesp



Melissa Fleming @melissarfleming · Nov 28

I recently visited the wonderful city of Hamilton, Canada and discovered a community brimming with humanity and inclusion. @HipchHamilton #**HamiltonForAll**



Samantha Emmerson Chris Farias I had a lady ask me if I had seen your campaign in the Spec. She was telling me how it truly made her feel like a Hamiltonian. She was born in South Africa. You guys are truly changing lives. Thank you for making her smile.



Hamilton @ Work



Nam Ngo



Katy Bennett



Mukudzei Dube

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HIPC has created a custom database featuring research projects, reports and publications focusing on immigration to Hamilton, newcomers and immigrants in Hamilton, or newcomer integration in Hamilton. Search by keyword to find sources of interest to you.

This inventory includes a comprehensive listing of graduate student theses and scholarly journal articles, as well as unpublished papers and reports of interest to the research community.

This inventory is a project of HIPC's Research and Evaluation Committee. If you have items that you think should be added to this inventory, please email us at

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2016

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Graduate Thesis - PhD

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[Agyekum, B.](#)

2016

HIPC Annual Event

- March 23, 2018
- Over 200 people attended the event
- HamiltonForAll Ambassadors Panel moderated by the Mayor



What's Next For HIPC

2018-2019 Highlights



Hamilton Newcomer Day

July 27, 2018 Hamilton City Hall

- Information Fair
- Cultural and music performances
- Food
- Children activities
- Citizenship Ceremony





Employment
& Mentorship

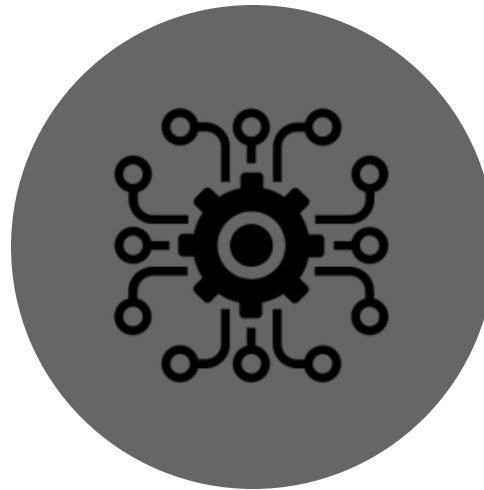
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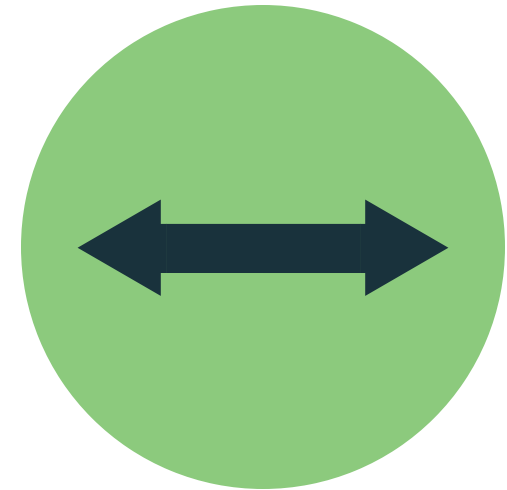
HIPC JOINS ECONOMIC DEVELOPMENT



Efficiencies



Integration



Continuum

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A world map is shown with a network of red lines connecting various points across the continents. Numerous white sticky notes with handwritten text in various colors are pinned to the map. In the foreground, a dark shadow of a person's head is cast over the map, suggesting a person is looking at the map. The word "INDIA" is visible on the map in the lower right quadrant.

Questions?



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Transportation Planning and Parking Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	June 20, 2018
SUBJECT/REPORT NO:	City Wide Transportation Master Plan Review and Update (PED18137) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Steve Molloy (905) 546-2424 Ext. 2975 Janelle Trant (905) 546-2424 Ext. 4101 Al Kirkpatrick (905) 546-2424 Ext. 4173
SUBMITTED BY:	Brian Hollingworth Director, Transportation Planning and Parking Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That the City of Hamilton Transportation Master Plan (TMP) review and update, attached as Appendix "A" to Report PED18137, be approved;
- (b) That the General Manager of the Planning and Economic Development Department be authorized and directed to file the City of Hamilton Transportation Master Plan (TMP) review and update with the Municipal Clerk for a minimum forty-five day public review period;
- (c) That upon completion of the public review period the applicable unfunded City of Hamilton Transportation Master Plan (TMP) recommendations be submitted as part of the annual Capital Budget approval process;
- (d) That the "Wards 1, 2 and 3 One-Way to Two-Way Street Study Group" be identified as completed and removed from the Public Works Committee Outstanding Business List;
- (e) That Impacts of a Change in the 2007 City of Hamilton Transportation Master Plan (TMP) Recommended Policy be identified as completed and removed from the General Issues Committee Outstanding Business List;

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- (f) That the City of Hamilton Transportation Master Plan (TMP) be identified as completed and removed from the General Issues Committee Outstanding Business List.

EXECUTIVE SUMMARY

The City of Hamilton Transportation Master Plan: City in Motion (TMP) is a comprehensive review and update of the 2007 TMP that continues to plan and build for the 2031 planning horizon and beyond. Ultimately, the City of Hamilton (the “City”) is working toward achieving positive outcomes that align with the City’s strategic plan and vision to be the best place to raise a child and age successfully. The TMP review and update is a long-range strategic policy document that establishes the framework (or lens) that future transportation-related projects should be viewed under.

The TMP review and update was undertaken according to the Municipal Class Environmental Assessment (EA) process (Municipal Engineers Association (MEA), October 2000, as amended in 2007, 2011, and 2015) for Master Plans (Approach 1).

Council’s endorsement of the TMP review and update establishes the strategic policy direction and decision-making framework that guides the development of individual transportation-related projects within the City.

Since the previous TMP, the City has been changing. Population and employment growth, demographic shifts, and technological change continue to shape citizen values. Accordingly, through consultation with the public, a revised vision for transportation in the City was established that reflects the priorities of its citizens, the City’s strategic plan and objectives. It reads as follows:

“To provide a comprehensive and attainable transportation blueprint for Hamilton as a whole that balances all modes of transportation to become a healthier city. The success of the plan will be based on specific, measurable, achievable, relevant and programmed results.”

The revised vision identified in the TMP review and update is closely aligned with the City’s Strategic Plan. Three desired outcomes for the transportation system were identified through the TMP review and update process and relate to four of the seven City Strategic Plan priorities. Desired outcomes are as follows:

- A sustainable and balanced transportation system;
- Healthy and safe communities; and,
- Economic prosperity and growth.

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The TMP includes seventy-two key specific actions focused on the achievement of these outcomes. These actions are summarized in Table ES.3 in the Executive Summary of the TMP (attached as Appendix “A” to Report PED18137) along with their timing and involvement of partners.

A number of future studies and initiatives were identified as part of the TMP review and update to investigate issues in further detail, which will be incorporated within Capital Budget submissions, including:

- Complete-Liveable-Better Streets Design Manual;
- Cycling Master Plan Review;
- Travel Demand Model model management;
- Escarpment Crossings (People Mover) Study;
- Goods Movement Study Review/ Update;
- Intelligent Transportation System (ITS) Strategy; and,
- Lincoln Alexander Parkway (LINC) and Red Hill Valley Parkway (RHVP) Widening Feasibility;
- Multi-Modal Level of Service Guideline;
- Pedestrian Mobility Plan Review;
- Revenue Tools Study;
- TMP Review;
- Truck Route Master Plan Review;
- Highway 403 Connections Study.

The TMP review and update is provided as Appendix “A” to Report PED18137.

Alternatives for Consideration – See Page 15

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The work plan relating to future studies are identified within the TMP review and update and require future Capital Budget approval. Approval of this document provides direction to proceed with these requests within the timeframe identified. The outcomes of these studies will assist in refining the capital and operating costs of policy changes. An example of this is the development of a Complete-Livable-Better Streets manual. The change in the design approach to streets will have capital and operating impacts. Through the development of this manual, the potential Capital and Operating cost implications will be more accurately ascertained.

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Road network improvements have been identified in the TMP review and update. The outcome of this plan validates the list of road network improvement projects identified in other sub-area studies within the City. Implementation of the improvements will be included in future Capital Budget submissions along with other City priorities. Similarly walking, cycling and transit improvements will continue to be included in future budget submissions based on their respective plans.

Staffing: No immediate staffing enhancements are being requested at this time. However, through continuous improvement, the consideration for the future re-allocation of staff and/or resources may be considered, or if necessary, additional staff through a future enhancement request.

Legal: N/A

HISTORICAL BACKGROUND

In 2007, Council adopted the Hamilton Transportation Master Plan. Since that time, several initiatives have occurred, technological advances have taken place, and public attitudes and values have changed. Master plans are generally updated every five-years or when a change occurs that may trigger a review.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The TMP review and update is a long-range strategic policy document that establishes the framework (or lens) that future transportation-related projects and priorities should be viewed under. Therefore, approval of this document will influence the development of new plans as well as the review and update of other Municipal plans and initiatives. Likewise, the development of various Corporate plans, policies, and initiatives also influence the TMP review and update. They provide an opportunity to refine strategic policies based on a more detailed investigation of various issues. A summary of affected policy documents are identified below:

- Age-Friendly Plan;
- Asset Management Plan;
- Community Climate Change Action Plan;
- Corporate Energy Policy;
- Cycling Master Plan;
- Official Plans (Urban and Rural);
- Pedestrian Mobility Plan;
- Rapid Ready;
- Recreational Trails Master Plan;
- Smart Commute Hamilton (TDM);
- Corporate Strategic Plan;

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- Economic Development Action Plan;
- Goods Movement Study;
- GRIDS;
- Hamilton Strategic Road Safety Program.
- Sub-area Plans and Studies;
- Ten Year Local Transit Strategy;
- Truck Route Master Plan; and,

The TMP review and update was also developed in concert with Master Plan initiatives being undertaken by adjacent municipalities, as well as Provincial initiatives that provided inputs into the policy development contained within this document.

RELEVANT CONSULTATION

Public and stakeholder engagement was an important component of the TMP review and update. Extensive public engagement activities were undertaken across Hamilton throughout the study. The engagement approach applied went above and beyond the requirements of the EA process and embodied the eight core principles of public engagement identified in the City's Public Engagement Charter. The engagement approach included three levels of participation: inform (providing the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions); consult (obtaining public feedback on analysis, alternatives and/or decisions); and involve (working directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered).

Throughout the study process, both internal City staff and external stakeholders were engaged. Many different opportunities, forms, and options for participating in the review of the TMP were offered. A summary of engagement activities is provided below:

- **Project Webpage:** The website obtained over 10,000 hits between April 2015 and February 2017, which was the peak period of community engagement process.
- **Surveys:** Three on-line surveys with over 1,018 respondents. Two stakeholder surveys relating to goods movement and small business represented by the Business Improvement Areas and larger employers.
- **Traditional Meetings:** Four stages of traditional PICs were held for a total of 14 meetings with 326 attendees. Notices were advertised in

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the Hamilton Spectator (At Your Service Section) and the community newspapers consistent with City practice.

- **Pop-Up Engagement:** City staff attended 30 events and festivals (e.g. Ribfest) held throughout the City, which engaged approximately 1,500 people.
- **Speaking Engagements:** City staff attended seven events to discuss various transportation planning trends and the TMP specifically (e.g. Age-Friendly Symposium). Approximately 600 people were engaged in this manner.

Stakeholders, including Council sub-committees, were also engaged to provide feedback, as well as other internal and external stakeholder meetings. Approximately 150 people were engaged using this method.

A summary of the feedback from the community using these different forms of engagement is documented in the TMP. In addition to public engagement, extensive internal engagement was undertaken throughout the plan development.

- **Staff:** An internal multi-departmental project team consisting of staff members from across the City. The draft report was circulated across multiple Departments and Divisions for comments. Collaboration between other studies undertaken or in consultation with the City was an important part of the plan development. This was an important part of the plan to ensure message consistency and a unified strategic direction (e.g. Our Future Hamilton: Strategic Plan, Light Rail Transit B-Line Planning, and Metrolinx: Big Move review and update)
- **Council:** A presentation to Council was made at the initial stage of the TMP review and update process to confirm the scope of work and inform Council on the strategy to undertake the planning process. Information updates and one-on-one meetings were also included to inform Council on the progress and direction of the planning process.
- **Communications:** Social media was used during the plan development primarily as a method to inform the community on upcoming public meetings, engagement and on-line surveys. Information bulletins were also created during the period of the final report creation to simplify the messages within the TMP review and update document.

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ANALYSIS AND RATIONALE FOR RECOMMENDATION

Catalysts of Change

Hamilton's population and employment is anticipated to grow approximately 22.9% between 2016 and 2031, and employment is expected to increase by approximately 23.4% between 2011 and 2031. In addition, demographics will continue to change, travel patterns and preferences will evolve, and technology will increasingly influence travel choices and the operation of the transportation system.

Through consultation with the public in the initial stages of this TMP review and update, and consideration of the above influencing factors, a revised vision for transportation in the City was established. This revised vision reflects the priorities of its citizens and the City's strategic plan and objectives. It reads as follows:

"To provide a comprehensive and attainable transportation blueprint for Hamilton as a whole that balances all modes of transportation to become a healthier city. The success of the plan will be based on specific, measurable, achievable, relevant and programmed results."

Evaluation of Transportation System Alternatives

An evaluation of existing conditions is necessary to provide a baseline as a comparison to future performance. Analysis of existing conditions identified five areas of the network that present challenges to accommodating future growth and change:

- RHVP/Queen Elisabeth Way (QEW);
- Highway 403/ York Boulevard corridors;
- Highway 403/ Main Street West/ Wilson Street corridors;
- Downtown corridors; and,
- West Mountain escarpment crossings.

A "2031 Do Nothing" model scenario was run to gain a better understanding of the impacts if no further road network improvements were undertaken. Accordingly, the areas of concern identified under the existing conditions remained or expanded to affect other areas of the system. Further, additional areas of concern developed in locations primarily driven by expanded residential growth areas. Accordingly, it was determined that additional alternatives are required.

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A “2031 Base Case” scenario was developed to incorporate previously approved and forecasted infrastructure improvements. These improvements were derived from sub-area plans; Council approved initiatives as well as the Capital Budget; and the modal split targets for transit and active transportation. The scenario results validate the need for the previously approved improvements. Notwithstanding these improvements, the analysis of the outputs from the City’s Travel Demand Forecasting (EMME) Model identified that there would still be capacity deficiencies and pinch points along strategic road links under the 2031 Base Case scenario. Alternative solutions to address these deficiencies were therefore identified.

Four alternatives were examined to determine how well they would meet the needs of the City’s transportation system to 2031. These included:

- Alternative A: Widen Highway 403/QEW;
- Alternative B: Localized Improvements (including increasing active transportation and strategic transit enhancements between the lower and upper City);
- Alternative C: Localized Improvements plus widening of LINC and RHVP to six lanes; and,
- Alternative D: Localized Improvements plus widening of LINC and RHVP to six lanes plus widening of Highway 403/QEW.

Since no single approach is likely to solve all transportation problems, Alternative D is the preferred long-term solution that the City should continue to work towards. However, this long-term solution is not without challenges. For example, improvements to the transportation system such as the expansion of the LINC and RHVP would not be effective without addressing pinch points associated with the Provincial freeway network (QEW and Highway 403). Any capacity gained through the LINC and RHVP expansion until these pinch points are resolved would be negated. Further investigation into the sustainability of future expansion should be undertaken, including the integration of high-occupancy lane alternatives. In addition, consideration of other mitigation techniques to management traffic on the Parkways would also be part of the solution before implementing additional lanes.

Other long-term and interim solutions to the transportation system that are within the City’s control regarding localized improvements were also explored. Additional sensitivity testing was undertaken regarding localized network improvements including the following:

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- Scenario 1: Escarpment Crossings

Network performance at escarpment crossings is a key issue for residents as these routes provide access for all modes across the natural barrier to and from the Downtown core. The Escarpment crossing scenarios developed included:

- a. Scenario 1a: Claremont Access as two lanes up, two lanes down;
- b. Scenario 1b: Removal of peak-hour lane control system on Sherman Cut; and,
- c. Scenario 1c: Combines Scenarios 1a and 1a.

- Scenario 2: Transit Needs and Opportunities

The purpose of this assessment was to determine the system impacts associated with the potential exclusive use of James Mountain Road by transit, walking and cycling modes. This assessment was also intended to assess the transportation system performance along transit route corridors, to determine which locations that would benefit from transit priority measures.

- Scenario 3: Street Conversions

The purpose of this assessment was to identify the system impacts associated with street conversions (one-way to two-way). This scenario was executed according to three scenario subsets specific to the impacts associated with Main Street, including:

- a. Paradise Road North to the Delta;
- b. Queen Street North to the Delta; and,
- c. Wellington Street to the Delta.

Based on the outputs of the travel demand model for 2031, the following conclusions have been identified from a transportation systems perspective:

- Scenario 1 Conclusion

Although the Sherman Access appears to operate well, the system would benefit from maintaining the peak hour control system on the Sherman Cut and modernizing the system. Therefore, some further feasibility regarding the interaction and impact on operations and safety between the Sherman Access and the Sherman Cut may be undertaken. The conversion of a southbound lane on the Claremont Access to facilitate walking and cycling trips is acceptable and would increase the connectivity between the central upper and lower City by improving multi-modal options.

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- Scenario 2 Conclusion

There are opportunities for transit priority measures along the BLAST network, primarily at locations intersecting the LINC, Escarpment crossings and through dense urban corridors (i.e. Downtown). In terms of James Mountain Road, there would be no benefit to the system if this Escarpment crossing was used exclusively for transit, walking and cycling. Further investigation for transit priority measures to focus on up and downstream efficiencies to improve transit access to James Mountain Road could provide more benefits.

- Scenario 3 Conclusion

The reconfiguration of the Highway 403 interchange ramps at King Street and at Main Street and the detailed impact analysis relating to the up and downstream operations along the mainline and associated costs rely on consultation and coordination with MTO and do not provide any benefit from a system operations perspective. Therefore, the feasibility of scenarios 3a and 3b are not realistic for the foreseeable future. However, scenario 3c does identify potential opportunities and should be examined in more detail to confirm the transportation system benefits. Further investigation into this opportunity, should reflect afternoon (PM) peak operations, and application of the decision-making framework for future conversions is identified later in this Report.

Level-of-Service

Historically, the term Level of Service (LOS) implies a qualitative measure often focused on the performance of motor vehicle traffic on streets. Since no comparable LOS measures have been commonly institutionalized for other modes of travel, the balance (and trade-offs) between vehicle delay and its impacts on the quality of travel by other modes are often overlooked. Therefore, the typical outcome of improving LOS is wider roads (and/or intersections) with more travel lanes, higher vehicle volumes, and faster vehicle speeds. These network modifications often degrade conditions for other modes (e.g. walking and cycling), and this trade-off is not incorporated into the standard motor vehicle LOS indicator.

The concept of Complete Streets recognizes the need to provide more multi-modal streets and has marked a shift towards establishing performance measures for all modes: cycling, walking, transit, and vehicular. This all-in-one evaluation tool is referred to as Multimodal Level of Service (MMLoS) and will allow performance measurement on the quality for all modes provide guidance to practitioners on how to assess the various LOS for the different modes of transportation and what the specific target service levels for each mode should be given the location and context of the project.

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The MMLOS tools are intended to be applied across a variety of projects that require detailed analysis of transportation impacts. In other words, whenever a project or study requires the completion of LOS analysis, MMLOS should be applied. Scenarios that require MMLOS evaluation may include transportation environmental assessments, corridor studies, neighbourhood traffic management studies, or development projects.

A scan of municipal practices was undertaken as part of the TMP review and update including a review of the LOS approach and is provided in Table 1 (below). Most comparable municipalities apply a LOS 'D' or better, which is consistent with Hamilton's existing policy. Other municipalities are shifting to a LOS 'E' or adopting a multimodal approach to LOS as this is a more sustainable practice. To achieve sustainable and balanced outcomes, further investigation is required to create a MMLOS approach and associated guidelines to facilitate the evaluation and implementation of Complete-Livable-Better Streets in Hamilton.

Table 1: Summary Municipal LOS Policy

City/Region		Level of Service Approach
GTHA	City of Hamilton	Multi-modal approach (proposed)
	Toronto	Multi-modal: Further detail analysis if at LOS 'E' or greater
	Halton Region	Motor-vehicle based LOS 'E' or better at screenlines
	Burlington	Motor-vehicle based LOS 'D' or better
	Oakville	Motor-vehicle based LOS 'D' or better
	Mississauga	Motor-vehicle based LOS 'E' or better
	Brampton	Motor-vehicle based LOS 'D' or better
	Niagara Region	Motor-vehicle based LOS 'D' or better
Canada	Ottawa	Multi-modal: Varies by location/mode
	Winnipeg	Motor-vehicle based LOS 'D' or better
	Calgary	Multi-modal: varies by mode
	Edmonton	Motor-vehicle based for greenfield sites: LOS 'D' (10-15 year) and LOS 'E' in 30+ year horizon

Complete-Livable-Better Streets

Complete-Livable-Better (CLB) Streets is an approach to right-of-way design (inclusive of streets) that balances the needs of all uses and users regardless of age, ability or mode of transportation in an equitable manner. A CLB streets approach represents a shift from traditional street design approaches with their primary focus on moving vehicular traffic and is rapidly gaining popularity across North America.

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A Made in Hamilton version of Complete Streets that adopts a Complete-Livable-Better (CLB) streets approach was developed through the TMP Review and Update. This approach recognizes that no one-size fits all solution is appropriate for street design as different streets can have different priorities. CLB Streets calls for a range of design solutions depending on location, context and future role of the street. The development of a CLB Design Manual and MMLOS guidelines will guide the decision-making process and implementation of CLB streets in Hamilton.

Street Conversions (one-to-two way)

Since its creation there has been ongoing public conversation and debate regarding the impacts of maintaining the one-way street network versus converting those streets to two-way streets. A number of streets have been converted back to their original two-way operation with more streets awaiting conversion based on previously approved sub-area transportation plans and Council direction.

The CLB Streets paradigm and associated policy directions and inputs do not necessarily reflect a “one-design-fits-all” outcome. Streets should be designed and operated to balance the competing needs of all road users regardless of age and ability. It also suggests that streets can be either one-way or two-way, as long as the desired outcomes improve livability within the community. For example, increasing safety and walkability for transit users, in particular, has been highlighted as an important part of increasing transit ridership. As a whole, the CLB streets policies are aimed at raising the profile of other modes relative to the automobile and attaining health, social, economic, and environmental benefits through a more balanced approach to mobility.

The decision-making in regard to converting one-way streets to two-way streets in Hamilton should be informed by a holistic evaluation that addresses not only transportation considerations, but also matters such as: community liveability, street-oriented land use, and the quality and functionality of the pedestrian, cycling and transit environments. Accordingly, a two-stage decision-making framework to address future requests for street conversions was developed.

The first stage of the framework aims to evaluate individual conceptual road design alternatives against the following elements to determine whether a street conversion is preferred: level of comfort; directness of routing; road safety (risk of collision); travel time; emergency response impacts; capital cost impact; and operating cost impact. The second stage of the framework identifies how to prioritize street conversions based upon the City’s Strategic Plan and the TMP’s vision and goals. Application of the framework requires further refinement in collaboration with City staff and through public engagement.

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Transportation's Role within Health and the Built Environment

Health is influenced by determinants outside of the health sector such as the built environment, and social and economic factors, which are known as the determinants of health. The built environment consists of transportation systems, land use patterns, and urban design characteristics. The way it is planned, developed, maintained, and modified can influence health and quality of life. Consequently, collaboration across sectors with interconnecting mandates must be a priority to ensure policy and environments support health and well-being.

The integration of interdepartmental teams and projects to develop healthier built environments is a focus area of Hamilton's Public Health Services, including sustainable physical activity opportunities, climate change resiliency mitigation and adaptation, and community safety, among others.

The provision of a balanced transportation system that focuses on public transit and active transportation will help facilitate healthy choices by making it an easy, default option through the creation of an environment that provides accessible, affordable, and appealing alternate choices. From the land use perspective, this can be achieved through the development of complete communities that are compact and healthy, providing opportunities to live, work, play, and learn. This will assist in achieving the desired outcome of providing healthy and safe communities.

Cycling Master Plan (review and update)

A review and update of the Cycling Master Plan 2009: Shifting Gears was undertaken as part of the TMP review and update. Between 2009 and 2016 approximately 135 centreline kms of cycling routes was implemented across all cycling facility types. This review primarily incorporates housekeeping changes and includes the following elements: preferred network; cycling facility types and selection considerations; assessment and monitoring; maintenance; supporting programs (e.g. bicycle parking); and implementation.

The intent of the preferred cycling network is to provide a blueprint for a connected system of cycling routes in the City. Maintaining the continuity and integrity of these routes is important to encourage cycling. However, through the implementation process, a refinement of route design and facility type selection is carefully undertaken to promote a connected and safe network. The implementation of a network of cycle tracks is an example that has occurred since 2009.

The existing cycling network has approximately 418 centreline kms of routes across all facility types. The preferred cycling network identifies approximately 972 centreline kms. The remaining 554 centreline kms of network has been identified to be

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implemented in generally five different methods for the urban and rural areas of the City: road construction (84 kms urban/196 kms rural); multi-use recreational trails (39 kms urban/31 kms rural); through development (41 kms urban/0 km rural); stand-alone projects within existing infrastructure (123 kms urban/ 31 kms rural); and special projects (9 kms urban/0 km rural). Additional bicycle network can be provided through unbuilt roadways within developments and on roadways within MTO jurisdiction.

Goods Movement

The revised goods movement policy developed for the TMP review and update includes a state of the practice review, a review and update of supporting actions, a high-level review of the goods movement network, and consideration for the integration of goods movement with CLB streets and emerging technologies. In general, the review recommended that the 2007 policies be maintained and that several additional policies be added.

During the TMP review and update consultation, the differing needs between small businesses and large employers was identified. Each represents important contributions to Hamilton's economy and each have their issues related to the movement of goods. This will be a consideration within a review of the goods movement sector strategy, which has been identified within the Economic Development Action Plan and the TMP review and update. In support of this, a review of the Truck Route Master plan study is also identified. Truck routes are one method of goods movement that supports economic development.

Implementation Strategies

The delivery approach of recommended studies, initiatives and projects in the TMP review and update is an important consideration. Council has the challenge of balancing many competing budget requests annually in striving to reach the City's strategic vision. It is important to provide Council and City staff with a framework to assist in decision-making relating to the transportation system.

Establishing Priorities

Before a project or program is implemented, the process of prioritization must take place. The TMP review and update provides an influence on the policy direction regarding future capital budget submissions (which could also affect Operating Budget submissions) and scoping of individual projects.

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Partnerships

Implementation requires partnerships. It is an integral part of delivering transportation services. Opportunities to work with partners can be a valuable part of the transportation service delivery model. Implementation can involve a combination of one or more partnerships.

State-of-Readiness

The City should be proactive and be prepared in anticipation of changes by being in a “state-of-readiness” for transportation projects and initiatives. This applies to all projects that already have allocated funding or are considered to be priority projects for which the City could expect partial or complete external funding.

Being prepared and leveraging our readiness to maximize the benefits of available funding sources is important (e.g. grant applications). One of the key directions is to prioritize all projects that are candidates for receiving Provincial or Federal funding. This will help to identify the current “state-of-readiness” of the City, and will identify gaps and the critical-path to improve the readiness for future funding opportunities. Potential funding sources should also be identified as part of this process. This will assist in understanding the potential application and implementation requirements, as well as identify any prior approvals that may be needed, such as allocation of matching funds.

Plan Monitoring/Evaluation

Performance measurement is necessary to gauge the effectiveness of the policies, programs and infrastructure improvements in achieving the TMP vision, goals, targets and recommendations identified. Generally, master plans should be reviewed every five years to determine the need for a detailed formal review and update.

The revised monitoring framework includes a number of performance indicators. Some of these indicators are also being considered as part of the City-wide performance dashboard now in development. The value of these performance measures is to identify the policies within the plan that contribute to positive manner consistent with the desired outcomes identified in the TMP review and update.

ALTERNATIVES FOR CONSIDERATION

Three alternative solutions are identified below:

Alternative 1 - Accept portions of the TMP review and update.

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The City could choose to support portions of the TMP review and update. This alternative is not recommended since it will not adequately address the breadth of transportation planning themes across the City of Hamilton. It may or may not contribute to achieving the desired outcomes consistent with the strategic plan.

Alternative 2 - Accept the TMP review and update with additional amendments.

The City could choose to accept the TMP review and update with additional amendments. This alternative is not recommended because it may require additional analysis and associated project budget to determine any impacts posed by the amendments. Future changes may occur during a five-year review of the Plan, which is consistent with the EA process and may be a more suitable course of action.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

Healthy and Safe Communities

Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.

Clean and Green

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

Built Environment and Infrastructure

Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

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APPENDICES AND SCHEDULES ATTACHED

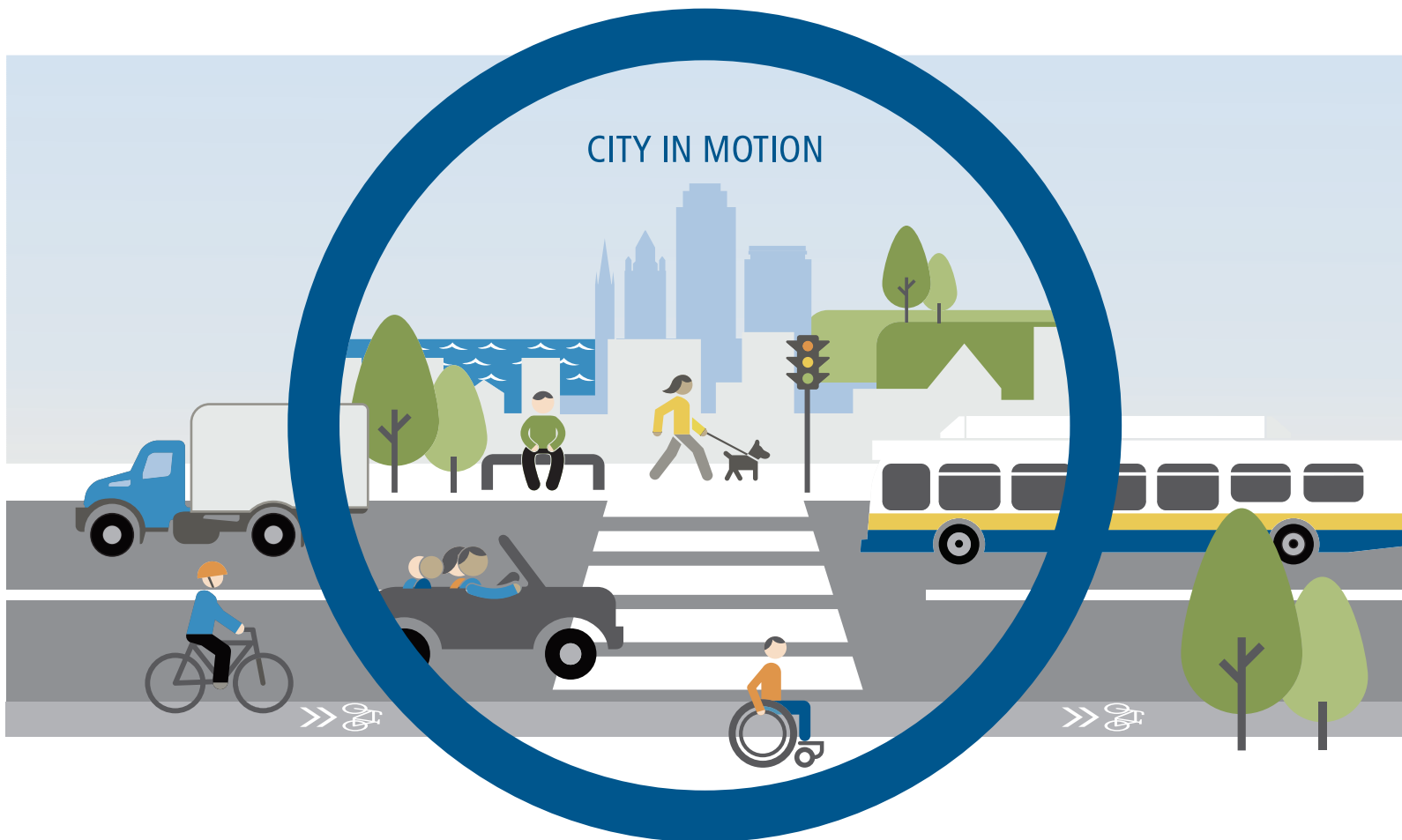
Appendix "A": Transportation Master Plan Review and Update

SM/JT/AK/BH:jp



Hamilton

CITY OF HAMILTON **TRANSPORTATION MASTER PLAN** REVIEW AND UPDATE



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TRANSPORTATION MASTER PLAN (MUNICIPAL CLASS ENVIRONMENTAL ASSESSMENT REPORT)

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Map 2: Rapid Transit Map & Inter-Regional Connections

Map 3a: Road Network Improvements

Map 3b: Road Network Improvements - Urban

Map 4: Strategic Goods Movement Network

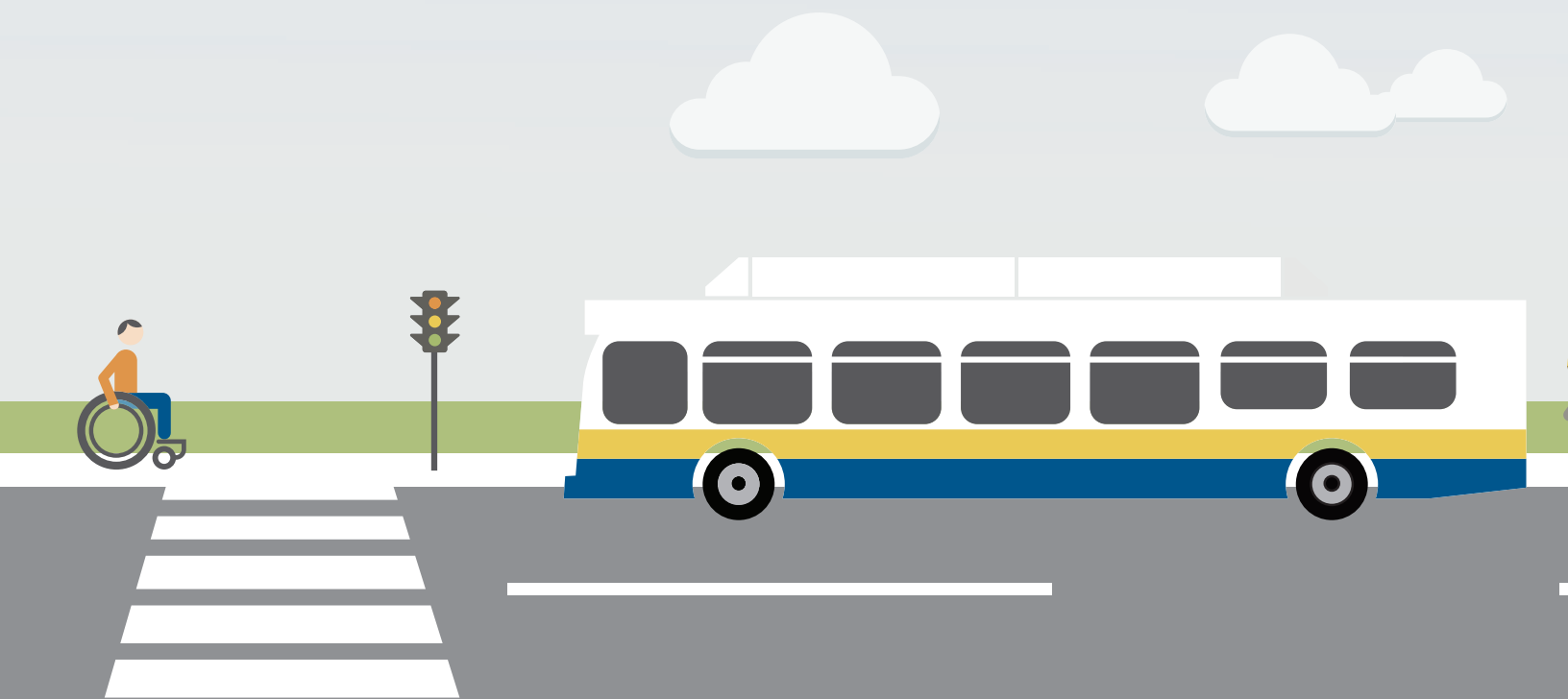
APPENDIX A: IDENTIFIED ROAD NETWORK IMPROVEMENTS



Executive Summary: City in Motion

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Executive Summary:

City in Motion

The Transportation Master Plan: City in Motion (TMP) is a comprehensive review and update of the 2007 TMP that continues to plan and build for the 2031 planning horizon and beyond. Ultimately, the City of Hamilton (the “City”) is working toward achieving positive outcomes that align with the City’s strategic plan and vision to be the best place to raise a child and age successfully.

The TMP review and update was undertaken according to the Municipal Class Environmental Assessment (EA) process (Municipal Engineers Association (MEA), October 2000, as amended in 2007, 2011, and 2015) for Master Plans (Approach 1). It is a strategic planning framework that provides direction for future transportation-related studies, projects, initiatives and decisions.

The TMP is a multi-modal plan addressing all modes including walking, cycling, transit, automobiles and goods movement.

CATALYST FOR CHANGE (PROBLEM STATEMENT)

Hamilton’s population is anticipated to grow approximately 22.9% between 2016 and 2031, and employment is expected to increase by approximately 23.4% between 2011 and 2031 (see Table ES.1).

TABLE ES.1
Population and Employment Trends in the City of Hamilton*, 2001 to 2031

	2001	2006	2011	2016	2031 ¹ (Projected)
Population ²	490,260	504,560	519,949	536,917	660,000
Employment	204,912	219,200 ³	243,075	259,070**	300,000

* City of Hamilton only (not Hamilton Census Metropolitan Area)

** Statistics Canada 2016 census data for Place of Work

¹ GRIDS Growth Report, Section 1.4, Table 1 (2006). The City is currently undergoing a land budgeting process to accommodate the Province of Ontario’s Places to Grow: Growth Plan for the Greater Golden Horseshoe (2017) (Growth Plan) forecast.

² Statistics Canada (2001, 2006, 2016) Census Data

³ Table 3 Hamilton Employment Area Land Budget Update (2009)

Changing demographics have been, and will continue to be, an important driver of change. If current mode share trends continue, automobile trips can be expected to grow at the same rate as population growth. However, it is not sustainable, or in many locations physically feasible, to widen roads to match growth in auto trips that would occur under a business as usual scenario. As a result, the key challenge for this TMP is how to accommodate growth while ensuring the transportation system is able to operate efficiently and that the goals for safer roads, environmental protection, economic development and health are met.

While Hamilton's population is growing, it is also shifting. According to the most recent Statistics Canada data, the population of Hamilton residents aged 60 years and older increased by 27.5% over the last 10 years. During that same timespan, the number of youth aged 19 years and under reduced by 4.4%. The resulting mobility needs associated with the aging population necessitates a change in the design and accessibility of transportation infrastructure and services.

VISION (OPPORTUNITY STATEMENT)

There is an increased expectation for transparency, accountability, communication, public participation and engagement in government decision-making. An important step in the TMP review and update was to engage the public on whether the vision, transportation priorities and TMP goals identified in the 2007 plan were still valid. Input received from the public reflects the changing values of the community (consistent with the Our Future Hamilton process).

A revised vision for transportation in the City was established that reflects the priorities of its citizens and the City's strategic plan and objectives. It reads as follows:

“To provide a comprehensive and attainable transportation blueprint for Hamilton as a whole that balances all modes of transportation to become a healthier city. The success of the plan will be based on specific, measurable, achievable, relevant and programmed results.”

DESIRED OUTCOMES

The revised vision identified in the TMP review and update is closely aligned with the City's Strategic Plan. The Strategic Plan provided guidance on how the TMP planning process was undertaken. Three desired outcomes for the transportation system were identified through the TMP review and update process and relate to four of the seven City Strategic Plan priorities, as shown in Table ES.2.

TABLE ES.2
Relationship
of the
2016-2025
Strategic
Plan Priorities
and the
TMP Review
and Update
Desired
Outcomes

Related 2016-2025 Strategic Plan Priorities	TMP Review and Update Desired Outcomes
Built Environment and Infrastructure, Healthy and Safe Communities and Clean and Green	Sustainable and Balanced Transportation System (Chapter 4)
Healthy and Safe Communities, Clean and Green	Healthy and Safe Communities (Chapter 5)
Economic Prosperity and Growth	Economic Prosperity and Growth (Chapter 6)

Achieving these desired outcomes requires strategies that extend well beyond investing in infrastructure. This TMP addresses all aspects of an integrated transportation system and is structured around the following elements:

Sustainable and Balanced Transportation System:

- Active transportation
- Climate change
- Complete-Livable Better Streets
- Emerging technology
- Intergovernmental relations
- Roads
- Street conversions (one to two way)
- Sustainable mobility
- Transit

Healthy and Safe Communities:

- Accessibility and age-friendly
- Health and the built environment
- Road safety (Vision Zero)

Economic Prosperity and Growth:

- Economic development
- Goods movement
- Land-use and travel patterns
- Parking

ACTIONS

The 2007 TMP included an extensive set of policies to guide the planning, design and operation of the transportation system. As part of this TMP review and update, these policies were reviewed, updated and enhanced to reflect current best practices and the renewed vision for transportation. The renewed policies and related actions are reflected in this TMP.

New or strengthened areas of focus include:

- Complete-Liveable-Better Streets
- Connectivity and improving access between different areas of the City
- Emerging technologies
- One-way to two-way street conversions
- Road safety and the concept of "Vision Zero"

Table ES.3 provides a summary of the actions contained in this TMP. They are described more fully in the subsequent chapters.

TABLE ES.3 Summary of Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Sustainable Mobility (TDM)	1	Expand the reach and effectiveness of current Sustainability Mobility programs (Transportation Demand Management, TDM) to help achieve mode shift targets. This includes continued application of the TDM and Land Development Guidelines as part of development approvals.	Ongoing	PED (HSC)
	2	As part of future Official Plan and zoning by-law amendments, integrate TDM requirements such as end-of-trip facilities, car share, and public bike share.	Ongoing	PED
	3	Expand Smart Commute services to include a wider range of businesses and geographic coverage.	Short	PED (Metrolinx, NGOs)
	5	Apply individualized marketing (IM) and community-based social marketing (CBSM) as part of Sustainable Mobility programs.	Short	PED
	5	Coordinate School Travel Plans for every elementary school in the Hamilton-Wentworth District School Board (HWDSB) and Hamilton-Wentworth Catholic District School Board (HWDCSB) by 2022 in partnership with Healthy and Safe Communities (HSC), the Hamilton Strategic Road Safety Program, other City departments and local schools to identify safety and TDM opportunities.	Medium	PED (HSC, PW, local school boards)
Active Transportation	6	Update the prioritization framework for the Sidewalk Extension Program and establish an annual capital budget to address outstanding gaps based on community input.	Medium	PW (PED)

TABLE ES.3 Summary of Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Active Transportation	7	Integrate walking infrastructure needs into the City's 10 Year Capital Budget so that opportunities for seamless, lower-cost development of pedestrian infrastructure is captured.	Ongoing	PW/PED
	8	Work across departments and in conjunction with developers and other stakeholders to enhance the walking environment through streetscaping measures and addition of amenities such as benches, street trees, public art, wayfinding.	Ongoing	PED/PW
	9	Work with the Hamilton Burlington Trails Council and neighbouring municipalities to advance the development of a greenway network within the natural, rural and urban areas of the City.	Long	PED (HSC)
	10	Create a business plan for the phased expansion of the public bike share and continue to enhance the system to connect with transit.	Short	PED
	11	Monitor, and where appropriate, enhance the maintenance program for pedestrian and cycling facilities (on- and off-road).	Ongoing	PW (on-road); Parks (off-road)
	12	Expand the existing City-wide wayfinding system to include the upper City and the former municipalities.	Medium	PED (PW)
Cycling Master Plan Review and Update	13	Maintain an annual capital budget for the implementation of the updated Cycling Master Plan and associated facilities.	Ongoing	PED

TABLE ES.3 Summary of Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Cycling Master Plan Review and Update	14	Integrate cycling infrastructure needs into the 10 Year Capital Budget for all road reconstruction, rehabilitation and new roads as guided by the updated Cycling Master Plan, with an emphasis on achieving physical separation.	Ongoing	PW (PED)
	15	As part of the implementation of the cycling network, undertake an evaluation of alternatives in order to select routes which maximize safety for cyclists and promote continuity of the network across the City.	Ongoing	PED
Transit	16	Continue to advance planning for the implementation of the rapid transit network, as identified in Map 2.	Ongoing	PED (PW, Metrolinx)
	17	Ensure seamless connections between the City's rapid transit network and the regional transit network.	Ongoing	PED (PW, Metrolinx)
	18	Work with Metrolinx to advance designs and supporting business cases for remaining rapid transit corridors and extensions.	Long	PED (PW, Metrolinx)
	19	Advocate Metrolinx to accelerate the plans to provide two-way all day service on Lakeshore West to Hamilton, with extensions to Niagara Region, by 2020.	Short	PED (PW)
	20	Work with Metrolinx, neighbouring municipalities, post-secondary institutions and major employment destinations on regional transit connectivity.	Medium	PW

TABLE ES.3 Summary of Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Transit	21	Review the cost, benefits and implementation feasibility for a demand-responsive service model that could provide transit service for lower-density areas which complement the existing HSR and regional transit networks. Demand-responsive service could also serve as a replacement for lower performing routes which do not meet service performance standards.	Long	PW
	22	Investigate the feasibility of early service agreements for new developments that would facilitate the implementation of transit in conjunction with new development. This could be extended to include transit service enhancements where service already exists.	Long	PED
	23	As part of ongoing traffic operation enhancements, road reconstruction and implementation of the rapid transit network, deliver a program of transit priority measures including reserved bus lanes, transit priority signals, queue jump lanes and other measures to improve the efficiency of transit. Priority will be given to the BLAST network.	Medium	PW
	24	Undertake comprehensive reviews of the HSR route network and service strategies at regular intervals (every five years) to ensure that the transit system adapts and growth with changing growth patterns.	Short	PW

TABLE ES.3 Summary of Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Transit	25	Advance initiatives to continue to enhance the customer experience for transit including en route Wi-Fi, enhanced stops and shelters and enhanced real-time information.	Ongoing	PW
	26	Continue to work with neighbouring municipal transit agencies on fare integration, and advocate for Metrolinx to advance the development of an equitable regional fare integration strategy that does not adversely affect HSR ridership and revenues.	Medium	PW
Roads	27	Over time, move to a managed lane approach for Hamilton's parkway roads, including High Occupancy Vehicle (HOV) lanes, access control measures and other approaches that maximize existing capacity. Thresholds will be developed to assign capacity by mode to maximize throughput.	Long	PW
	28	Continue to advocate for provincial highway network improvements. The first priority for Hamilton is addressing congestion on Highway 403 through a Highway 403 Connections Study.	Medium	PED
	29	Continue to invest in and expand on the existing Advanced Traffic Management System (ATMS) within the City.	Ongoing	PW
	30	Proactively anticipate the impacts and opportunities related to connected and autonomous vehicles (AVs) on the operation of the road network.	Ongoing	PW

TABLE ES.3 Summary of Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Roads	31	Implement the road network improvements as illustrated on Map 3 and in conjunction with applicable Secondary Plans, EA studies and area-specific transportation management plans. Timing of road improvements has been identified in Appendix A and will be subject to ongoing capital plan updates.	Ongoing	PW (PED)
	32	Continue to implement intersection modifications on an ongoing basis to address road network bottlenecks and improve safety for all users.	Ongoing	PW
	33	Adopt best practices for roadway and bridge design to respond to changing climate and frequency of extreme weather events.	Short	PW
	34	Work with Metrolinx and railway companies to plan and implement required railway grade separations based on applicable warrants. Pursue external funding sources, including the Transport Canada Rail Safety Improvement Program, for the construction of such crossings.	Medium	PED (Metrolinx, railway companies, Transport Canada)
Complete-Livable-Better (CLB) Streets	35	Adopt a CLB streets policy for road design, operation and maintenance. The CLB streets approach emphasizes routine accommodation in order to ensure designs consider the needs of users of all ages and abilities.	Short	PED
	36	Develop a CLB streets design manual for each typology, harmonizing existing applicable guidelines. A Vision Zero lens will be applied to the design of streets in new neighbourhoods and redesign of streets in existing neighborhoods.	Short	PED

TABLE ES.3 Summary of Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Complete-Livable-Better (CLB) Streets	37	Harmonize the road classification and descriptions in the Official Plan with the CLB streets approach and undertake an Official Plan Amendment.	Medium	PED
	38	Use the multi-modal level of service (MMLOS) approach to evaluate road designs and facilitate the implementation of CLB streets. The MMLOS approach will also be integrated into Transportation Impact Study Guidelines as part of a major update to these guidelines (see Action 57).	Short	PED
	39	Integrate stormwater management Low Impact Development (LID) opportunities as part of CLB Streets designs where feasible.	Ongoing	PW (PED)
	40	Provide paved shoulders on rural roads where cycling is prevalent and/or where paved shoulders could benefit farm vehicles.	Ongoing	PW (PED)
	41	Evaluate options for providing sidewalks or multi-use trails in rural areas where the road leads to a school or community facility.	Ongoing	PW (PED)
One to Two-Way Street Conversions	42	Operationalize the one-way to two-way decision making framework identified in this TMP. Consider street conversions as a potential alternative within CLB streets evaluation.	Short	PW
Connectivity	43	Initiate a study to identify improvements to existing Niagara Escarpment crossings and methods and alternatives to move people and goods in a cost effective manner.	Long	PW (PED, Niagara Escarpment Commission)

TABLE ES.3 Summary of Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Connectivity	44	Maximize the coordination and connectivity of bicycle, pedestrian and transit networks (including public bike share) to improve first and last mile connections to transit.	Ongoing	PED/PW
Climate Change	45	Promote the importance of reducing GHG emissions from transportation, managing fleet operating costs and achieving the City's Corporate Average Fuel Economy (CAFÉ) targets energy conservation in transportation and ensure Hamilton plays a role in achieving Federal, Provincial and its own commitments to reduce GHG emission reductions.	Ongoing	PW
Emerging Technology	46	Identify opportunities for and run pilot projects to assess the applicability and/or feasibility of implementing new technological opportunities, such as mobility as a service.	Ongoing	PW/PED
	47	Work across departments to use "Big Data" to inform transportation planning decisions, provide better services for the travelling public and reduce net costs.	Short	Corporate Services
	48	Support the transformation of the transportation system to create a "smart city" (intelligent community).	Medium	Corporate Services
Intergovernmental Relations	49	Proactively work with the Ministry of Transportation (MTO), Metrolinx, other provincial/federal agencies and neighbouring municipalities to advance regional transportation initiatives within and beyond the City.	Ongoing	Multiple leads

TABLE ES.3 Summary of Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Health and the Built Environment	50	Include health outcomes (chronic disease, respiratory function, injuries, mental health, and health care costs), where possible, in the evaluation of transportation designs, projects and policies, in collaboration with Public Health staff and professionals.	Ongoing	HSC
Road Safety	51	Integrate the goals and principles of Vision Zero into the CLB streets design manual and Engineering Guidelines.	Short	PED
	52	Establish a Vision Zero Task Force that includes multiple partners, leaders, public and private businesses, school boards and public health as a sub-committee to the Hamilton Strategic Road Safety Committee.	Short	PW
	53	Implement a comprehensive collision data collection system integrating multiple modes of transportation and overlaying built environment data.	Ongoing	PW
	54	Apply speed reduction techniques through the implementation of CLB streets as well as through other opportunities such as the introduction of protected cycling facilities.	Ongoing	PW (PED)
Accessibility	55	Support the delivery of age-friendly and accessible transit training and training for other modes run by non-governmental organizations.	Short	PED (HSC, PW, NGOs)
	56	Develop education around sidewalk etiquette and the role of mobility devices.	Short	PED (HSC)

TABLE ES.3 Summary of Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Land Use and Travel Patterns	57	Update the Transportation Impact Study Guidelines to include the concept of multi-modal level of service (MMLoS) which allows for the evaluation of LOS for pedestrian, cycling, transit and goods movement LOS, in addition to traditional auto LOS. MMLoS is one tool to inform trade-offs between modes.	Short	PED
	58	Update Road Right-of-Way policies within the Official Plan to ensure that future development protects for future multi-modal capacity needs, municipal services and utilities, while adhering to the principles of CLB streets and Vision Zero.	Short	PED (PW)
Parking	59	Undertake a city-wide Parking Master Plan, which will develop short-, medium- and long-term plans for the parking system, including both off-street and on-street parking. The Parking Master Plan will inform future updates of the zoning by-law governing the provision of parking for new development.	Short	PED
	60	Integrate the requirement to provide electric vehicle (EV) charging stations as part of future zoning by-law amendments.	Short	PED
	61	Expand existing EV charging and parking stations to create a network within all municipally-owned facilities, including public parking lots.	Ongoing	PED (PW)

TABLE ES.3 Summary of Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Parking	62	Adopt off-street and on-street parking policies and designs that ensure an adequate parking supply to support growth and economic development, contribute to the achievement of the mode share targets of the TMP, and implement the CLB streets and Vision Zero objectives of the TMP.	Ongoing	PED
	63	Evolve the Hamilton Municipal Parking System to support the increasing use of shared mobility such as carshare and other shared mobility options and, where applicable, park and ride.	Long	PED
Economic Development	64	Provide multi-modal access to/from and within employment lands.	Ongoing	PW/PED
Goods Movement	65	Undertake an integrated review and update of the 2010 Truck Route Master Plan and 2005 Goods Movement Study.	Short	PED (PW)

TABLE ES.3 Summary of Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Implementation	66	Create in-house transportation modelling and data analysis capacity to support transportation decision and planning needs, and the monitoring of TMP outcomes.	Short	PED
	67	Update the City's travel demand forecast to reflect the updates from the revised Growth Related Integrated Development Strategy (GRIDS).	Short	PED
	68	Implement the proposed monitoring program for the TMP and report to Council on a regular basis.	Ongoing	PED
	69	Conduct regular reviews of the Transportation Master Plan.	Medium	PED
	70	Create project budgets based on designs as opposed to designs based on available budget to provide higher quality infrastructure.	Ongoing	PED/PW
	71	Apply asset management best practices which include consideration of operating and maintenance costs (lifecycle) in the prioritization of infrastructure investments.	Ongoing	Corporate-wide

IMPLEMENTATION

The delivery approach of recommended studies, initiatives and projects in the TMP review and update is an important consideration. Councillors have the challenge of balancing many competing budget requests annually in striving to reach the City's strategic vision. It is important to provide Council and City staff with a framework to assist in decision-making relating to the transportation system.

Establishing Priorities

Before a project or program is implemented, the process of prioritization must take place. The TMP review and update is the first step in setting direction regarding future capital budget submissions (which could also affect operating budget submissions) and scoping of individual projects.

Partnerships

Implementation requires partnerships as an integral part of delivering transportation services. Opportunities to work with partners can be a valuable part of the transportation service delivery model. Implementation can involve a combination of one or more partnerships. Some examples of existing partnerships are listed below:

- Intergovernmental relations
- Non-governmental and community organizations
- Post-secondary institutions
- Private sector organizations

State-of-Readiness

The City should be proactive and prepared in anticipation of changes by being in a "state-of-readiness" for transportation projects and initiatives. This applies to all projects that already have allocated funding or are considered priority projects for which the City could expect partial or complete external funding.

Being prepared and leveraging our readiness to maximize benefits of available and potential funding sources is important. One of the key directions is to prioritize all projects that are candidates for receiving provincial or federal funding. This will help identify gaps and the critical-path to improve the readiness for future funding opportunities, including any required approvals that may be needed, such as allocation of matching funds.

Supporting Studies and Initiatives

A number of future studies and initiatives were identified as part of the TMP review and update to investigate issues in further detail. These are identified in Chapter 7.

A revenue tools study will help to understand the tools that may be more accessible and practical for funding transportation projects in Hamilton. This proposed study is intended to support future inter-governmental relations and discussions regarding financial sustainability.

PART A:
MUNICIPAL CLASS ENVIRONMENTAL
ASSESSMENT REPORT

City in Motion represents the review and update of Hamilton's Transportation Master Plan. It will act as the guiding document for all future transportation studies, projects and decisions.



Chapter 1

Introduction

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Chapter 1

Introduction

1.1 PURPOSE, SCOPE AND OBJECTIVES

City in Motion, the City's Transportation Master Plan (TMP review and update), is a strategic policy document developed to provide the framework which guides future transportation-related studies, projects, initiatives and decisions.

The purpose of reviewing the TMP is to provide an update of policies and associated actions, work plan and investment strategies needed to achieve the revised transportation vision and goals for Hamilton. It connects the transportation vision and transportation planning decisions to the City's Strategic Plan and provides connections to the City's Official Plan, other master plans and all transportation-related studies, projects and initiatives that combine to support the City's future growth to 2031 and beyond.

The scope of the TMP review and update was developed and presented to Council in February 2015. Minor adjustments to the scope were made based on feedback received during the extensive public engagement

process that was part of the TMP development. The scope includes:

- Review and update of the 2007 TMP Problem / Opportunity (Vision) statement
- Review and update of the 2007 TMP policy framework including policy initiatives that have been working, and those that have not been working as well as intended
- Development of new policies and strategies required to meet City transportation objectives
- Review of the regional link-based travel demand model analysis using EMME (forecast tool)
- Undertaking of an extensive public engagement program to address questions about the direction of the transportation system in Hamilton
- Implementation strategies and key actions to achieve the revised TMP Vision
- Consideration of some specific policy issues including street conversions, complete streets, and health and the built environment

**The
planning
horizon
of the
TMP
review
and
update is
2031**

The objectives of the TMP review and update are to:

- Guide the planning, design and implementation of the City's transportation system to make sure that investment decisions are aligned with the transportation vision and goals.
- Consider population and employment growth with current and projected transportation trends for the 2031 planning horizon and beyond.
- Consider the needs of changing population demographics.
- Integrate previously approved and ongoing transportation studies and initiatives.

1.2 USING THE TMP

The TMP review and update can be used by a number of different transportation stakeholders. For example, some stakeholders may use the TMP as a reference document, or guide for developing strategies and making investment decisions. Others may use it as a starting point for developing more detailed plans and analyses for transportation-related studies, projects and initiatives. Some stakeholders may want to use it simply to understand the City's transportation vision, goals, strategy and initiatives. More specific examples illustrating how the TMP may be used include:

- The public may have an interest in following the development of transportation initiatives in the City and in gaining a better understanding of how mobility choices will improve in the future. The TMP empowers the public to actively participate in the change.

- Elected Officials should use the TMP to assist in decision making. They can also use it to educate and engage their constituents about transportation-related changes that will impact their neighbourhoods and the City as whole.
- City staff should use the TMP as a guide to making clear, balanced and fiscally prudent decisions on transportation initiatives, infrastructure investments and program administration. In general TMPs can be used as the basis for implementing the City's Official Plan (an Official Plan amendment will not be required as part of this review and update).
- City engineers, designers and capital delivery programs staff should scope transportation capital programs and plans to implement the TMP.
- City transportation professionals, planners and health practitioners will be able to use transportation system performance targets to achieve modal-split aspirations and improve the reliability of travel by balancing the transportation network for all users, regardless of age, ability or income.
- The TMP can be used to position the City into a "state-of-readiness" for partner-funded transportation initiatives (e.g., Federal, Provincial, Public-Private-Partnerships) as funding becomes available and partners are engaged.
- Prospective investors in the City may use it to make development decisions based on transportation initiatives that result in new available transportation connections.

1.3 ENVIRONMENTAL ASSESSMENT (EA) PROCESS

The TMP review and update was undertaken according to the Municipal Class Environmental Assessment (EA) process (Municipal Engineers Association (MEA), October 2000, as amended in 2007, 2011, and 2015) for Master Plans (Approach 1).

The Master Plan approach recognizes that there are benefits to using the EA process when comprehensive plans are undertaken for projects that have a relatively minor impact according to their environmental significance and the effects on the surrounding environment. The output of this Master Plan includes road projects and transit projects.

The EA process includes the evaluation of possible solutions or design concepts and recommends the best approach based on an evaluation of impacts and mitigation measures for potential risks. A summary of the five phases of the EA process is:

- **Phase 1** – Identify the problem or opportunity.
- **Phase 2** – Identify and evaluate alternative solutions to address the problem and establish the preferred solution.
- **Phase 3** – Examine alternative methods of implementing the preferred solution and establish a preferred design concept. Identify measures to minimize adverse effects and maximize positive effects.
- **Phase 4** – Prepare an Environmental Study Report which summarizes the rationale, planning, design and consultation process for the Project.

- **Phase 5** – Implement the Project.
- Master Plans address Phases 1 and 2 of the EA process. Approach 1 for Master Plans involves the preparation of a Master Plan document at the conclusion of the first two phases of the Municipal Class EA. This document is made available for public comment prior to being approved by the municipality. Typically, the Master Plan is done at a broad level of assessment thereby requiring more detailed investigations at the project-specific level in order to fulfil the requirements for specific Schedule B and C projects identified within the Master Plan. Certain projects (Schedule A+ and A) can be implemented upon approval of the TMP. All Schedule C projects identified in this TMP have been previously approved as part of sub-area TMP's, through the development planning process or through other reports submitted to Council. Table 1.1 shows examples of the types of road projects in each EA Schedule. Municipal transit projects follow the Transit Project Assessment process (TPAP).

Master Plans should be reviewed every five years to determine the need for a detailed formal review and/or updating. Potential changes, which may trigger the need for a detailed review include:

- Major changes in the original assumptions.
- Major changes to components of the master plan.
- Significant new environmental effects.
- Major changes in proposed timing of projects within the master plan.

TABLE 1.1
Examples
of Road
Projects
Associated
with
Different EA
Schedules

EA Schedule	Types of Road Projects*
Schedule A	Normal and emergency operations and maintenance projects (e.g. re-paving, local road improvements, re-designation of an existing General Purpose Lane)
Schedule A+	Smaller capital projects with minimal environmental impact (e.g., construction of sidewalks or bicycle paths or lanes within the right-of-way)
Schedule B	Improvements and minor expansions to existing roads such as reconstruction or widening that may have some adverse environmental impact requiring environmental screening and notification of those affected (less than \$2.3M)
Schedule C	Construction of new facilities and major expansions requiring the full five-step EA process and public consultations

*Municipal transit projects follow the TPAP process.

In addition to the above, other changes including significant new health effects, funding opportunities, changes or updates to internal guiding documents (e.g., GRIDS, Strategic Plan, Official Plan, other City Master Plans) and changes to external guiding documents (e.g., Places to Grow, the Big Move, Regional Transportation Master Plan (RTP)) should also be a consideration to trigger a review.

Stakeholder engagement is an important component of the EA process and there are requirements for notification and consultation with the public, agencies, and other stakeholders at key phases of the process. This allows any plan or project to consider and incorporate stakeholder issues, ideas and priorities in a meaningful way. This is described in more detail in the following section.

⁴ International Association of Public Participation (IAP2) 'Public Participation Spectrum'

1.4 PUBLIC AND STAKEHOLDER ENGAGEMENT

Public and stakeholder engagement was an important component of the TMP review and update. Extensive public engagement activities were undertaken across Hamilton throughout the study. The activities are summarized below and described in more detail in the Public Consultation Report.

The engagement approach applied went above and beyond the requirements of the EA process and embodied the eight core principles of public engagement identified in the City's Public Engagement Charter. The engagement approach included three levels of participation⁴:

- **Inform** – providing the public with balanced and objective information to assist them in

understanding the problems, alternatives, opportunities and/or solutions (e.g., through a corporate website or information campaign).

- **Consult** – obtaining public feedback on analysis, alternatives and/or decisions (e.g. through surveys, public meetings or focus groups).
- **Involve** – working directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered (e.g., through workshops or deliberative polling).

Throughout the study process, both internal City staff and external stakeholders were engaged.

A number of consultations were held with staff in the various departments responsible for planning, implementing, operating and maintaining the transportation system. These sessions allowed the study team to understand the issues and constraints experienced by those managing or using Hamilton's transportation system and provided the opportunity for all stakeholders to offer feedback and/or comments on proposed improvements and/or recommendations. Please see Public Consultation Report for a complete list of the departments and divisions involved in the TMP review and update.

A number of methods were used to engage the public throughout the study process including newspaper advertisements, Public Information Centres (PICs), online surveys, a webpage, social media, an information booth/kiosk at numerous City-wide festivals and events, and

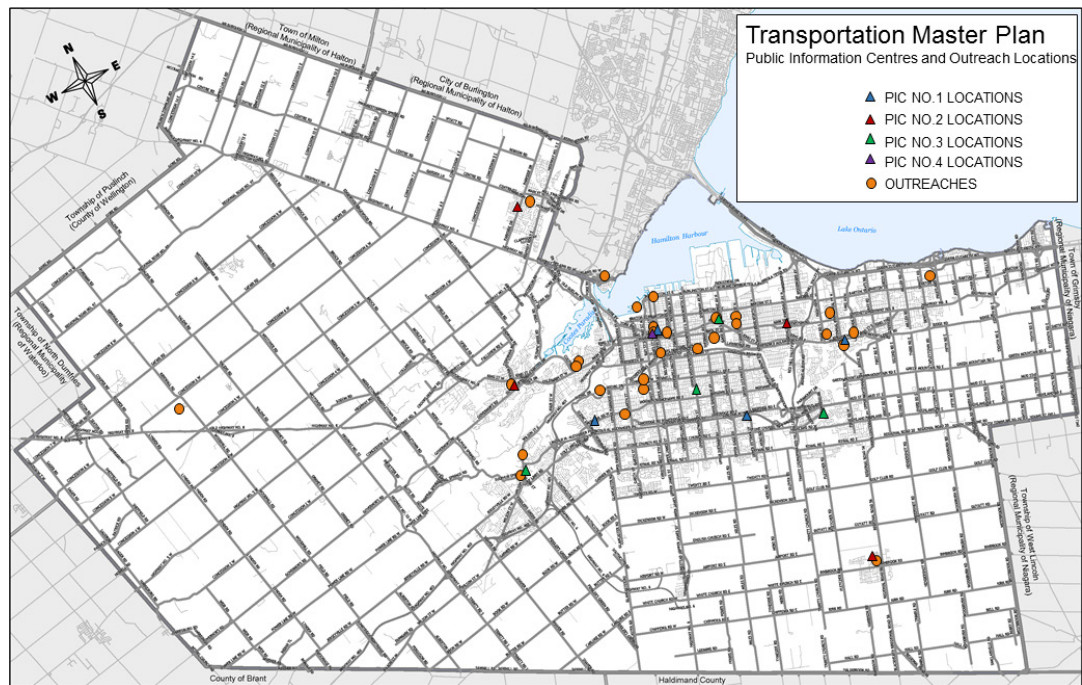
speaking engagements. In total, over 3,500 people were engaged in person and through online surveys. Many more were engaged through the project website, and participation in related studies such as Our Future Hamilton.

PICs were held at four key stages of the review and update:

- **PIC #1 (March 2015)** introduced the TMP review process and obtained input about the TMP Problem/Opportunity (Vision).
- **PIC #2 (June 2015)** presented TMP findings to date, including opportunities and gaps in the transportation network, and obtained input into additional transportation opportunities as well as the vision for Complete-Livable-Better (CLB) Streets.
- **PIC #3 (December 2015)** presented draft system alternatives, preliminary policy directions and recommendations to date, and obtained input on the TMP findings to date. Meeting attendees participated in Town Hall Polling on key questions related to the TMP.
- **PIC #4 (April 2016)** presented the study's preliminary findings and recommendations.

A total of 14 PIC events were held. Venue locations were chosen to ensure that there would be city-wide contribution to the TMP based on the needs of citizens in all 15 Wards as shown in Figure 1.1.

FIGURE 1.1
TMP Public
Information
Centre (PIC)
and Outreach
Locations



At the PICs, members of the public were given the opportunity to:

- Speak to the study team.
- Listen to a presentation.
- Participate in a question and answer period.
- Provide feedback using electronic voting devices (i.e. town hall polling).
- Participate in small group discussion.
- Participate in a hands-on design of a complete street and mapping exercises.

Meeting attendees were also provided with a comment sheet which could be filled in at the meeting or provided to the Study Team at a later date.

Three online surveys were also administered through the City's TMP project website:

- The **first survey** (September to October, 2015) focused on identifying the public's key issues

and concerns with the existing transportation system (308 responses).

- The **second survey** (October to November, 2015) obtained feedback on CLB streets and identified the type of treatments that were considered to be “must-haves” and those that were “nice-to-haves” if the right-of-way (ROW) could accommodate it (245 responses).
- The **third survey** (December 2015 to January 2016) concentrated on preferred corridor improvement alternative solutions, preferred policies, emerging technology, and direction of CLB streets. The survey provided the public with the opportunity to choose more than one answer (454 responses).

In addition to these initiatives, a booth/kiosk was set up at 30 City-wide events between 2015 and 2017, which allowed participants to provide feedback on key transportation issues and concerns.

Tables 1.2 and 1.3 provide a summary of stakeholder engagement throughout the study process.

The City of Hamilton's communications Twitter account (@cityofhamilton) was used to share PIC meeting notices. Table 1.3 summarizes public engagement on Twitter (including all TMP-related tweets up to December 2016). The project webpage (www.hamilton.ca/tmp) also received 10,000+ visits between April 2015 and February 2017.

A summary of the key priorities expressed during the public engagement process is provided in Table 1.4. Details about how public and stakeholder feedback was considered and included in the TMP review and update are provided throughout the remainder of this document, as described in detail in the Public Consultation Report of this report. This stakeholder feedback was incorporated into the restatement of the vision and in each of the key themes upon which the TMP is based.

TABLE 1.2
People Involved through Various Methods of Engagement

Type of Engagement	Events	People Engaged
Attendance at Festivals/Events	30	1,455
Public Information Centres (PICs)	14	326
Stakeholder Meetings	10	145
Surveys	5	1,084
Speaking Engagements	7	585
Total	66	3,595



Community Engagement & Participation

TABLE 1.3 Summary of Public Engagement on Twitter

Type of Engagement	Number
Tweets	37
Impressions	130,414
Retweets	243
Likes	106
URL clicks	588

The Community Engagement & Participation graphic from Hamilton's 2016 - 2025 Strategic Plan is used throughout this document to highlight comments that were heard through public and stakeholder engagement, and how it was incorporated into the TMP review and update. This is described in more detail, particularly in the context of the Strategic Plan, in Chapter 2.

TABLE 1.4
Some Key
Priorities
Expressed
through
the Public
Engagement
Process



Community
Engagement
&
Participation

Public Information Centres	Surveys	Meetings & Workshops
<ul style="list-style-type: none"> • Focus on public transit, walking and cycling, complete streets and complete communities • Improve connectivity between Upper and Lower Hamilton • Consider alternate and emerging technologies • Require seamless connection between all travel modes • Provide for truck movements in rural areas and connectivity between inter-modal hubs and the highway system • Consider accessibility for all ages and abilities 	<ul style="list-style-type: none"> • Physical condition of roadways needs to be improved • Improve cycling, transit and road infrastructure • There is a reliance on the private car for longer distance travel • Highest priority for investment is CLB streets to foster complete communities • Consider alternate technology for mountain access 	<ul style="list-style-type: none"> • The need for better communication and integration between agencies and stakeholders • Data sharing between stakeholders will enable system reliability • Project opportunities are missed due to varying time frames • Need to integrate Public Health and Public Works initiatives • Public awareness is necessary for goods movement initiatives

1.5 COLLABORATION WITH OTHER STUDIES

There are a number of strategies, initiatives, projects and studies that are closely related to the TMP. The public comments from these other projects and the TMP were shared in order to increase the reach of public input and demonstrate the collaboration between these projects. Figure 1.2 highlights some of the ongoing or recently completed studies/projects that involved collaboration with the TMP review and update.

1.6 BACKGROUND REPORTS

The following background reports were prepared over the course of the TMP process. They do not comprise part of the TMP, but they are available for review as background content.

Public Consultation Report includes details of the extensive public and stakeholder engagement that was undertaken as part of the TMP review and update. This included but was not limited to Public Information Centres (PICs), surveys, speaking engagements, social media, project website, and more. This report also includes a comprehensive acknowledgements section.

FIGURE 1.2 Summary of Collaboration with Other Studies



Complete-Livable-Better Streets Policy and Framework provides Complete-Livable-Better (CLB) streets policies along with a supporting toolkit of roadway, boulevard and intersection streetscape elements to guide street design. The intent is that this document can be used to inform the decision-making process for incorporating CLB streets into all future street projects. This paper provides a “how-to” manual and an implementation strategy

building upon the concept of routine accommodation.

Emerging Technology Policy Background Report provides a high-level review of emerging technology in transportation. It demonstrates the importance of considering and planning for emerging technology in transportation, and also identifies specific policies to be incorporated into the TMP review and update.

Goods Movement Review highlights the current issues, conditions and opportunities to support and inform the TMP review and update and related policies. It also highlights areas for integrating private and public developments for effective and efficient goods movement strategies. A review of Hamilton's current goods movement system is included, as well as the potential for future network solutions incorporating new areas of goods movement, and the integration of goods movement and CLB streets.

The Role of Health in the Built Environment provides a high-level review of the relationship between health and transportation planning.

Road Safety Policy Background Report provides a high-level review of road safety, including what the City is currently doing regarding the Hamilton Strategic Road Safety Program and Vision Zero. This sets the stage for the development of new policies and actions related to road safety.

This study was developed in collaboration but relies on partners in implementation, including Metrolinx and the Ministry of Transportation (MTO)

Street (One-way to Two-Way) Conversions Paper provides a decision-making framework to consider future street conversion requests in Hamilton by establishing an evaluation and priority tool.

Future Travel Demand Modeling Report provides an overview of the regional link-based travel demand model analysis (for the AM peak hour) using EMME that was undertaken as part of the TMP review and

update. This analysis was completed to identify existing and future transportation system deficiencies and assess network needs and opportunities for the TMP. The model was also used to evaluate the impacts associated with potential future network improvements. This report also provides recommendations about future management of the model.

Sustainable Mobility Program Review outlines Hamilton's current and planned Sustainable Mobility Program (Transportation Demand Management implementation).

This paper contains measures and policies related to implementing and promoting a sustainable transportation system, through policies and programs.

Cycling Master Plan Review and Update provides an update to the Cycling Master Plan prepared in 2009, *Shifting Gears*. It highlights additional improvements to the cycling network supported by the TMP. The future plan is a multi-modal shift in the way Hamiltonians move through the City. It diversifies neighbourhood networks and provides interconnectedness along major links. This update illustrates the current success and future expansion of the cycling network in new and existing areas of Hamilton.

The 2016-2025 Strategic Plan was a contributing factor that led to the establishment of the TMP review and update desired outcomes: Sustainable and Balanced Transportation System, Healthy and Safe Communities, and Economic Prosperity and Growth.



Chapter 2

Setting the Stage for New Directions

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ART GALLERY

CONVENTION CENTRE

COPPS COLISEUM

FARMERS' MARKET

HAMILTON PLACE

FOOTBALL HALL OF FAME

TOURIST INFORMATION

INTERNATIONAL VILLAGE

THEATRE AQUARIUS

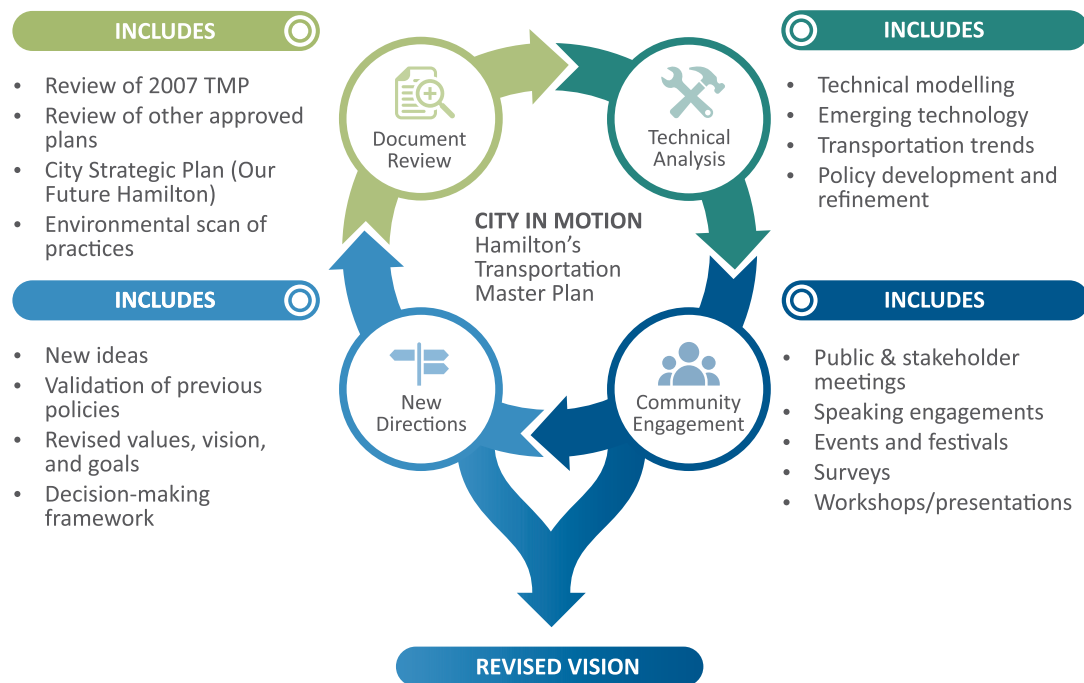
Chapter 2

Setting the Stage for New Directions

This chapter outlines the contributing factors that led to new strategic directions for desired outcomes: Sustainable and Balanced Transportation System; Healthy and Safe Communities; and Economic Prosperity and Growth. This also led to the development of a revised

vision for the TMP review and update. The process of the TMP review and update included document reviews, technical analyses, and extensive community engagement. This is illustrated in Figure 2.1.

FIGURE 2.1
Summary of
TMP Review
and Update
Process



2.1 SUCCESSES AND CHALLENGES SINCE 2007

A number of transportation milestones have been reached in the City since the 2007 TMP was approved, including:

- Smart Commute Program (e.g., 23 employers and 90,000+ commuters)
 - Advanced higher-order transit planning resulting in funding for the B-Line LRT project
 - Transit investment in new transit terminals and park and ride facilities (e.g. MacNab (2010) and Mohawk College (2016) transit terminals, and Mountain Transit Centre (2015) park and ride facility)
 - Integrated planning with Metrolinx to open the West Harbour GO Station (opened in 2015) and anticipated opening of the Confederation GO Station in 2019
 - Optimized traffic operations through new Advanced Traffic Management System (ATMS) (2015)
 - Approved Pedestrian Mobility Plan (2013)
 - Advanced road safety initiatives (Hamilton Strategic Road Safety Program, 2014)
 - Approved Cycling Master Plan (2009) (added approximately 85 lane km of bicycle lanes to the existing network between 2010 and 2016)
- Lack of sustainable funding for transportation infrastructure and competing priorities for available funding
 - Changing demographics and an aging population
 - Alignment of the transportation system with desired public health outcomes (e.g. reduced chronic disease and injuries/fatalities, improved mental well-being and respiratory function).
 - The moving of our economy beyond its traditional industrial base to a more services-based economy
 - Slow adoption of and readiness for emerging technologies and the concept of individual user-based mobility and the unknown impacts associated with them
 - Insufficient mobility options associated with increased development away from urban areas
 - Continued slow pace of change in modal split away from the use of single occupant vehicles (SOV)

Since 2001, efforts to reduce SOV use in favour of transit and active transportation options have had only modest success inasmuch that the proportion of SOV use has been stable or experiencing a modest decrease in Hamilton. The aspirational mode share targets set in the 2007 TMP have not been achieved. The investment that has been provided has been beneficial because it has not worsened, despite urban expansion.

In Hamilton, SOVs were used for 67% of travel in 2011⁵, which is consistent with the trends in neighbouring municipalities. However, when

However, Hamilton like many municipalities in the GTHA and across Ontario, continues to face a number of challenges, including:

⁵TTS, Data Management Group, University of Toronto..

compared with other municipalities such as Toronto (62%), Ottawa (58%), and Edmonton (57%), there is much more to be accomplished. Hamilton's aspirational modal split target for SOV travel identified in the 2007 TMP is 52% by 2031. Achieving this target would place Hamilton amongst the leaders in Canada and should continue to be an aspiration for the City. Table 2.1 provides a comparison of observed mode share in other municipalities, as well as aspirational targets (if available).

Automobiles will continue to be the most popular travel mode within the transportation system for many years to come. However, the continued prevalence of SOV travel re-emphasizes the need to provide and promote convenient, affordable, and attractive transit and active transportation alternatives.

WHAT WE HEARD:

When asked about current and preferred travel modes based on travel distance, survey respondents indicated that there is a preference to increase cycling and transit use.



2.2 CATALYSTS FOR CHANGE (PROBLEM STATEMENT)

There are a number of factors influencing the changes identified in this TMP review and update. Societal and transportation needs are shifting and the concept of mobility is on the cusp of major transformation. This change is associated with emerging technologies, the sharing economy, autonomous vehicles and abundant communication tools.

How municipalities respond and adapt to change through reactive and/or proactive policies and supporting actions can have long lasting impacts on the quality of life of their citizens. Some of the key catalysts for change that influence travel patterns and behaviours are identified in this section.

2.2.1 Demographic Catalysts

Hamilton's population is anticipated to grow approximately 22.9% between 2016 and 2031, and employment is anticipated to grow approximately 23.4% between 2011 and 2031 (see Table 2.2).

Changing demographics have been, and will continue to be an important driver of change. If current mode share trends continue, an estimated increase in population of 123,000 by 2031 will result in more trips per day within, into and out of Hamilton. More vehicles trips will be added to the road network, thereby reducing the reliability of travel, increasing the potential for collisions, and potentially reducing the reliability and efficiency of goods movement. There will also be environmental impacts such as increased greenhouse gas (GHG) emissions as well as other social, economic and health-related impacts.

While Hamilton's population is growing, it is also aging. In 2016, 127, 000 (or 27%) of Hamilton residents were at least 60 years old. The number of older adults and seniors in Hamilton is expected to grow by 65% to 187,000 over the next two decades . As a result, mobility needs are changing as this affects the ways people will move through the City and necessitate a change in the design and accessibility of transportation system infrastructure and services such as accessible transit services (ATS).

TABLE 2.1
Mode share
comparisons

	City / Region	Existing Mode Share (based on most recent available data)			Aspirational Mode Share Targets		
		Walk- Cycle	Local Transit	SOV	Walk- Cycle	Local Transit	SOV
GTHA*	Hamilton	5%	7%	67%	15%	12%	52%
	Toronto	6%	13%	62%	n/a	n/a	n/a
	Halton Region	Based on Burlington, Oakville, Milton, and Halton Hills data			n/a	15-20%	n/a
	Halton Hills	6%	0%	73%			
	Burlington	4%	2%	73%			
	Oakville	4%	2%	70%			
	Milton	1%	3%	74%			
	Mississauga	5%	8%	65%	n/a	n/a	n/a
	Brampton	5%	6%	67%	10%	16%	46%
	Niagara Region	3%	2%	73%	n/a	n/a	n/a
Canada**	Ottawa	13%	16%	58%	15%	26%	50%
	Winnipeg	7%	13%	71%	n/a	n/a	n/a
	Quebec City	15%	9%	56%	17%	18%	45%
	Calgary	13%	9%	79%	23%	17%	60%
	Edmonton	12%	9%	57%	n/a	n/a	n/a

* GTHA data based on 2011 TTS data and individual municipal master plans/monitoring reports, if available

** Identified within individual municipal master plans/monitoring reports, if available

TABLE 2.2
Population and
Employment
Trends in
the City of
Hamilton*,
2001 to 2031

	2001	2006	2011	2016	2031 ⁸ (Projected)
Population ⁹	490,260	504,560	519,949	536,917	660,000
Employment	204,912	219,200 ¹⁰	243,075	259,070**	300,000

⁸GRIDS Growth Report, Section 1.4, Table 1 (2006). The City is currently undergoing a land budgeting process to accommodate the Province of Ontario's Places to Grow: Growth Plan for the Greater Golden Horseshoe (2017) (Growth Plan) forecast.

⁹Statistics Canada (2001, 2006, 2016) Census Data

¹⁰Table 3 Hamilton Employment Area Land Budget Update (2009)

* City of Hamilton only (not Hamilton Census Metropolitan Area)

** Statistics Canada 2016 census data for Place of Work

Shifting demographics and related behavioural preferences are also expected to be a driver of change. Millennials, for example, are choosing to drive less or not engage in obtaining driver's licences at all, as illustrated in Figure 2.2.

The distribution of growth is another important consideration. According to the Growth Plan (2017) 60% of future residential growth is targeted to be accommodated within the existing urban boundary (primarily through intensification) (Growth Plan 2017). This phased target includes a minimum of 200 residents and jobs combined per hectare in downtown Hamilton.

Major transit station areas on priority transit corridors or subway lines will be planned for a minimum density target of:

- 200 residents and jobs combined per hectare for those that are served by subways;
- 160 residents and jobs combined per hectare for those that are served by light rail transit or bus rapid transit; or

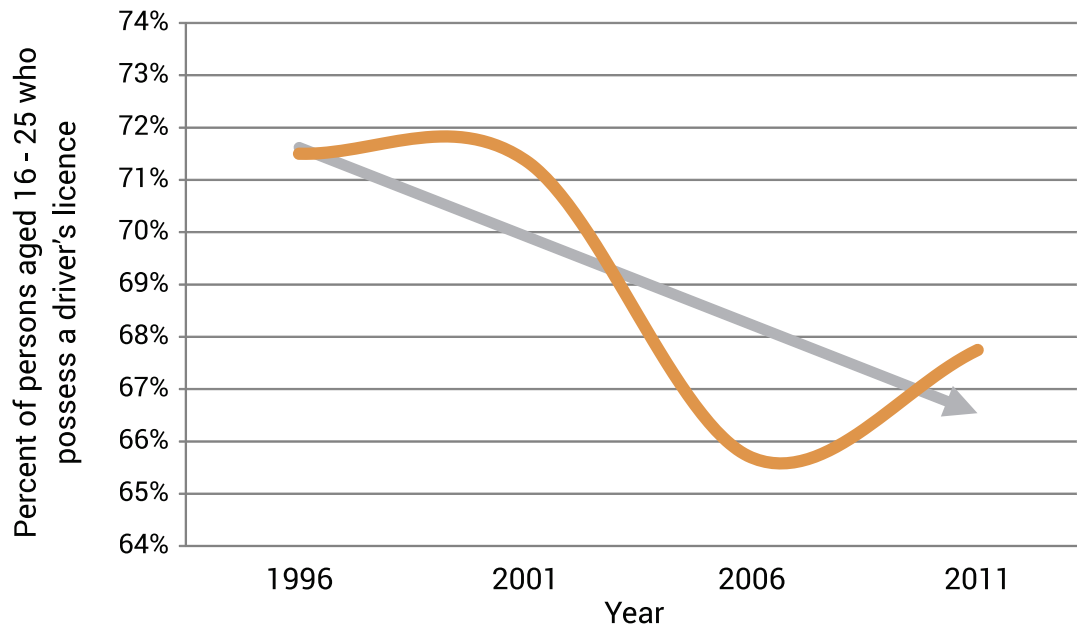
- 150 residents and jobs combined per hectare for those that are served by the GO Transit rail network.

2.2.2 Economic Catalysts

Hamilton is located in the most densely populated corridor of economic activity in Canada. Hamilton's location provides businesses with easy access to a network of highways, international rail lines, local air connections, and the port of Hamilton. It is within half a day's drive of key major urban markets in the United States (U.S.). For these reasons, Hamilton has long been cited as a key gateway for goods movement through southern Ontario.

Hamilton's economy has traditionally been dominated by production and manufacturing and has evolved to become the most diversified economy in Canada. Canada's economic landscape is also changing. According to the Statistics Canada Labour Force Survey, approximately 14% of manufacturing jobs disappeared between 2004 and 2008, while an 11% growth in

FIGURE 2.2
Persons
Aged 16-25
Who Possess
a Driver's
Licenses in
Hamilton
(1996 to
2011)⁶



industry sectors was experienced. Part of this trend is associated with increasing globalization of the labour force and technological advances in the manufacturing sectors. In general, Canada's economic landscape has seen a move to an increase in professional services (e.g. health care, education, technology)⁷. It is important to recognize the changing commuting patterns resulting from the evolution of the City's workforce from traditional industries to increasing employment in service industries located in the developing business parks in the GTHA. Employment area access to mobility options to attract employers and employees is recognized as an important part of the City's 2016-2020 Economic Development Action Plan (EDAP).

Home-based work (commuter) trends identify an increasing proportion of Hamilton's working population

working outside the City's boundaries. The percentage of Hamiltonians working within Hamilton city limits has decreased from 73.6% in 2006 to 71.6% in 2011⁸. The largest destination of these commuters is Halton Region, which accounts for approximately 45% of external commuting trips.

Figure 2.3 shows a summary of travel and commuting characteristics of Hamiltonians.

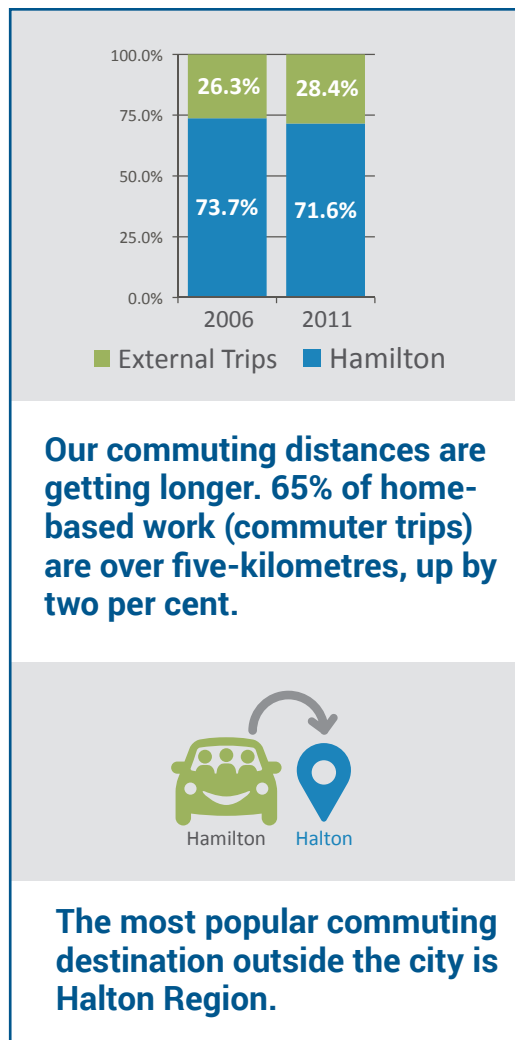
The potential for the City to increasingly become a commuter-based community in the next 5 to 10 years will partially be linked to the success of recent housing market measures and new home buyers priced out of other GTHA markets such as Toronto. As a result, these new Hamiltonians may have to travel further to work and the distance of travel required has a major impact

⁶Transportation Tomorrow Survey, 1996, 2001, 2006, 2011

⁷Statistics Canada

⁸ibid.

FIGURE 2.3
Travel and
Commuting
Characteristics
of
Hamiltonians



on the mode of transportation they typically use.

Providing alternatives for longer distance commuter travel will require providing regional transit options such as GO Transit. The anticipated all-day two-way GO service will become a necessity to keep down the number of automobiles in the already constrained 403 / Queen Elizabeth Way (QEW) corridor. The role of Hamilton's transportation system will be to attract local jobs to minimize commuting distances and to provide multi-modal options to connect people to these jobs as well as connecting them to the GO Transit network. To this end, the role of the City's Sustainable Mobility and

Metrolinx Smart Commute programs are vital in helping to facilitate the efficient movement of people.

Emerging economies are another influence on Hamilton's economy. The advent of the sharing economy, an economic system in which assets or services are shared between private individuals, either for free or for a fee, has changed how we view ownership of assets, including transportation assets. Examples of the sharing economy include car share, bike share and personal transportation providers, all of which currently operate within Hamilton. The sharing economy has been a major influence on changing the traditional transportation paradigm. The concept of mobility-as-a-service (MaaS) has also been gaining popularity and is quickly shifting how we view transportation, including transit. These concepts are defined in more detail in Chapters 4 and 6.

2.2.3 Technology Catalysts

The evolution of technology also continues to be an important driver of change. There has been an explosion of technology development that will continue to transform how people move in the future. MaaS places less emphasis on personal ownership of transportation assets and introduces a seamless multi-modal solution that may include a single system, which monetarizes individual trips regardless of mode to inform trip-making decisions and dissolve transportation silos. Both traditional and emerging economies rely increasingly upon technology, discussed in more detail in the following section.

There are three emerging technology trends that are expected to have

a major impact on the future of transportation in Hamilton:

1. Vehicles and the fuel they use (e.g. autonomous and connected vehicles, electric vehicles)
2. People and the way they share vehicles (e.g. car share, bike share, personal transportation providers and systems)
3. Information and communication (e.g. sensors, the internet of things, data analytics, smart cities (intelligent communities)).

These technological trends need to be taken into account during long-term transportation planning and each can contribute to improving the transportation system. Chapter 4 and the Emerging Technology Paper provides further details about the trend of emerging technologies and how Hamilton needs to be prepared to respond to this change.

2.2.4 Integration of Plans

A summary of various provincial and municipal plans and initiatives that have been undertaken since the development of the last TMP is shown in Table 2.3. This is not a complete list, but is intended to provide some context about the breadth of transportation planning policy influences.

In addition to the plans and initiatives noted above, Provincial and Federal budgets also have an important influence on transportation planning and policy at the municipal level.

Hamilton's transportation system is an important part of the integrated regional transportation network around the Greater Toronto and Hamilton Area (GTHA). The three outcomes of our TMP align well with

the Metrolinx Regional Transportation Plan (a review and update of The Big Move, a 25-year multi-modal regional transportation plan for the GTHA, was recently completed). Table 2.4 shows that the ten strategies and proposed goals of The Big Move align well with the TMP review and update desired outcomes.

2.2.5 Scan of Municipal Practices

The practices and policies employed by Hamilton are consistent with the leading municipalities across the GTHA, Ontario, and Canada. Their practices, policies and mode share performance establish the benchmark in Canada. They each cover the areas of focus in Hamilton's TMP review and update, including:

- Complete streets
- Emerging technology
- Health
- Safety
- Direct link to the relevant strategic plan
- Unique and thorough engagement of public stakeholders

A scan of practices and policies included in the transportation master plans of UTI survey Group B municipalities and neighbouring municipalities was conducted. This is summarized in Table 2.5. Each municipality uses unique descriptors in their transportation plans. However, the overall messages and themes being described demonstrate a consistency of plans between peer municipalities.

TABLE 2.3 Summary of Plans and Initiatives Influencing the TMP Review and Update

Provincial Plans and Initiatives		
Plan Name	Influence	Responsible
CycleON Cycling Strategy	Provides a call to action and route map to support and encourage the growth in cycling over the next 20 years	Ministry of Transportation (MTO)
GGH Transportation Plan	Provides a long-term, comprehensive and multimodal transportation plan for the GGH Regional highway systems planning	MTO (in progress)
Growth Plan	Guides growth and development and informs the development of regional growth plans that guide investments and policies	Ministry of Municipal Affairs
Niagara-Greater Toronto Area Corridor Study	Specific regional highway corridor plan that includes highways within Hamilton	MTO
Regional Transportation Plan	Policy document for GTHA supporting the Growth Plan	Metrolinx
Southern Highways Program	An annually published five-year investment plan in highway construction for Southern Ontario.	MTO
Municipal Plans and Initiatives		
Plan Name	Influence	Responsible
Age-Friendly Plan	Helps to identify and address the needs and priorities of the growing number of older adults and seniors	Planning and Economic Development (PED), Public Works (PW), City Manager's Office (CMO), Healthy and Safe Communities (HSC)
Asset Management Plan	Sets out a strategic framework for managing the City's assets, aligning core infrastructure with service objectives, documenting core practices and activities, and guiding action and investment	PW

TABLE 2.3
Summary of
Plans and
Initiatives
Influencing the
TMP Review
and Update
(continued)

Municipal Plans and Initiatives (continued)		
Plan Name	Influence	Responsible
Community Climate Change Action Plan	Helps to address climate change and resilience to the impacts that are expected in and around Hamilton over the coming decade	HSC
Corporate Energy Policy	Facilitates the achievement of City-wide energy reduction targets, provides for ongoing energy monitoring and targeting of utility usage, and define policies regarding capital investment related to energy	PW
Cycling Master Plan	Provides cycling-specific policy direction and network planning	PW/PED
Economic Development Action Plan	Sets “overarching” goals, identifies areas of focus and key industry sectors to concentrate resources on to maximize economic benefits for the city, and identifies priority actions	PED
Goods Movement Study	Examines the City’s technical potential to become an efficient, integrated and sustainable regional intermodal transportation centre	PED/PW
GRIDS	Identifies a broad land use structure, associated infrastructure, economic development strategy and financial implications for the growth options to serve Hamilton for the next 30 years	PED/PW
Hamilton Strategic Road Safety Program	Provides programming, analysis and policy direction to improve the quality of life of the citizens of Hamilton through a reduction in property damage and injury and death resulting from traffic collisions	PW, HSC, Hamilton Police Service, MTO
Official Plans (Urban and Rural)	Guides and shapes development by identifying where and under what circumstances specific types of land uses can be located	PED

TABLE 2.3
Summary of
Plans and
Initiatives
Influencing
the TMP
Review and
Update
(continued)

Municipal Plans and Initiatives (continued)		
Plan Name	Influence	Responsible
Pedestrian Mobility Plan	Provides pedestrian-specific policy direction and identifies incremental implementation through routine accommodation and is consistent with and complementary to Complete Street principles	PW/PED
Rapid Ready	Provides direction on integration of mobility to support the rapid transit network including the BLAST network, supporting the Ten Year Local Transit Strategy, Sustainable Mobility Program, and marketing	PW
Recreational Trails Master Plan	Provides policy direction and network planning on multi-use trails for pedestrians, cyclists and trail users	PW
Strategic Plan	Provides overarching community vision and guidance to City activities	CMO
Sub-area Plans and Studies	These are community plans, often integrated with land use secondary plans, which identify localized transportation improvements to support economic and community development	PED/PW
Ten Year Local Transit Strategy	Provides short term actions to continue developing Hamilton's transit network	PW
Truck Route Master Plan	Provides truck route-specific policies, network planning and an implementation strategy	PW

TABLE 2.4

Relationships between the proposed Big Move Goals and Strategies and TMP Review and Update Desired Outcomes

TMP Review and Update Desired Outcomes	Applicable 2041 Regional Transportation Plan Goals	Applicable 2041 Regional Transportation Plan Strategies
Sustainable and Balanced System (Chapter 4)	<ul style="list-style-type: none"> • Sustainable and Healthy Communities • Strong Connections 	<ul style="list-style-type: none"> • Complete Delivery of Current Projects • Connect the Region • Optimize the System • Prepare for an Uncertain Future
Healthy and Safe Communities (Chapter 5)	<ul style="list-style-type: none"> • Sustainable and Healthy Communities • Strong Connections • Complete Travel Experiences 	<ul style="list-style-type: none"> • Optimize the System • Integrate Transportation and Land Use
Economic Prosperity and Growth (Chapter 6)	<ul style="list-style-type: none"> • Sustainable and Healthy Communities 	<ul style="list-style-type: none"> • Optimize the System • Integrate Transportation and Land Use

2.2.6 Future Uncertainty

There is always uncertainty regarding future conditions. Unexpected changes to Hamilton's current housing market and economy, divestment in transportation technologies, or changes to provincial and regional growth targets and policies could all impact transportation in unpredictable ways. Any major unexpected future condition may trigger the need to review and perhaps update the assumptions of the TMP.

- supportive node and corridor development
- Objective 5: Protect the environment by minimizing impacts on air, water, land and natural resources
- Objective 6: Support local businesses and the community's economic development
- Objective 7: Operate efficiently and be affordable to the City and its citizens

2.3 STRATEGIC PLAN DIRECTION

Vision 2020, Hamilton's first community vision, was developed in 1992. This vision was the basis for Hamilton's 2006 growth strategy (GRIDS) and led to the development of a "Statement of Transportation Objectives and Guiding Principles" to ensure consistency between transportation policies and the direction that Hamilton was taking towards growth.

Statement of Transportation Objectives from the 2007 TMP

- Objective 1: Offer safe and convenient access for individuals to meet their daily needs
- Objective 2: Offer a choice of integrated travel modes, emphasizing active transportation, public transit and carpooling
- Objective 3: Enhance the liveability of neighbourhoods and rural areas
- Objective 4: Encourage a more compact urban form, land use intensification and transit-

TABLE 2.5
Summary of
Approach
and
Practices
in TMPs
and/or
Policy
Documents

TMP / Strategic Approach							
City/ Region	Complete Streets	Emerging Technology	Health	Road Safety	Link to Strategic Plan	Unique Public Engagement	Level of Service (LOS)* Approach
Hamilton	Yes	Yes	Yes	Yes	Yes	Yes	Multi-modal approach (proposed)
Toronto	Yes	Yes	Yes	Yes	No	No	Multi-modal: Further detail analysis if at LOS 'E' or greater
Halton Region	Yes	No	Yes	No	Yes	No	LOS 'E' or better at screenlines
Burlington	Yes	No	Yes	Yes	Yes	Yes	LOS 'D' or better
Oakville	Yes	Yes	Yes	Yes	Yes	No	LOS 'D' or better
Peel Region	Yes	Yes	Yes	Yes	Yes	No	LOS 'E' or better
Mississauga	Yes	Yes	Yes	Yes	Yes	Yes	LOS 'E' or better
Brampton	Yes	No	No	Yes	No	Yes	LOS 'D' or better
Niagara Region	Yes	Yes	Yes	No	Yes	No	LOS 'D' or better
Ottawa	Yes	Yes	Yes	Yes	Yes	No	Multi-modal: Varies by location/mode
Winnipeg	Yes	Yes	No	No	No	No	LOS 'D' or better
Quebec City	Yes	Yes	No	Yes	No	No	n/a
Calgary	Yes	Yes	Yes	Yes	Yes	Yes	Multi-modal/ Quality of Service: varies by mode
Edmonton	Yes	No	Yes	Yes	Yes	No	For greenfield sites: LOS 'D' (10–15 year) and LOS 'E' in 30+ year horizon

* LOS refers to vehicular traffic unless otherwise noted.

Vision 2020 was updated as part of the Our Future Hamilton initiative, which provided the foundation for Hamilton's 10-year (2016-2025) Strategic Plan and to guide future decisions. The plan identifies seven priorities:



Community Engagement & Participation: Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.



Economic Prosperity and Growth: Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.



Healthy and Safe Communities: Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.



Clean and Green: Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.



Built Environment and Infrastructure: Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.



Culture and Diversity: Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.



Our People & Performance: Hamiltonians have a high level of trust and confidence in their City government.

The icons above will be used throughout the TMP review and update document to indicate concepts in the TMP that relate to specific Strategic Plan priorities. Furthermore, the Community Engagement & Participation graphic is used to highlight comments that were heard through public and stakeholder engagement, and how they were incorporated into the TMP review and update.

The four priorities that most directly impact the transportation system are Economic Prosperity and Growth, Healthy and Safe Communities, Clean and Green, and Built Environment and Infrastructure. In addition to those identified above, Community Participation and Engagement was applied in the development of the TMP review and update and will be an important element as part of future implementation and communication.

2.4 REVISED TMP VISION

There is an increased expectation for transparency, accountability, communication, and public participation and engagement in government decision-making. An important first step in the TMP review and update was to engage the public

on whether the vision, transportation priorities and TMP goals identified in the 2007 plan were still valid.

The public was given the opportunity to provide feedback during the first PIC. The spirit of the 2007 plan remained valid. However, comments were received that reflected the changing values of the community (consistent with the Our Future Hamilton process), as well as comments on how to improve upon the 2007 plan. The outcome of this exercise was a revised vision that was presented at the second PIC and various pop-up engagement events. No negative comments were received regarding the revised vision statement, which is presented in Table 2.6.

WHAT WE HEARD:



The TMP Vision should:
 incorporate accessibility,
 be all encompassing, include a
 holistic approach, balance all modes
 of transportation, be comprehensive
 and attainable, provide specific,
 measurable, achievable, relevant
 and programmed results.

TABLE 2.6
 Comparison
 of 2007
 TMP and
 TMP Review
 and Update
 Vision
 (Opportunity
 Statement)

2007 TMP	
Vision (Opportunity Statement)	Key objectives of the Transportation Master Plan include reducing dependence on single-occupant vehicles and promoting improved options for walking, cycling and transit, while maintaining and improving the efficiency of trips related to the movement of goods and servicing of employment areas.
TMP Review and Update	
Revised Vision (Opportunity Statement)	The key objective of the Transportation Master Plan is to provide a comprehensive and attainable transportation blueprint for Hamilton as a whole that balances all modes of transportation to become a healthier city. The success of the plan will be based on specific, measurable, achievable, relevant and programmed results.

WHAT WE HEARD:



Key considerations for the TMP review and update: Road classification, pedestrian/bicycle opportunities, road system opportunities, complete streets, transit service opportunities and goods movement opportunities.

Four measurable goals were identified based on public feedback and the revised vision:

- Reduce dependence on SOVs
- Promote accessibility
- Improve options for walking, cycling and transit
- Maintain and improve the efficiency of goods movement

The measurement of these goals, as well as the TMP vision and policies, is described in more detail in Chapter 8, Monitoring.

2.5 DESIRED OUTCOMES

Four measurable goals were identified based on public feedback and the revised vision:

- Reduce dependence on SOVs
- Promote accessibility
- Improve options for walking, cycling and transit
- Maintain and improve the efficiency of goods movement

The measurement of these goals, as well as the TMP vision and policies, is described in more detail in Chapter 8, Monitoring.

Based on these goals, three desired outcomes for the transportation system were identified through the TMP review and update process and relate to four of the seven City Strategic Plan Priorities, as identified in Table 2.7.

Below is a summary of the desired outcomes, which form the foundation of the TMP review and update and provides the framework of the strategic transportation systems review and detailed policy review. Chapters 3, 4, and 5 describe the three desired outcomes in more detail.

1. Sustainable and Balanced Transportation System: enables the achievement of Hamilton's economic, social and environmental goals. It is also a system that is planned and financed through its full asset life-cycle. A balanced system is characterized by elements such as connectivity, accessibility, choice and equitable accommodation for all modes of transportation and for users regardless of age, ability or income. This desired outcome is most closely associated with the following Strategic Plan Priorities:

- Clean and Green
- Built Environment and Infrastructure
- Healthy and Safe Communities

2. Healthy and Safe Communities: are enabled by a transportation system that encourages active lifestyles, provides safe movement of people, and reduces dependence on SOVs. The system helps Hamilton to be a safe and supported city where people are active, healthy and have a high quality of life.

TABLE 2.7
Relationship between the 2016–2025 Strategic Plan Priorities and the TMP Review and Update Desired Outcomes

Related 2016-2025 Strategic Plan Priorities	Corresponding TMP Review and Update Desired Outcomes
Built Environment and Infrastructure and Healthy and Safe Communities	Balanced and Sustainable System (Chapter 4)
Healthy and Safe Communities and Clean and Green	Healthy and Safe Communities (Chapter 5)
Economic Prosperity and Growth	Economic Prosperity and Growth (Chapter 6)

This desired outcome aligns directly with the following Strategic Plan Priorities:

- Healthy and Safe Communities
- Clean and Green

3. Economic Prosperity and Growth: are enabled by a transportation system that provides efficient access for industries and businesses to markets, employees, suppliers and customers. The system helps people successfully provide for themselves and their families, provides access to quality and well-paying job opportunities and results in a prosperous and diverse local and regional economy that benefits all residents. In addition, providing high quality multi-modal choices enables households to reduce overall transportation costs. This desired outcome aligns directly with the following Strategic Plan Priority:

- Economic Prosperity and Growth

Policy papers were prepared for each of the subject areas based on the 2007 TMP objectives and principles.

Recommendations from these policy papers were incorporated into the 2007 TMP.

Policies and recommended actions from the 2007 TMP were reviewed and updated as part of the TMP review and update. The review included consideration of current issues and constraints mentioned during public consultation events, the technical analysis related to issues and opportunities, transportation system planning, CLB streets, and Provincial and Regional Transportation Studies that influence and impact Hamilton. The three key outcomes identified above were also considered as part of this review process.

The policy review identified initiatives that had been undertaken since the 2007 TMP, reviewed best practices, highlighted fundamental changes to those policies prepared in 2007, introduced new policies resulting from changes in transportation trends and current transportation initiatives from a municipal, provincial or federal

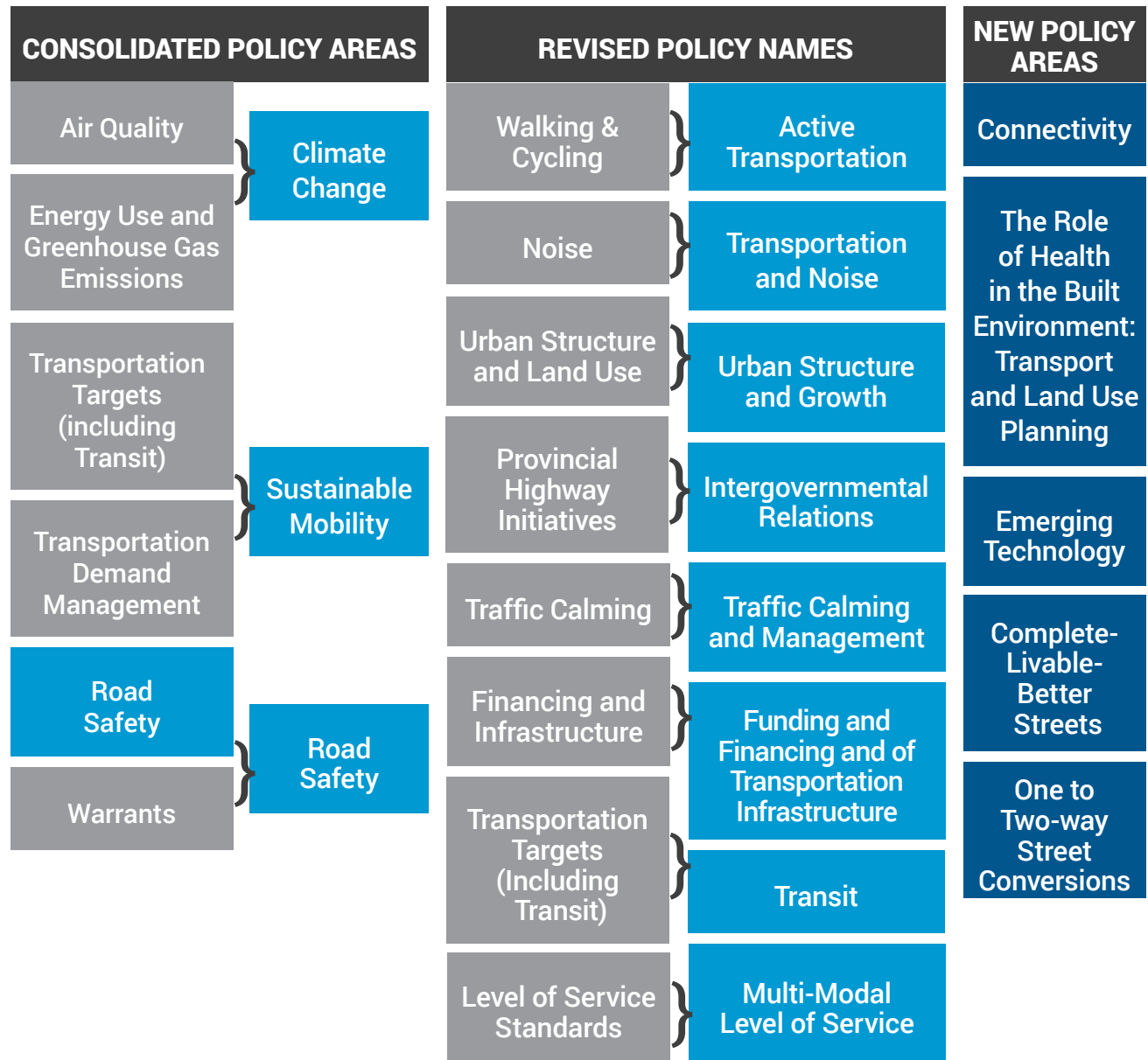
level and identified an updated action plan to implement the revised and new policies.

The results of the policy review and update are summarized in Figure 2.4. In general, six subject areas were condensed into four through the process of consolidation, seven were renamed, and six new subject areas were added, resulting in a total of 25 subject areas. The policy

subject areas in this TMP provide the principles to review the next iteration of GRIDS, looking at a planning horizon of 2041.

The relationship between the three desired outcomes of Hamilton's transportation system and the 25 policy papers is shown in Figure 2.5.

FIGURE 2.5 Revised Policy Framework



POLICY AREAS (MAINTAINED)				
Access Management	Land Use and Travel Patterns	Goods Movement	Road Classification	Urban Design
Accessibility	Economic Development	Parking	Rural Road Standards	

FIGURE 2.5 Desired Outcomes of Hamilton's Transportation System

ECONOMIC PROSPERITY AND GROWTH

Policy Themes:

- Economic Development
- Goods Movement
- Land Use and Travel Patterns
- Parking

HEALTHY AND SAFE COMMUNITIES

Policy Themes:

- Accessibility
- The Role of Health in the Built Environment: Transportation and Land use Planning
- Road Safety
- Traffic Calming and Management
- Transportation and Noise

SUSTAINABLE AND BALANCED TRANSPORTATION SYSTEM

Policy Themes:

- Access Management
- Funding and Financing of Transportation Infrastructure
- Active Transportation
- Climate Change
- Complete-Liveable-Better Streets
- Connectivity
- Emerging Technology
- Intergovernmental Relations
- Multi-Modal Level of Service
- Road Classification
- Rural Road Standards
- One to Two-way Street Conversions
- Sustainable Mobility
- Transit
- Urban Design
- Urban Structure and Growth

Chapter 3

Strategic Transportation System Evaluation of Alternatives

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Chapter 3

Strategic Transportation System Evaluation of Alternatives

This chapter describes the identification and evaluation of strategic transportation system alternatives.

3.1 TRAVEL DEMAND FORECASTING (EMME MODEL)

Travel demand forecasting was undertaken for the TMP review and update to evaluate the existing conditions and forecast future (2031) transportation system performance including identification of deficiencies and assessment of network needs and opportunities.

The City's travel demand model is a link-based macro-level (regional-scaled) transportation simulation model using the EMME software package. The model is an AM peak model only.

The model was developed as a traditional four-stage approach, which includes:

1. Generating trips that use a transportation system
2. Distributing those trips to and from origin-destination traffic zones across the network

3. Dividing the trips by mode of travel (e.g. driver, passenger, transit)
4. Assigning the trips to a broad transportation system

Travel demand models are calibrated against observed traffic data crossing a series of imaginary "screenlines" in order to ensure the model adequately captures and simulates existing travel. This ensures that the model can be used to forecast future conditions based on growth projections across the Greater Golden Horseshoe (GGH). Thus, macro-level models are generally applied to inform policy direction and decision-making. They are not intended to be used to make specific infrastructure investments solely based on its outputs. They are also not used to assess localized traffic operation issues such as intersection performance, traffic queues, and turning movements. Further details about the modeling are provided in the EMME Technical Report.

The updated model reflects the 2011 Transportation Tomorrow Survey (TTS) data, and includes an updated road and transit network, revised GRIDS land use data, a disaggregated trip generation process, new base trip tables for trip distribution through the Fratar process and a validated transit mode split procedure.

Validation is the process of comparing modelled traffic volumes with observed traffic volumes to assess how well the demand forecasting model fits. Validation was completed for year 2011 for the screenline locations through linear goodness of fit model validation and through the non-linear single acceptance threshold GEH Statistic, which is a commonly used transportation forecasting technique to compare two sets of traffic volumes.

There was also a further validation procedure undertaken as part of collaboration with the B-Line LRT project and the modelling undertaken as part of that assignment. This

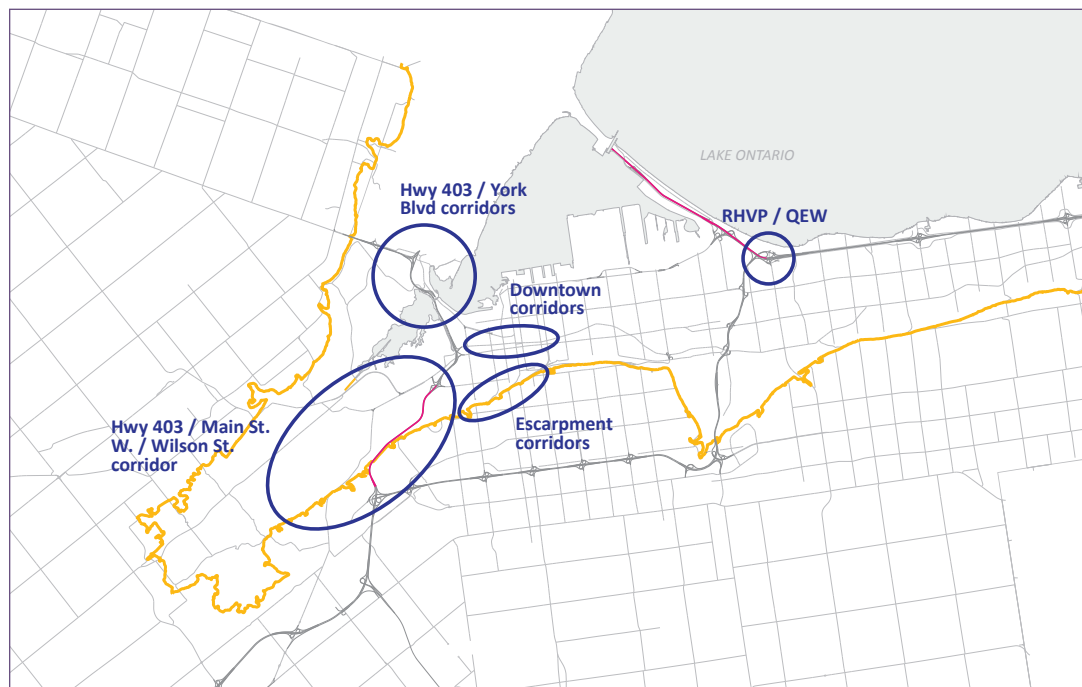
provided both projects the opportunity to validate each other's work. The information from the TMP modeling exercise was then utilized and updated in collaboration with the B-Line LRT project.

Based on these calibration and validation processes, the model was verified to be within acceptable thresholds. As identified in Chapters 7 (Recommendations) and 8 (Monitoring), when new information becomes available through TTS and Statistics Canada, and as changes to population and employment projections, the road network, or other changes occur, the proactive management and monitoring of the model should be undertaken.

3.2 EVALUATION OF EXISTING CONDITIONS

Once the calibration and validation of the model was completed, the model was run to evaluate existing conditions. Evaluation of existing conditions is necessary in order to

FIGURE 3.1
2011 Existing
Conditions
AM Peak
Hour Model
Results



provide a baseline to compare future performance against.

Figure 3.1 shows the existing conditions 2011 AM Peak Hour model results, which identifies five areas that present challenges to providing an efficient transportation system:

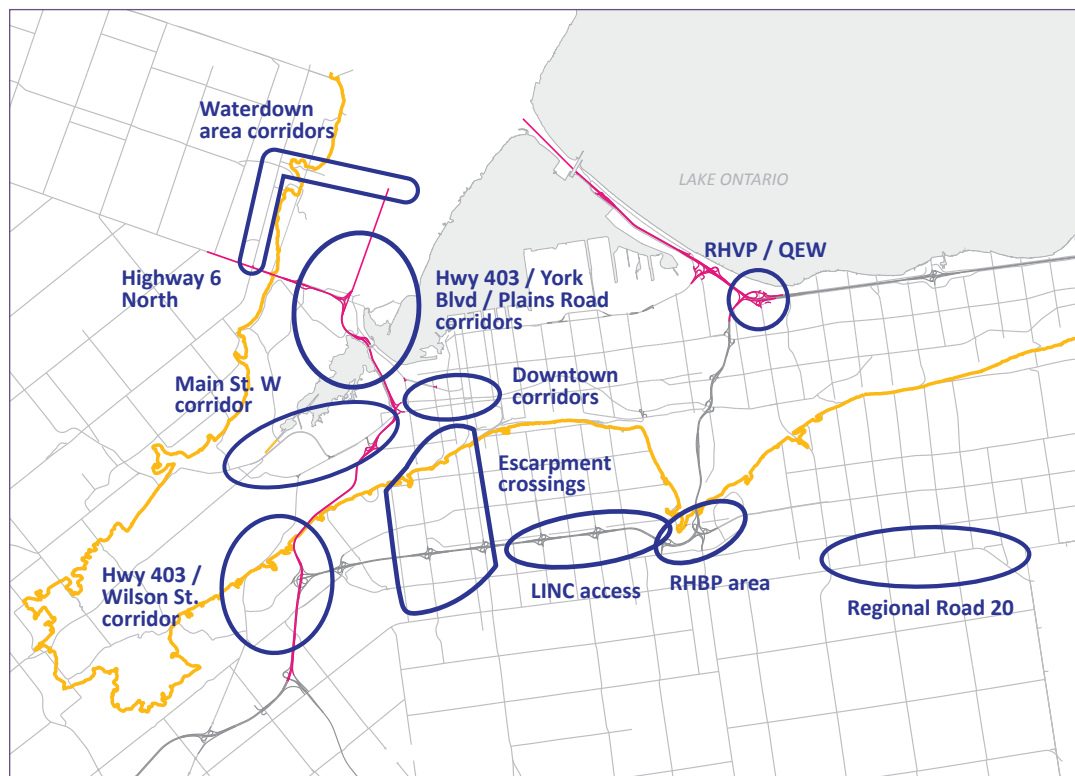
- Red Hill Valley Parkway (RHVP) / QEW
- Highway 403/York Boulevard corridors
- Highway 403/Main Street West/Wilson Street Corridors
- Downtown corridors
- Escarpment crossings

projected travel patterns in 2031 if no planned or further system infrastructure improvements are made must be understood. Accordingly, two “Do Nothing” scenarios were run. As Figure 3.2 demonstrates, under these scenarios, the areas of concern identified under the existing conditions remained or expanded to affect other areas of the system. Further, additional areas of concern developed in locations primarily driven by expanded residential growth areas without additional supporting road networks or transit service. The development of alternative scenarios to address these areas of concern is discussed in the next section.

3.2.1 Assessment of Future “Do Nothing” Conditions

In order to identify potential alternative scenarios for consideration, an understanding of the impacts associated with the

FIGURE 3.2
2031 “Do Nothing”
AM Peak
Hour Model
Results



3.3 IDENTIFICATION OF STRATEGIC TRANSPORTATION SYSTEM ALTERNATIVES

In order to minimize the identified potential system challenges associated with the “Do Nothing” scenario, several strategic transportation system alternatives were identified and analyzed as part of the TMP review and update. These are described within this section.

A “2031 Base Case” scenario established the framework from which future alternatives would be modelled and future recommendations built. The “2031 Base Case” included two models which consisted of a “2031 Base Case” scenario without any planned improvements or programs previously identified and a “2031 Base Case” scenario including current planned and approved upgrades. These improvements are derived from sub-area plans, Council approved initiatives, as well as the capital budget and the City’s Development Charges (DC) By-law (2014). No additional improvements above and beyond what has already been approved are included in this scenario. Each base case was analyzed to recognize the demand which would occur on Hamilton’s network by 2031, providing direction on planned improvements based on areas of concern.

A 12% transit mode share assumption was carried forward, consistent with the 2007 TMP, which is associated with development of the rapid transit network (BLAST) and GO Transit rail expansion to the West Harbour and Confederation Stations (all day service). No enhancement to GO bus service was assumed. Truck mode share is based on MTO roadside

commercial trucking survey data, while other travel modes are assumed to remain the same.

This information was used alongside the outputs of the EMME model to identify alternative solutions that could be evaluated against a number of criteria for future study and consideration. The Base Case validates the need for the previously approved improvements (as identified in Maps 3A and 3B and Appendix A). Notwithstanding these improvements, the analysis of the outputs from the EMME model illustrated in Figure 3.3 indicates there will still be capacity deficiencies and pinch points along strategic road links. Alternative solutions to address these deficiencies were therefore identified.

The consideration of different alternatives is an essential part of the EA process. Five alternatives were examined to determine how well they would meet the City’s transportation system to 2031. These include:

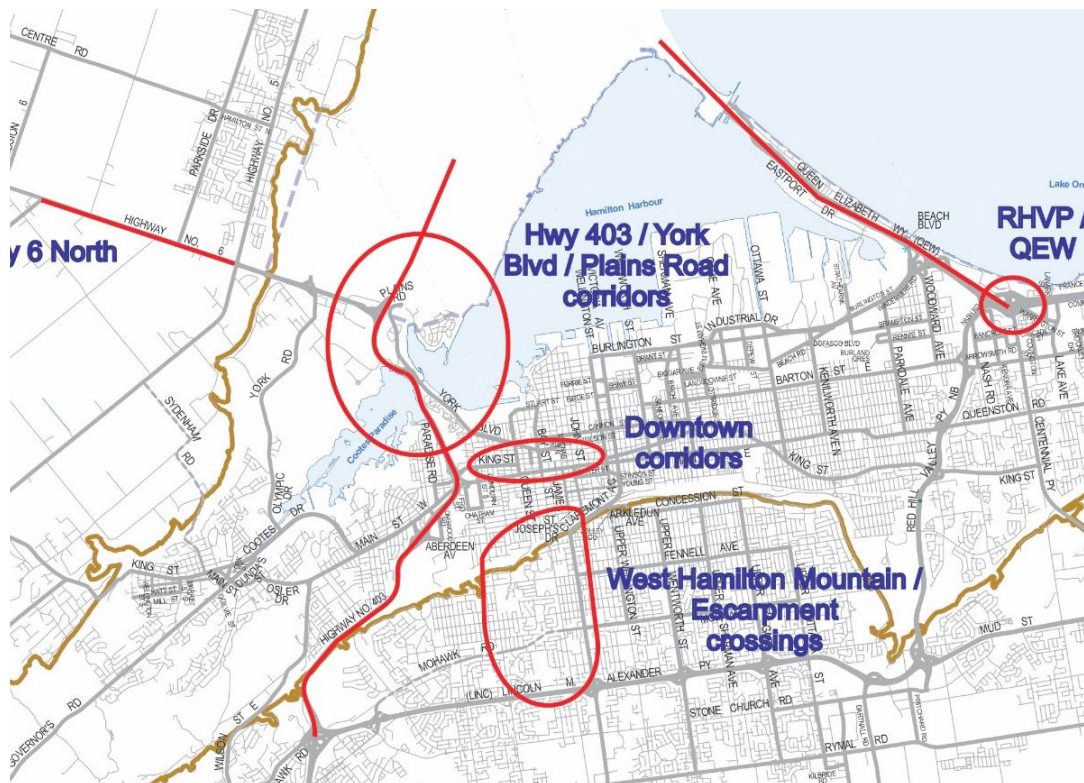
Alternative A: Widen Highway 403 /QEW

- Widening of Highway 403/QEW from King Street to the Highway 6 South Interchange to remove a bottleneck in the existing system.

Alternative B: Localized Improvements (identified through the TMP review and update Process)

- Double transit ridership between upper and lower Hamilton especially on Beckett and James Mountain Road
- Decrease auto trips originating and destined within the Downtown by 5% by changing mode to increased walking and cycling

FIGURE 3.3
2031 AM Peak
Hour Model
Results with
Planned Road
and Transit
Improvements



- Build new roadway from RHVP to airport
- Make interim improvements (optimization) to RR 20 east of Centennial Parkway

Alternative B also relies heavily on the implementation of BLAST, the 10 Year Transit Strategy, and the Cycling Master Plan to achieve transit ridership increases and mode shifts.

Alternative C: Includes Alternative B and widening of LINC and RHVP to six lanes

- Address two bottlenecks identified in the future planning horizon by providing additional capacity on the LINC and RHVP
- Localized improvements identified in Alternative B above

Alternative D: Includes Alternatives A, B and C

- Address two bottlenecks identified in the future planning horizon by providing additional capacity on the LINC and RHVP
- Requires MTO investment to widen Highway 403/QEW to effectively use the increased capacity on the LINC and RHVP
- Localized improvements identified in Alternative B above

3.4 EVALUATION OF STRATEGIC TRANSPORTATION SYSTEM ALTERNATIVES

The following sections summarize the evaluation of strategic transportation system alternatives identified in the previous section. This includes a technical analysis using the City’s travel demand model, as well as overall assessment following the EA process.

The Municipal Class EA document provides guidance on how to evaluate alternative solutions. General criteria include considerations regarding Transportation, Land-Use Planning Objectives, Natural Environment / Natural Heritage Features, Social Environment, Cultural Environment Heritage, First Nations/Aboriginal Peoples and Economic Environments. We have refined these criteria for the purpose of the TMP review and update. This refinement incorporated the lens of the EA process and the three desired outcomes of the transportation system: Sustainable and Balanced Transportation System, Healthy and Safe Communities, and Economic Prosperity and Growth.

Each of the strategic transportation system alternatives were evaluated based on five categories:

- Transportation (Sustainable and Balanced System)
- Environment (Sustainable and Balanced System)
- Social (Healthy and Safe Communities)
- Economic (Economic Prosperity and Growth)
- Implementation (Sustainable and Balanced System)

Table 3.1 provides a summary of the evaluation of strategic transportation system alternatives based on the criteria above.

3.5 PREFERRED SOLUTION

As Table 3.1 indicates, the preferred overall strategy is Alternative D. Since no single approach is likely to solve all transportation problems, this will provide a long-term solution that the

City should continue to work towards, which includes:

- Widen Highway 403 / QEW
- Localized improvements
- Expansion of the LINC and RHVP to six lanes

The immediate priority is localized improvements, with potential need for the others to be in the later years of the planning horizon of the TMP.

WHAT WE HEARD:





The public preferred the implementation of all improvements as the preferred solution, with a focus on localized improvements.

However, this long-term solution is not without challenges. For example, improvements to the transportation system such as the expansion of the LINC and RHVP would not be a prudent measure given the pinch points associated with the Provincial freeway network (QEW and Highway 403). Any capacity gained through the LINC and RHVP expansion until these pinch points are resolved would be negated. Further investigation into the sustainability of future expansion should be undertaken. This is described in more detail in Chapter 7 (Recommendations).

Other long-term and interim solutions to the transportation system that are within the City's control regarding localized improvements should be explored. As such, additional sensitivity testing was undertaken regarding localized network improvements and is discussed in the next section.



TABLE 3.1 Environmental Assessment Evaluation of Strategic Transportation System Alternatives

Evaluation Criteria	Alternative A Widen Highway 403/QEW	Alternative B Localized Improvements (identified through the TMP Process)
Transportation (Sustainable & Balanced)	<ul style="list-style-type: none"> Provides more efficient connections with regional networks Does not provide diverse transit options 	<ul style="list-style-type: none"> Incorporates multi-modal network enhancements
Environment (Sustainable & Balanced)	<ul style="list-style-type: none"> Increase in air emissions Requires expansion into surrounding lands 	<ul style="list-style-type: none"> Localized impacts due to road widening conflicts Increase in air emissions
Social (Healthy & Safe Communities)	<ul style="list-style-type: none"> Potential to reduce collisions and infiltration of traffic into community 	<ul style="list-style-type: none"> Current committed projects will not significantly improve the transportation choices
Economic (Economic Prosperity & Growth)	<ul style="list-style-type: none"> Widening will have major impacts on the Hamilton Economy during construction Requires funding from Senior Government 	<ul style="list-style-type: none"> Committed projects are planned within budget Committed works do not account for future investment
Implementation (Sustainable and Balanced)	<ul style="list-style-type: none"> Major impacts to Hamilton network during construction May require new revenue tools 	<ul style="list-style-type: none"> Minimal impacts Projects have been identified in the 2007 TMP May require new revenue tools
Overall assessment		



Least Preferred → Most Preferred

TABLE 3.1 Environmental Assessment Evaluation of Strategic Transportation System Alternatives

Evaluation Criteria	Alternative C Localized Improvements and widening of LINC and RHVP to six lanes	Alternative D Widen Highway 403/QEW, Localized Improvements, Widening of LINC and RHVP
Transportation (Sustainable & Balanced)	<ul style="list-style-type: none"> Promotes the continued use of SOV travel 	<ul style="list-style-type: none"> Provides diverse transportation options Provides long term solution
Environment (Sustainable & Balanced)	<ul style="list-style-type: none"> Requires expansion into surrounding lands Potential to increase SOVs on Hamilton roads Increase in air emissions 	<ul style="list-style-type: none"> Requires expansion into surrounding lands Improves quality of service Potential to increase SOVs on Hamilton roads
Social (Healthy & Safe Communities)	<ul style="list-style-type: none"> Potential to reduce collisions and infiltration of traffic into community. 	<ul style="list-style-type: none"> Potential to reduce collisions and infiltration of traffic into community.
Economic (Economic Prosperity & Growth)	<ul style="list-style-type: none"> Will require improved ramp facilities and connections to adjoining highways 	<ul style="list-style-type: none"> Will require Senior government funding and coordination Will have major impacts on the Hamilton economy during construction
Implementation (Sustainable and Balanced)	<ul style="list-style-type: none"> Connections to/from LINC must be seamless Requires EA and funding for expansions 	<ul style="list-style-type: none"> Requires EA and funding from senior government for widening and improvements May require new revenue tools Will have negative impacts and restrict social activities during construction
Overall assessment		



Least Preferred → Most Preferred

3.5.1 Sensitivity Testing for Localized Improvements

Additional sensitivity scenarios were developed to examine in more detail potential localized improvements and to be responsive to community comments received as part of the TMP review and update and related comments identified through the B-Line LRT project. These are described in more detail below:

Scenario 1 Escarpment crossings:

Network performance at escarpment crossings is a key issue for residents as these routes provide access across the natural barrier to and from the Downtown core. The escarpment crossing scenarios developed for this assessment were intended to provide insight into the impacts of certain targeted adjustments to the Escarpment crossings, including:

Scenario 1A: Claremont Access as two lanes up, two lanes down: to evaluate the impacts associated with the Claremont Access operating with two lanes up bound and two lanes down bound, thereby providing one southbound travel lane re-purposed to facilitate walking and cycling.

Scenario 1B: Removal of peak-hour lane control system on Sherman Cut: to assess the impacts of converting Sherman Cut from a two lane directionally controlled road to a typical two lane cross section (one lane northbound, one lane southbound). Currently, Sherman Cut operates with directional control during the AM and PM peaks, enabling one-way travel in the peak direction along both lanes.

Scenario 1C: combines Scenarios 1A and 1B.

Scenario 2: Transit needs and opportunities: The purpose of this assessment was to determine the system impacts associated with the potential exclusive use of James Mountain Road by transit, walking and cycling modes. This model assessment was also intended to assess the transportation system performance along transit route corridors, in order to determine which routes would experience reduced reliability in the AM peak hour and locations that would benefit from transit priority measures. This assessment assumes 10-minute headways along the BLAST network.

Scenario 3: Street conversions:

The purpose of this assessment was to identify the system impacts associated with street conversions (one-way to two-way street conversions). This scenario was executed according to three scenario subsets specific to the impacts associated with Main Street, including:

- a. Paradise Road North to the Delta⁹
- b. Queen Street North to the Delta
- c. Wellington Street to the Delta

The evaluation criteria used for the sensitivity testing through the EMME model included:

- Potential for traffic diversion
- Transportation system performance (e.g. corridor operations, ridership impacts)
- Impact on travel speed

- Environmental (air quality) impacts (e.g. estimated CO2 emissions)

Based on the outputs of the travel demand model, the following conclusions have been identified from a transportation systems perspective for the AM Peak hour only:

Scenario 1: Escarpment Crossings

Conclusion: Although the Sherman Access appears to operate well, the system would benefit from maintaining the peak hour control system on the Sherman Cut and modernizing the system. Therefore, some further feasibility regarding the interaction and impact on operations and safety between the Sherman Access and the Sherman Cut may be undertaken. The conversion of a southbound lane on the Claremont Access to facilitate walking and cycling trips is acceptable and would increase the connectivity between the central upper and lower city by providing multi-modal options.

Scenario 2: Transit Needs and Opportunities

Conclusion: There are opportunities for transit priority measures along the BLAST network, primarily at locations intersecting the LINC, Escarpment crossings and through dense urban corridors (i.e. Downtown). In terms of James Mountain Road, there would be no benefit to the system if this Escarpment crossing was used exclusively for transit, walking and cycling. Further investigation for transit priority measures to focus on up- and downstream efficiencies to permit transit access to James

Mountain Road could provide more benefits. This is already underway for the A Line.

Scenario 3: Street Conversions

Conclusion: The configuration of the Highway 403 interchange ramps at King Street and at Main Street and the detailed impact analysis relating to the up- and downstream operations along the mainline and associated costs rely on consultation and coordination with MTO and do not provide any benefit from a system operations perspective. Therefore in the immediate term, the barriers posed by the integration with Highway 403 make two-way conversion west of Wellington (scenarios 3A and 3B) problematic and would require further consultation with MTO. However, scenario 3C does identify potential opportunities to examine in more detail that could have transportation system benefits. Chapter 4 identifies applicable policy and decision-making frameworks that include livability and economic development criteria for future consideration. The Street Conversion (One- to Two-Way) Policy Paper discusses our approach to street conversions in general.

More details on the above evaluation are available in the EMMÉ Technical Report. This analysis is one of many inputs into the decision-making process that identifies the future timing of improvements for implementation.

⁹The Delta is the location described as the intersection of Main Street East and King Street East at the easterly edge of Gage Park within the Delta Neighbourhood.

Part B:

Transportation Master Plan Review and Update

Transportation Vision

To provide a comprehensive and attainable transportation blueprint for Hamilton as a whole that balances all modes of transportation to become a healthier city. The success of the plan will be based on specific, measurable, achievable, relevant and programmed results

Chapter 4

Sustainable and Balanced Transportation System

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Chapter 4

Sustainable and Balanced Transportation System



Clean and Green



Built Environment and Infrastructure

The direction of the transportation system in Hamilton is aligned with the City's strategic priorities through the three desired outcomes that were identified during the TMP review and update process (see Figure 4.1). These outcomes are strongly interconnected. This chapter focuses on building and maintaining a sustainable and balanced transportation system.

A sustainable and balanced transportation system is associated with elements such as connectivity, accessibility and equitable accommodation for all modes of transportation and for users of all ages, abilities and income.

4.1 PLANNING FOR A SUSTAINABLE AND BALANCED TRANSPORTATION SYSTEM

Table 4.1 summarizes the TMP review and update performance indicators associated with a Sustainable and Balanced Transportation System.

To achieve these long-term targets and goals, the following sub-sections and associated policy themes identify some of the key actions and associated measures of success. A complete list of actions associated with a Sustainable and Balanced Transportation System are identified in Table 4.3.

FIGURE 4.1 Desired Outcomes of Hamilton's Transportation System



The University of Winnipeg's Centre for Sustainable Transportation (CST)¹⁰ defines a sustainable transportation system as one that is planned, designed, operated and maintained to:

- Allow individuals and societies to meet their access needs safely and in a manner consistent with human health and ecosystem health, and with equity within and between generations
Be affordable, operate efficiently, offer choice of transport mode, and support a vibrant economy
- Limit emissions and waste within the planet's ability to absorb them, minimize consumption of non-renewable resources, limit consumption of renewable resources to the sustainable yield level, reuse and recycle its components, and minimize the use of land and the production of noise.

TABLE 4.1 Summary of key performance indicators

Policy Theme Area	Performance Indicator(s)	Future Signs of Success
Sustainable Mobility	SOV mode share (%)	↓
	Smart Commute Program participation	↑
Active Transportation	Walking/Cycling trips per capita	↑
	Hamilton public bike share system usage	↑
	Kilometers of protected cycling infrastructure	↑
Transit	Transit mode share (%) and trips per capita	↑
	Completion of rapid transit network, BLAST (%)	↑
Roads	Implementation of strategic road network (%)	↑
Climate Change	Corporate and total GHG emissions	↓

¹⁰Defining Sustainable Transportation (2005). The Centre for Sustainable Transportation

WHAT WE HEARD:

“Focus on public transit, walking and cycling, complete streets and complete communities.”

“How many do you identify with?”



Built Environment and Infrastructure

4.2 NEW DIRECTIONS AND/OR POLICY LINKS

The following sections summarize the key policy subject areas that support a Sustainable and Balanced Transportation System.

4.2.1 TDM and Sustainable Mobility

Transportation Demand Management (TDM) is “The use of policies, programs, services and products to influence whether, why, when, where and how people travel”¹¹. The implementation of TDM measures can result in travel behaviour change, including:

- Shifting travel modes (e.g. walking, cycling, taking transit or carpooling instead of driving alone)
- Driving reductions (e.g. drivers making fewer trips by car and to closer destinations)
- Reducing the numbers of trips people make (e.g. more people choosing to telework, shop online or combining trips)
- Time and route shifting (e.g. more drivers changing the time or route of their driving trip to avoid traffic congestion)

- Pricing tools
- Increases household financial ability by reducing costs associated with vehicle ownership

TDM is one implementation tool to facilitate Sustainable Mobility. Small expenditures can lead to important improvements in a citizen’s commute where the return on investment includes:

- Reduce the need for additional roads or expansions
- Reduce wear and tear on roads
- Contribute to sense of place and road safety helping to achieve the goals of Vision Zero
- Improve air quality and reduce climate change impacts
- Encourage physical activity and contribute to positive health outcomes.

Key recommended actions for TDM build on the achievements of the City’s Sustainable Mobility program since its launch in 2009. Actions are focused on expanding programs to more employees, more residents and expanding the geographic influence of programs. A new area of focus will include individualized marketing as part of, but not limited to, major construction and special events.

¹¹Transportation Demand Management for Canadian Communities: A Guide to Understanding, Planning and Delivering TDM Programs. Transport Canada. 2011.

FIGURE 4.2: Definition of TDM

Transportation Demand Management				
The reduction of SOV use through policies, programs, strategies and interventions that affect whether, why, when, where and how a person travels				
Whether	Why (Purpose)	When (Time)	Where	How (Mode)
Telework, flexible work hours, online shopping	Work, school, errands, recreation	Weekday, weekend, evening, peak times	Neighbourhood, community, City	Walk, cycle, transit, drive

4.2.2 Active Transportation

Active transportation includes all forms of human-powered transportation. It was identified as an important element in the 2007 TMP and will continue to be to 2031 and beyond.

Several major milestones have been achieved since 2007:

- Adoption and application of the updated Cycling Master Plan (CMP), Shifting Gears (2009)
- Adoption and application of the Pedestrian Mobility Plan (PMP), Step Forward (2013)
- Installation of approximately 85 lane km of bicycle lanes (2010-2016)
- Installation of over 300 bike racks within the right-of-way (2010-2016)
- Recreational Trails Master Plan (RTMP) (2016)
- Implementation of SoBi Hamilton, the City's public bikeshare system, with 750 bikes and 115 stations (2015)

- Hamilton received recognition as being a Silver-rated Bicycle-Friendly City through Share the Road Cycling Coalition (2012 and 2016)

Planning for pedestrians continues to be guided by the Pedestrian Mobility Plan. The PMP is complementary to the concept of Complete-Livable-Better (CLB) Streets discussed in more detail in Section 3.2. Incremental change through routine accommodation was identified to facilitate the expansion of the sidewalk network and improve the overall quality of the pedestrian experience in the city both along streets and crossing streets.

A review and update of the CMP was undertaken as part of this TMP Review and Update. It primarily incorporates housekeeping changes and includes the following elements:

- Preferred network
- Cycling facility types and selection considerations
- Assessment and monitoring
- Maintenance
- Supporting programs (e.g. bike parking, bike share, education, promotion, etc.)
- Implementation



Healthy and Safe Communities



Built Environment and Infrastructure



Clean and Green

Maps 1a and 1b show the ultimate cycling network as planned in this update.

A preferred cycling network (maximum 2 km spacing in urban areas), for example, was identified through cycling network planning and initially captured in Hamilton's Cycling Master Plan Shifting Gears 2009. Any newly developed areas also need to identify a cycling network that links to the existing network, requiring an update to the plan. The TMP review and update is designed to be the blueprint and the context used when those updates are made to ensure they reflect the latest policy guidelines, technologies and incorporates the latest understanding of the full integrated transportation system and local community priorities.

Key recommended active transportation actions that support a sustainable and balanced transportation system are summarized in Table 4.3. Additional details are included in the Cycling Master Plan Review and Update.

4.2.3 Transit

In the 2007 TMP, transit was identified as a major cornerstone of the transportation system in order to contribute to the system efficiency by reducing the need for expensive road expansion. It identified the need to develop higher-order (rapid) transit within the city to support the urban growth structure of nodes and corridors as part of GRIDS. The higher-order network identified in the 2007 plan was updated according to the Rapid Ready Report, which identified the BLAST network. In addition, Hamilton has made a number of investments and achieved

numerous successes, including but not limited to:

- Identification of proposed high-frequency corridors as part of Hamilton Street Railway (HSR) Operational Review (2010)
- Adoption of Transit-Oriented Development (TOD) Guidelines (2010)
- Development and approval of the Rapid Ready report to support the BLAST network (2013)
- Integration of real-time transit data (2014)
- Approval of the Ten Year Local Transit Strategy to support the BLAST network (2015)
- Successful implementation of a public bike share (bicycle transit; SoBi Hamilton) system to support first- and last-mile transit trips (2015)
- Implementation of the Mountain Climber Program, currently a pilot, allowing cyclists to access Escarpment crossings using HSR for free (2017)
- Implementation of the Mountain Transit Terminal park and ride facility (2013), and the Eastgate Transit Terminal (renovated in 2008), Downtown (MacNab Street) Terminal (2011) and Mohawk College Terminal (2016)

Hamilton's BLAST network is part of the Greater Toronto and Hamilton Area (GTHA) regional transit system, as identified in The Big Move (2008). The City's continued partnership with Metrolinx is helping Hamilton implement rapid transit.

Examples of some of the recent successes and ongoing activities include:

- Planning and funding of the B-Line
- LRT
- West Harbour GO Station
- Planning of Confederation GO Station
- Working toward two-way all-day (TWAD) GO rail service

Metrolinx has made a significant funding commitment to build Hamilton's B-Line LRT corridor. This is the largest capital project in the City's history at an estimated investment of \$1 billion, anticipated to commence construction in 2019 and operating by 2024. This funding includes the capital costs of building the approximately 13 km in length LRT, which will extend from McMaster University through downtown Hamilton to the Eastgate Square (B-Line). This transit investment has the potential to transform the way Hamilton moves in a more sustainable manner, diversify and intensify development in the City, and integrates with an overall efficient multi-modal transportation system, including integration with conventional HSR service.

Despite these investments, transit ridership in Hamilton decreased slightly between 2006 and 2015 in terms of transit trips per capita per year, as shown in Table 4.2. Continuing the commitment to fund transit initiatives, including the BLAST network, is essential in order to continue working towards the aspirational transit ridership targets of the TMP, described in more detail below. Related to transit ridership, a balance must be found

between adding or increasing transit service in areas of new or increasing development and maintaining a sustainable operating cost recovery ratio.

Canadian Urban Transit Association (CUTA) identifies a future in which public transit maximizes its contribution to quality of life with benefits that support a vibrant and equitable society, a complete and compact community form, a dynamic and efficient economy, and a healthy environment.

Similar to other transportation modes, transit faces pressures arising from the accelerating pace of change. Fast-approaching opportunities and challenges will drive major shifts in how transit can meet the needs of residents.

Changing demographics and emerging technologies have been, and will continue to be drivers of change. Millennials are choosing to drive less or not obtaining driver's licences. At the same time, our population is aging. This has an impact on traditional transit service as well as accessible transit services (ATS). Both of these drivers for change present unique challenges and opportunities for which we can find solutions such as rapid transit and micro-transit. Rapid transit could run along higher density corridors to connect nodes (e.g. employment centres) and better connect people to their destinations.

The sharing economy has been a major influence on changing the traditional transportation paradigm. The concept of mobility-as-a-service (MaaS) has been becoming more popular and is quickly shifting how we view transportation, including transit.

TABLE 4.2
Transit
trips per
capita in
Hamilton¹²

2006	2013	2015	% Change 2013–2015
47.99	45.13	44.71	-0.93%

¹²2017 Transit Operating Budget Ten Year
Local Transit Strategy

MaaS places less emphasis on personal ownership of transportation assets and introduces a seamless multi-modal solution that may include a single system, which monetarizes individual trips regardless of mode type to inform trip-making decisions and dissolve transportation silos. Emerging technology is an essential element of the sharing economy and MaaS.

Transit in Hamilton has already been laying the foundation for MaaS. One example of this is fare integration between transit providers (i.e. Presto, TransCab). MaaS has the potential to provide a similar service but would provide mobility packages (including fare integration) for multiple modes of transportation through a single platform.

Concepts such as privately operated on-demand, one-way micro-transit may have a negative effect on public transit ridership, while having a positive effect on overall transit participation and the efficiency of the overall transportation system. There are opportunities for the HSR to explore the provision of a micro-transit service in low density areas that do not meet performance standards for fixed-route service.

Continued investigation on how to integrate other transportation modes into transit is needed. This will also

help to identify potential impacts and benefits to the transportation system in the future and guide decision making.

Key recommended actions that support Hamilton’s transit system and ultimately a sustainable and balanced transportation system are summarized in Table 4.3.

4.2.4 Roads

Future growth and increasing travel demands will place increasing pressures on the existing road system. Strategies and initiatives to enhance Hamilton’s transportation network include rapid transit, application of intelligent transportation systems (ITS) and other emerging technologies, and TDM tools and strategies, all of which help maximize the efficiency of the road network. However, there is also a need to supplement these strategies with other road system improvements, including selective road expansion.

Provincial Network

An efficient Provincial highway network can support Hamilton’s employment growth and connect people and goods to other parts of the provincial highway system. As identified in Chapter 3 of this report, forecasts show that Highway 403 and the QEW under existing conditions and under a “do-nothing” future scenario will operate under congested conditions without any additional widening. As a result, this has a negative impact on the RHVP and LINC, which also increases the potential for infiltration of traffic through Hamilton’s neighbourhoods and escarpment crossings.

Addressing growing congestion on Highway 403 and the QEW is critical from a number of perspectives. In addition to addressing the issue of traffic infiltration, keeping these provincial facilities moving is important for both the local and regional economies.

As part of the the Niagara-to-Greater Toronto Area (NGTA) study completed by MTO, several alternatives to increase system capacity for people and goods were evaluated. These included both transit and highway infrastructure options. Phase 1 of the NGTA study recommended the addition of a lane in each direction along Highway 403 between King Street/ Main Street and Jerseyville Road, as well as an additional lane in each direction along the QEW between the RHVP and Highway 406 in Niagara Region. These recommendations are subject to EAs and approvals prior to implementation. These are also subject to prioritization relative to other needs across the province.

MTO has also initiated EAs and preliminary design studies to improve the Highway 403/ Highway 6 and Highway 403/ QEW interchanges. A design has been completed for the Highway 6/ Highway 5 (Dundas Street) interchange. However, it is not currently planned for construction in the Southern Highways Program 2017-2021. In addition, this TMP recognizes the need to review the current Highway 403 connections through the lower Hamilton.

At the time of this TMP, MTO was leading the Greater Golden Horseshoe (GGH) Transportation Study with a planning horizon of 2051. This on-going multi-modal study has identified concept of

utilizing managed lanes such as high occupancy vehicle or toll (HOV/ HOT) lanes to help manage future transportation demand. This concept could be applied to Highway 403 and the QEW, and also extended to include the LINC, RHVP and other major corridors in the City.

As part of a longer term strategy to ensure a well connected highway network for the movement of goods and multi-modal travel, the City will continue to work with MTO and adjacent municipalities on the planning for the Niagara-to-Greater Toronto Area (NGTA) corridor. While it is expected that this corridor may not be implemented by 2031, it is important to continue planning to ensure that Right-of-Way is protected.

Local Network

Hamilton's local road network includes parkways (RHVP and LINC), arterial, collector, and local roads.

The planned new roads and road network improvements identified in Maps 3a and 3b and listed in Appendix A have been previously identified and approved as part of Secondary Plans and supporting transportation plans and EAs. This future network formed the future base scenario evaluated in Chapter 3.

As identified in previous sections of this chapter, providing modal choice and shifting the mode share is an important part of providing a sustainable and balanced transportation system. In some instances, this may require system optimization through the addition of infrastructure, such as queue jump lanes for transit or centre two-way left turn lanes to facilitate active transportation and balance

road safety and operations. Road urbanization projects also provide opportunities to integrate sidewalks and cycling facilities through routine accommodation.

Additional system optimization approaches such as right and left turn lanes may be required as part of development to enhance safety and operations. Real-time signal timing optimization and integration of transit signal priority and emergency response pre-emptions through the City's Advanced Traffic Management System (ATMS) provide opportunities to achieve system efficiencies.

Capacity improvements to the RHVP/LINC will also be required within the horizon of this TMP. The most critical priorities are to address the connections at the LINC/Highway 403 and at the RHVP/QEW. The RHVP/LINC are also suitable for a managed lane approach which would seek to maximize capacity through the designation of HOV lanes, queue jump lanes for express buses and approaches such as ramp metering prior to full expansion.

Rail crossings are also part of Hamilton's local road network. Although providing grade separation at rail crossings has safety and operational benefits, the cost associated with providing grade separation is substantial. With projected increased rail traffic associated with all-day two-way GO Transit service to Niagara coupled with intensification pressures, a strategic assessment of future grade separation candidate locations and cost-sharing and/or recovery will need to be undertaken.

Key recommended road network actions that support a sustainable and balanced transportation system are summarized in Table 4.3.

4.2.5 Complete-Livable-Better Streets

Complete-Livable-Better (CLB) Streets is an approach to right-of-way design (inclusive of streets) that balances the needs of all uses and users regardless of age, ability or mode of transportation in an equitable manner. A CLB streets approach represents a shift from traditional street design approaches with their primary focus on moving vehicular traffic and is rapidly gaining popularity across North America. Advantages of CLB streets include:

- A more convenient transportation network through a focus on maximizing the movement of people and goods rather than just private vehicles
- Appropriately allocating space for all users of the street
- Improved network resilience including a provision of choice and flexibility associated with multiple ways to get to destinations
- Boulevard space for enhanced public realm features
- Boulevard space for additional street trees, landscaping and environmentally sustainable infrastructure
- Improved public health through the provision of comfortable and safe opportunities for active transportation for people of all ages, abilities and income.

A made in Hamilton version of Complete Streets that adopts a CLB streets approach was developed through the TMP review and update. This approach recognizes that no one-size fits all solution is appropriate for street design as different streets can have different priorities. CLB Streets calls for a range of design solutions depending on location, context and future role of the street.

The following seven street typologies respond to these contexts and are based on a review of the City's transportation corridors, existing policies and best practices to characterize the variety of conditions found in Hamilton:

- Urban Avenues
- Transitioning Avenues
- Main Streets
- Connectors
- Neighbourhood Streets
- Rural Roads
- Rural Settlement Areas

The CLB Streets Typologies do not supplant the City's functional road classification; however, it does provide additional design guidance, in line with Section 4 of the Official Plan. Further details about the typologies are provided in the CLB Streets Policy and Framework in.

The City's interest and investment in developing streets that are safe, accessible, accommodating of multiple modes and provide an attractive public realm are consistent with best practices. CLB streets are consistent with the ultimate goals of the Hamilton TMP and Hamilton's Strategic Plan priorities.

WHAT WE HEARD:



Complete-Livable-Better Streets was identified by 70% of public respondents as being the right policy direction for the City and was consistently mentioned as one of the top 5 priority areas.

Key recommended actions that support the implementation of CLB streets and ultimately a sustainable and balanced transportation system are summarized in Table 4.3. Additional details are included in the CLB Streets and Framework.

4.2.5.1 Street (One-to Two-way) Conversions

Hamilton's transportation system includes a network of one-way streets. There has been an ongoing public conversation and debate regarding the impacts of maintaining this network versus converting those streets to two-way streets since the introduction of the major system change in 1956. A number of streets have been converted back to their original two-way operation over the past 15 years, with more streets awaiting conversion based on previously approved sub-area transportation plans and Council direction. As directed by Council, the TMP Review and Update identifies a two-stage decision-making framework to address future requests for street conversions.

The first stage of the framework aims to evaluate individual conceptual road design alternatives against the following elements to determine whether a street conversion is preferred:

- Level of comfort
- Directness of routing
- Road safety (risk of collision)
- Travel time
- Emergency response impacts
- Capital cost impact
- Operating cost impact

The second stage of the framework identifies how to prioritize street conversions. This evaluation is based upon the City's Strategic Plan vision, mission and priorities and the TMP's vision and goals. This more detailed framework requires further refinement in collaboration with City staff and through public engagement.

Key recommended one- to two-way street conversion actions that support a sustainable and balanced transportation system are summarized in Table 4.3. Further details about the proposed street conversion framework are provided in the Street Conversion Paper.

4.2.6 Connectivity

Connectivity refers to the degree of connectedness within a transportation network to facilitate inter- and intra-city travel. In general, high connectivity is associated with lower isolation and higher access to routing options and travel modes, while low connectivity is associated with increased isolation and lower access to routing options and travel modes.

The planned urban structure in Hamilton coupled with direction from the Province to increase intensification targets will drive the need for the identified nodes and corridors to be served by improved seamless modal choices and an increased number of connections. Increased connectivity will also be driven by the need of people to better connect between modes and between parts of the community underserved by the transportation system.

Route continuity and integrity are very valuable in providing key connections to other modes, destinations, and supporting modal choice strategies. Discontinuous active transportation networks (e.g., sidewalks and cycling facilities) create barriers to expanding modal choice in the city. Despite the challenges relating to the staging of infrastructure implementation, continuous improvement to coordinate key linkages should be applied.

Inter-regional transit connections are provided through GO bus and rail service to adjacent municipalities, while the HSR and Burlington Transit operate routes connecting Hamilton and Burlington. Connections outside the urban transit boundary within the city are an on-going challenge. For example, the feasibility of introducing transit service in newly developed areas to create a culture of transit prior to establishing car dependent neighbourhoods. Once this culture is established, it is difficult to retroactively introduce transit in these areas. It is also difficult to sustain cost-recovery in these areas until they are fully built-out. This is also reflective in perpetual challenges in attaining aspirational modal splits.



Healthy
and Safe
Communities



Built
Environment
and
Infrastructure

The concept of micro-transit could be an opportunity to address such challenges. Also related to transit, connectivity between origins and destinations and transit routes and hubs is referred to as first/last mile. Bike share is one example of a solution to first/last mile transportation.

The City of Hamilton continues to actively pursue opportunities to optimize the use of the existing transportation infrastructure to provide an active transportation network that contributes to a balanced transportation system. The future of transportation connectivity will rely on seamless connections between all modes of travel, all areas within Hamilton and all neighbouring municipalities. Also as part of the future, emerging technologies will facilitate improved connectivity and is identified in a latter section of this chapter.

Connectivity was not identified as a subject area in the 2007 TMP, but was identified as a priority as part of the TMP review and update process based on public engagement feedback. Connections between transit routes were identified as a specific challenge encountered in daily commutes while improving connectivity between Upper and Lower Hamilton was also identified as a priority for the review and update (PIC 1).

WHAT WE HEARD:



Improve connectivity between Upper and Lower Hamilton (including the consideration of alternative technology), and provide seamless connections between all travel modes.

Key recommended actions that support a sustainable and balanced transportation system through connectivity are summarized in Table 4.3.

4.2.7 Climate Change

Transportation is an essential participant in the climate change problem as well as its solution. More than 30 percent of GHG emissions are generated by the transportation sector. Cars and trucks generate approximately 70 percent of the transportation emissions. Annual transportation GHG emissions are forecast to continue to rise and become the leading source of GHG emissions by 2020, ahead of the industrial, buildings and electricity sectors.

The Province of Ontario's commitment and contribution to the global effort to combat climate change are described in the Climate Change Action Plan (2016-2020). The five-year plan provides a framework to help enable the people, businesses and municipalities in Ontario align efforts to fight climate change, reduce GHG pollution and transition to a low-carbon economy. The plan also sets out bold, measurable short- to long-term targets for reducing greenhouse gas emissions in Ontario: down 15

percent in 2020 from 1990 levels, down 37 percent in 2030 and down 80 percent in 2050.

In 2015, the Hamilton Community Climate Change Action Plan (CCAP) was developed to help the City address climate change and become more resilient to the impacts that are expected in and around Hamilton over the coming decades. Transportation was identified as one of the nine key focus areas for the CCAP.

The City's Corporate Energy Policy (2007, updated in 2014) also addresses climate change through energy conservation and renewable energy. The 2007 Energy Policy called for targeted energy reductions in energy intensity of City-owned facilities and operations of 20% by 2020. When the targets were met in 2013, the policy was updated to include new targets for energy intensity in City-owned facilities and fuel efficiency in City fleet vehicles. For example HSR's transit fleet is approximately 34% compressed natural gas.

Climate change was identified as one of the policy subject areas in the 2007 TMP, and continues to be an important consideration. Key recommended climate change actions that support a sustainable and balanced transportation system are summarized in Table 4.3, building upon the 2007 policy paper. It is recognized that climate change impacts on Hamilton's transportation system may need to be examined in more detail in the future (e.g., resilient infrastructure, emergency preparedness).

4.2.8 Emerging Technology

The transportation landscape is changing at a rapid pace. There has been an explosion of technology development that will continue to

transform how people move in the future. Emerging technology was identified as a new policy subject area as part of the TMP review and update.

There are three emerging technology trends that are expected to have a major impact on the future of transportation in Hamilton:

- Vehicles and the fuel they use (e.g. autonomous and connected vehicles, electric vehicles)
- People and the way they share vehicles (e.g. car share, bike share, personal transportation systems such as Uber)
- Information and communication (e.g. sensors, the internet of things, data analytics, smart cities)

More and more vehicles are being designed to be powered by alternative power sources including a combination of gas and electricity (hybrid), electricity and hydrogen. The City currently operates several charging stations for electric vehicles.

Car share, bike share and personal transportation systems are expected to continue to gain popularity in the future. The sharing of vehicles results in increased vehicle utilization rates, and reduced costs per vehicle kilometer traveled (VKT). Currently, two car share operators operate within Hamilton (Community Carshare and Zipcar). SoBi Hamilton is a bike share system that operates within the City. Information and communication are important components of emerging technology.

Examples of emerging information and communication technologies in transportation include:

- Vehicle features such as lane departure warning systems, autonomous emergency braking and pedestrian detection systems, GPS, Wi-Fi
- Autonomous vehicle control
- Connectivity of physical infrastructure (e.g., roads, traffic signals, parking spaces, lights)
- Information technology systems that support transportation planning, operations and maintenance (e.g., transportation system modelling, traffic management, work management, ongoing road works, geographic information systems (GIS), linear referencing)
- Applications that provide real-time information to the public (e.g. transit schedules, snow plow locations, etc.)
- Parking management and payment systems

Hamilton is currently engaged in the application of some emerging technologies. For example, Hamilton has been applying Intelligent Transportation System (ITS) technology to implement the ATMS. The system is operated from the Traffic Management Centre (TMC) and has the capability to provide up to date, real time traffic data aimed at responding to potential and evolving traffic issues on Hamilton roads. The system allows city staff to adapt and respond to changing traffic patterns relating to situations such as road closures, collisions, and other incidents in order to maintain safe and efficient use on the roads.

The integration of HSR's automated vehicle location (AVL) software within ATMS will enable the opportunity for transit signal priority (TSP) and improved transit efficiencies across the City.

WHAT WE HEARD:



The City should consider alternate and emerging technologies. Alternative and emerging technologies were researched for application in the Hamilton TMP for future consideration in policies and methods of transportation.

Incorporating and leveraging new technologies will enable Hamilton to anticipate the changes in the way Hamiltonians travel, incentivize preferred travel options, optimize traffic flows, support the elimination of traffic fatalities and serious injuries and track progress toward the transportation vision.

Key recommended actions related to emerging technology that support a sustainable and balanced transportation system are summarized in Table 4.3.

4.2.9 Intergovernmental Relations

Having strong intergovernmental relationships is vital in the planning, building and maintenance of a sustainable and balanced transportation system. The development of this policy theme incorporates two policy subject areas in the 2007 TMP, but also includes specific policies and actions relating to collaboration and partnerships to share information, improve efficiencies

and funding. The two policy subject areas identified in the 2007 TMP that were combined to form the new Intergovernmental Relations subject area as part of this TMP review and update are:

- Road Transfers
- Provincial Highway Initiatives.

Much of the transportation infrastructure connecting municipalities within the GTHA is governed and maintained through provincial bodies and agencies such as the Ministry of Transportation and Metrolinx. How these agencies relate, interact and reconcile with one another is important to economics, the environment, and the overall transportation system. As a result, it has become imperative that each municipality become open and aware of other regional players and agencies in order to deliver optimal service by providing a near seamless regional landscape. Interaction and collaboration with regional partners, provincial agencies and federal bodies requires continued commitment.

Hamilton is unique in its position from neighboring municipalities in that the City houses a variety of major goods movement hubs, including the Hamilton International Airport and the Port. These are discussed further in Section 6.2.3 (Goods Movement), and in the Goods Movement Paper. Hamilton is also unique in that it has municipal expressways (Red Hill Valley Parkway and Lincoln Alexander Parkway) which further connect residents of Hamilton with Provincial highways and other regional links. Through these connections, the City has the ability to promote and encourage intergovernmental transportation solutions.

Hamilton is currently involved in a number of intergovernmental transportation initiatives, partnerships and studies, including:

- Smart Commute
- GO Transit Service (train and bus)
- CycleON (Ontario's Cycling Strategy)
- BLAST rapid transit network
- Provincial designated goods movement strategy
- Provincial highway system planning
- Presto fare system
- MTO Greater Golden Horseshoe Transportation 3-Year Study
- Metrolinx Regional Transportation Plan (RTP)
- Niagara to GTHA Corridor Study (NGTA)

The City of Hamilton should be in a state of readiness for all projects that have allocated funding or are considered to be priority projects that the City could expect partial or complete funding from other governmental agencies. An example of this is the rapid transit network (BLAST). The identification and prioritization of such projects are discussed in more detail in Chapter 7, Recommendations and Implementation Tools, along with possible funding tools.

Key recommended actions related to intergovernmental relations and a sustainable and balanced transportation system are summarized in Table 4.3.

4.2.10 Summary of Other Applicable Policies

There are several other policy subject areas related to a Sustainable and Balanced Transportation System, including:

- Land Use and Travel Patterns
- Funding and Financing of Transportation Infrastructure
- Multi-Modal Level of Service
- Road Classification
- Urban Design
- Urban Structure and Growth

4.3 MODAL SPLIT ASPIRATIONS

Most cities in Canada have developed targets or goals to address various aspects of transportation system performance. These are generally aspirational targets that cities work towards. These may address specific transportation demand (e.g. a percentage of all trips to be accommodated by transit) or transportation supply (e.g. a percentage of residents to be within a certain walking distance of transit service).

Hamilton has recognized that existing travel patterns pose challenges in the context of a growing City that will need to accommodate more people and jobs by 2031. A significant majority of all daily trips are made by single-occupant vehicles, putting strain on the existing transportation network, and resulting in challenges with reliability of travel. As part of the 2007 TMP, the City set a range of targets to be monitored over time to understand how travel patterns are shifting. In general, the City has set targets for reduced single-occupant

vehicle trips, increased transit trips and increased walking and cycling trips. These aspirational targets assume intensification, growth, and funding of infrastructure and programs in support of alternative transportation, including transit, walking, cycling, and carpooling.

The near-term (2011) modal split targets from the 2007 TMP were not achieved as illustrated in Figure 4.3 and described in more detail in Section 2.2 (Catalysts for Change). Some likely reasons for this include lack of transit service in new growth areas, difficulty of changing habits (e.g. from driving to walking or cycling short distances or to taking public transit for longer distances), and lack of convenient transit or cycling connections between where people live and where they are employed. Land use factors including residential development in the periphery of the urban area is another possible reason. It could also be influenced by other factors such as the continued affordability of driving versus taking public transit. In spite of this, the City should continue to strive toward these aspirational targets set in the 2007 TMP.

It is recommended that the City continue to work towards achieving the long-term (2031) targets by incentivizing and enabling people to shift their travel to modes away from single occupant vehicles.

4.4 SUMMARY OF KEY RECOMMENDED ACTIONS

Numerous policy subject areas support a Sustainable and Balanced Transportation System. These subject areas, as well as the associated key recommended actions, are presented in Table 4.3.

FIGURE 4.3

Share of daily trips made by different modes of travel

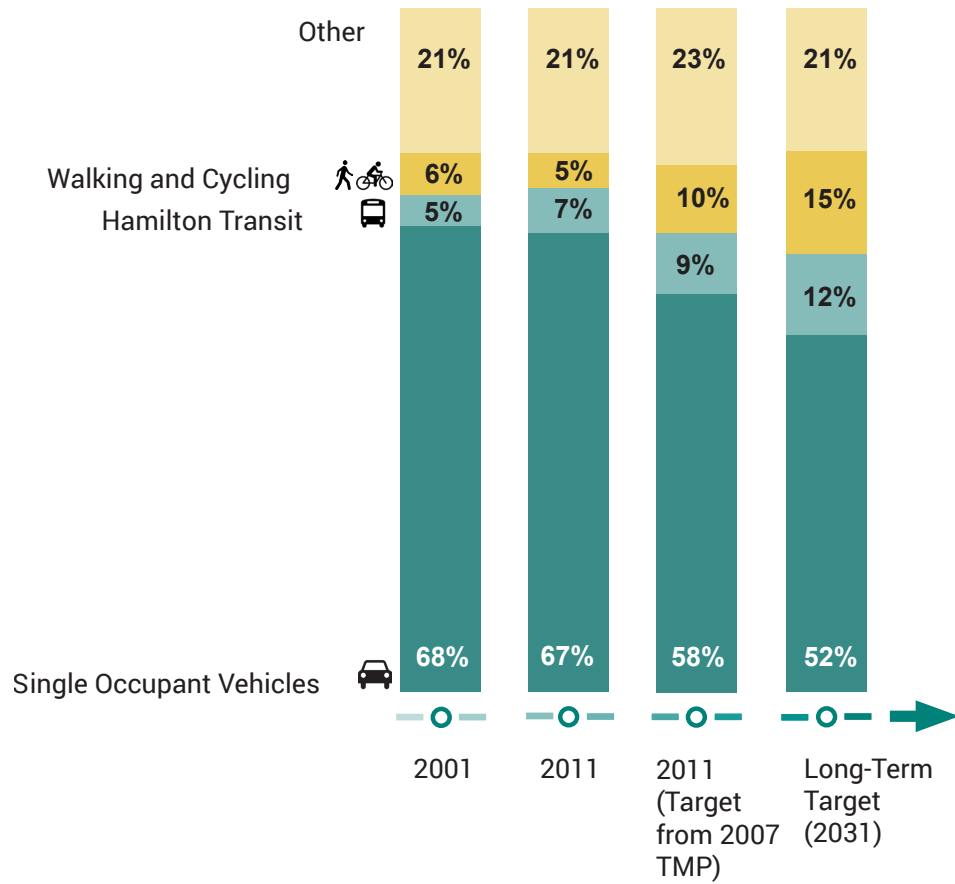


TABLE 4.3 Summary Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Sustainable Mobility (TDM)	1	Expand the reach and effectiveness of current Sustainability Mobility programs (Transportation Demand Management, TDM) to help achieve mode shift targets. This includes continued application of the TDM and Land Development Guidelines as part of development approvals.	Ongoing	PED (HSC)
	2	As part of future Official Plan and zoning by-law amendments, integrate TDM requirements such as end-of-trip facilities, car share, and public bike share.	Ongoing	PED
	3	Expand Smart Commute services to include a wider range of businesses and geographic coverage.	Short	PED (Metrolinx, NGOs)
	4	Apply individualized marketing (IM) and community-based social marketing (CBSM) as part of Sustainable Mobility programs.	Short	PED
	5	Coordinate School Travel Plans for every elementary school in the Hamilton-Wentworth District School Board (HWDSB) and Hamilton-Wentworth Catholic District School Board (HWDCSB) by 2022 in partnership with Healthy and Safe Communities (HSC), the Hamilton Strategic Road Safety Program, other City departments and local schools to identify safety and TDM opportunities.	Medium	PED (HSC, PW, local school boards)
Active Transportation	6	Update the prioritization framework for the Sidewalk Extension Program and establish an annual capital budget to address outstanding gaps based on community input.	Medium	PW (PED)

TABLE 4.3 Summary Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Active Transportation	7	Integrate walking infrastructure needs into the City's 10 Year Capital Budget so that opportunities for seamless, lower-cost development of pedestrian infrastructure is captured.	Ongoing	PW/PED
	8	Work across departments and in conjunction with developers and other stakeholders to enhance the walking environment through streetscaping measures and addition of amenities such as benches, street trees, public art, wayfinding.	Ongoing	PED/PW
	9	Work with the Hamilton Burlington Trails Council and neighbouring municipalities to advance the development of a greenway network within the natural, rural and urban areas of the City.	Long	PED (HSC)
	10	Create a business plan for the phased expansion of the public bike share and continue to enhance the system to connect with transit.	Short	PED
	11	Monitor, and where appropriate, enhance the maintenance program for pedestrian and cycling facilities (on- and off-road).	Ongoing	PW (on-road); Parks (off-road)
	12	Expand the existing City-wide wayfinding system to include the upper City and the former municipalities.	Medium	PED (PW)
Cycling Master Plan Review and Update	13	Maintain an annual capital budget for the implementation of the updated Cycling Master Plan and associated facilities.	Ongoing	PED

TABLE 4.3 Summary Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Cycling Master Plan Review and Update	14	Integrate cycling infrastructure needs into the 10 Year Capital Budget for all road reconstruction, rehabilitation and new roads as guided by the updated Cycling Master Plan, with an emphasis on achieving physical separation.	Ongoing	PW (PED)
	15	As part of the implementation of the cycling network, undertake an evaluation of alternatives in order to select routes which maximize safety for cyclists and promote continuity of the network across the City.	Ongoing	PED
Transit	16	Continue to advance planning for the implementation of the rapid transit network, as identified in Map 2.	Ongoing	PED (PW, Metrolinx)
	17	Ensure seamless connections between the City's rapid transit network and the regional transit network.	Ongoing	PED (PW, Metrolinx)
	18	Work with Metrolinx to advance designs and supporting business cases for remaining rapid transit corridors and extensions.	Long	PED (PW, Metrolinx)
	19	Advocate Metrolinx to accelerate the plans to provide two-way all day service on Lakeshore West to Hamilton, with extensions to Niagara Region, by 2020.	Short	PED (PW)
	20	Work with Metrolinx, neighbouring municipalities, post-secondary institutions and major employment destinations on regional transit connectivity.	Medium	PW

TABLE 4.3 Summary Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Transit	21	Review the cost, benefits and implementation feasibility for a demand-responsive service model that could provide transit service for lower-density areas which complement the existing HSR and regional transit networks. Demand-responsive service could also serve as a replacement for lower performing routes which do not meet service performance standards.	Long	PW
	22	Investigate the feasibility of early service agreements for new developments that would facilitate the implementation of transit in conjunction with new development. This could be extended to include transit service enhancements where service already exists.	Long	PED
	23	As part of ongoing traffic operation enhancements, road reconstruction and implementation of the rapid transit network, deliver a program of transit priority measures including reserved bus lanes, transit priority signals, queue jump lanes and other measures to improve the efficiency of transit. Priority will be given to the BLAST network.	Medium	PW
	24	Undertake comprehensive reviews of the HSR route network and service strategies at regular intervals (every five years) to ensure that the transit system adapts and growth with changing growth patterns.	Short	PW

TABLE 4.3 Summary Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Transit	25	Advance initiatives to continue to enhance the customer experience for transit including en route Wi-Fi, enhanced stops and shelters and enhanced real-time information.	Ongoing	PW
	26	Continue to work with neighbouring municipal transit agencies on fare integration, and advocate for Metrolinx to advance the development of an equitable regional fare integration strategy that does not adversely affect HSR ridership and revenues.	Medium	PW
Roads	27	Over time, move to a managed lane approach for Hamilton's parkway roads, including High Occupancy Vehicle (HOV) lanes, access control measures and other approaches that maximize existing capacity. Thresholds will be developed to assign capacity by mode to maximize throughput.	Long	PW
	28	Continue to advocate for provincial highway network improvements. The first priority for Hamilton is addressing congestion on Highway 403 through a Highway 403 Connections Study.	Medium	PED
	29	Continue to invest in and expand on the existing Advanced Traffic Management System (ATMS) within the City.	Ongoing	PW
	30	Proactively anticipate the impacts and opportunities related to connected and autonomous vehicles (AVs) on the operation of the road network.	Ongoing	PW

TABLE 4.3 Summary Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Roads	31	Implement the road network improvements as illustrated on Map 3 and in conjunction with applicable Secondary Plans, EA studies and area-specific transportation management plans. Timing of road improvements has been identified in Appendix A and will be subject to ongoing capital plan updates.	Ongoing	PW (PED)
	32	Continue to implement intersection modifications on an ongoing basis to address road network bottlenecks and improve safety for all users.	Ongoing	PW
	33	Adopt best practices for roadway and bridge design to respond to changing climate and frequency of extreme weather events.	Short	PW
	34	Work with Metrolinx and railway companies to plan and implement required railway grade separations based on applicable warrants. Pursue external funding sources, including the Transport Canada Rail Safety Improvement Program, for the construction of such crossings.	Medium	PED (Metrolinx, railway companies, Transport Canada)
Complete-Livable-Better (CLB) Streets	35	Adopt a CLB streets policy for road design, operation and maintenance. The CLB streets approach emphasizes routine accommodation in order to ensure designs consider the needs of users of all ages and abilities.	Short	PED
	36	Develop a CLB streets design manual for each typology, harmonizing existing applicable guidelines. A Vision Zero lens will be applied to the design of streets in new neighbourhoods and redesign of streets in existing neighborhoods.	Short	PED

TABLE 4.3 Summary Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Complete-Livable-Better (CLB) Streets	37	Harmonize the road classification and descriptions in the Official Plan with the CLB streets approach and undertake an Official Plan Amendment.	Medium	PED
	38	Use the multi-modal level of service (MMLOS) approach to evaluate road designs and facilitate the implementation of CLB streets. The MMLOS approach will also be integrated into Transportation Impact Study Guidelines as part of a major update to these guidelines (see Action 57).	Short	PED
	39	Integrate stormwater management Low Impact Development (LID) opportunities as part of CLB Streets designs where feasible.	Ongoing	PW (PED)
	40	Provide paved shoulders on rural roads where cycling is prevalent and/or where paved shoulders could benefit farm vehicles.	Ongoing	PW (PED)
	41	Evaluate options for providing sidewalks or multi-use trails in rural areas where the road leads to a school or community facility.	Ongoing	PW (PED)
One to Two-Way Street Conversions	42	Operationalize the one-way to two-way decision making framework identified in this TMP. Consider street conversions as a potential alternative within CLB streets evaluation.	Short	PW
Connectivity	43	Initiate a study to identify improvements to existing Niagara Escarpment crossings and methods and alternatives to move people and goods in a cost effective manner.	Long	PW (PED, Niagara Escarpment Commission)

TABLE 4.3 Summary Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Connectivity	44	Maximize the coordination and connectivity of bicycle, pedestrian and transit networks (including public bike share) to improve first and last mile connections to transit.	Ongoing	PED/PW
Climate Change	45	Promote the importance of reducing GHG emissions from transportation, managing fleet operating costs and achieving the City's Corporate Average Fuel Economy (CAFÉ) targets energy conservation in transportation and ensure Hamilton plays a role in achieving Federal, Provincial and its own commitments to reduce GHG emission reductions.	Ongoing	PW
Emerging Technology	46	Identify opportunities for and run pilot projects to assess the applicability and/or feasibility of implementing new technological opportunities, such as mobility as a service.	Ongoing	PW/PED
	47	Work across departments to use "Big Data" to inform transportation planning decisions, provide better services for the travelling public and reduce net costs.	Short	Corporate Services
	48	Support the transformation of the transportation system to create a "smart city" (intelligent community).	Medium	Corporate Services
Intergovernmental Relations	49	Proactively work with the Ministry of Transportation (MTO), Metrolinx, other provincial/federal agencies and neighbouring municipalities to advance regional transportation initiatives within and beyond the City.	Ongoing	Multiple leads

Health and sustainability has become a key value of the TMP review and update. The sustainability of Hamilton and the health of its residents must be reflected in all decisions related to transportation.



Chapter 5

Healthy and Safe Communities

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Chapter 5

Healthy and Safe Communities

As introduced previously, the TMP review and update process identifies three key outcomes for the transportation system (Figure 5.1). This chapter focuses on Healthy and Safe Communities.

Health was not identified as a specific policy theme in the 2007 TMP review and update although health concepts were embedded within a number of policy papers including Land Use and Travel Patterns, Urban Design, Urban Structure and Land Use.

As part of the development of the scope of the TMP review and update, City Council provided direction regarding the importance of including health, which has evolved to become a central theme in the TMP. This direction was in response to a document prepared by the Medical Officers of Health in the GTHA titled “Improving Health by Design in the Greater Toronto-Hamilton Area” (May 2014, 2nd Edition). Through the public engagement process as part of this TMP, the message of health was reaffirmed by the public through the desire to include it as part of the revised plan vision.

Road safety was also not specifically identified as a policy theme in the 2007 TMP. Similar to health, a number of road safety recommendations were made such as traffic calming and management. Road safety will continue to be an important priority for Hamilton’s transportation system. More recently, this priority has been elevated to a higher level, through Council’s direction to staff to provide a comprehensive plan to further improve road safety in Hamilton.

FIGURE 5.1 Desired Outcomes of Hamilton’s Transportation System



Healthy and Safe Communities

Part of this direction was to examine the internationally renowned Vision Zero approach to road safety.

In addition to being aligned with Hamilton's Strategic Plan, this is also aligned with part of Metrolinx 2041 Regional Transportation Plan (RTP).

Table 5.1 summarizes the TMP review and update performance indicators associated with Healthy and Safe Communities. To achieve these long-term targets and goals, the following sub-sections and associated policy themes identify some of the key actions and associated measures of success. A complete list of actions associated with Healthy and Safe Communities are identified in Table 5.2.



Clean and Green



Built Environment and Infrastructure

5.1 NEW DIRECTIONS AND/OR POLICY LINKS

The following sections summarize the key policy subject areas that support Healthy and Safe Communities.

5.1.1 Health and the Built Environment

Many factors contribute to the health of individuals and communities. Determinants of health at both the individual and community level align with the sustainability pillars and can be categorized into social, economic, and environmental factors, including¹³:

- Income and social status
- Social support networks
- Education and literacy
- Employment and working conditions
- Social and physical environments
- Personal health practices and coping skills
- Healthy child development
- Biology and genetic endowment
- Health services
- Gender
- Culture
- Language

TABLE 5.1 Summary of key performance indicators

Policy Theme Area	Performance Indicator(s)	Future Signs of Success
The Role of Health and the Built Environment	Physical activity rates	↑
Road Safety	Road fatalities and serious injuries (number and rate)	↓
Accessibility	Transportation infrastructure compliance with AODA	↑

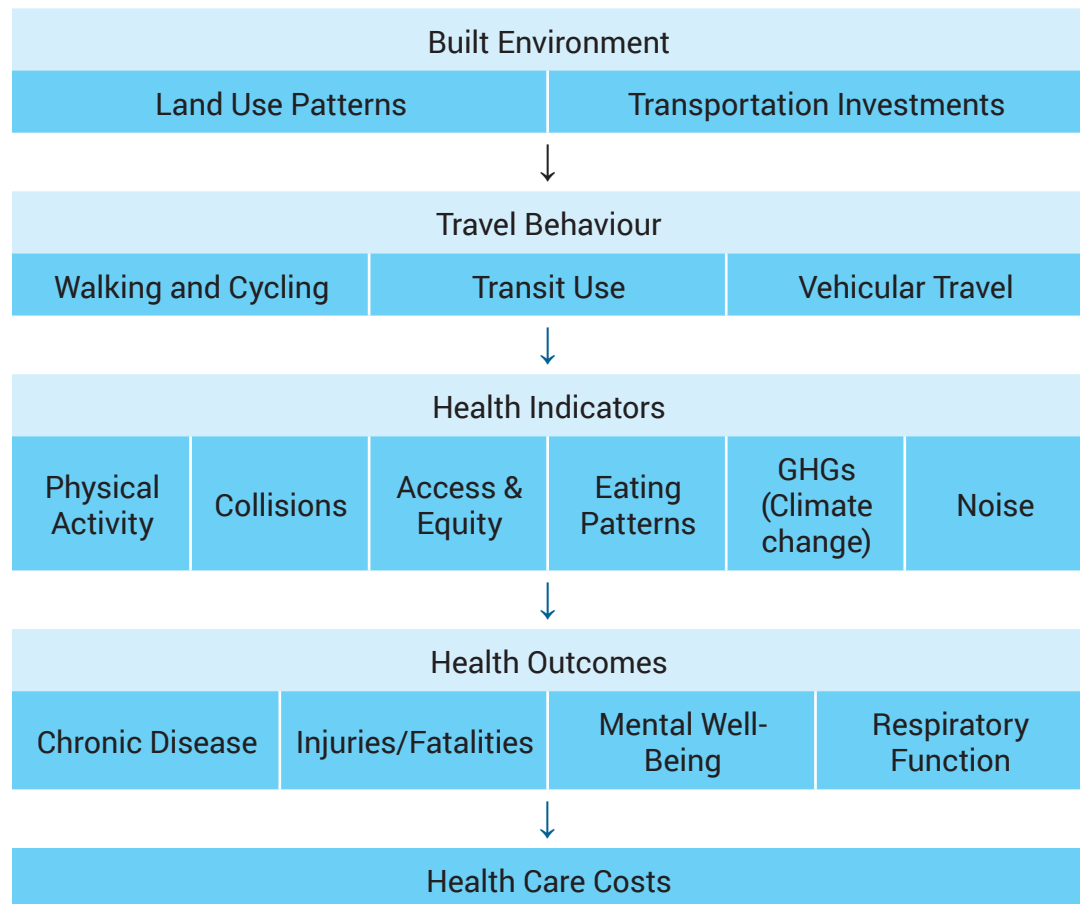
¹³Public Health Agency of Canada: What Determines Health?

One of the primary connections between the determinants of health and transportation is the physical environment, which includes the built environment. In the built environment, factors related to the design of communities and transportation systems can significantly influence our physical and psychological well-being¹⁴. Figure 5.2 illustrates the relationship between health outcomes and the built environment in more detail.

Land use patterns determine the type of transportation infrastructure and service, while new transportation

investments can establish the framework for land use decisions¹⁵. The built environment ultimately influences our activity levels and therefore health outcomes through the transportation choices that are available¹⁶. If convenient and accessible alternative transportation choices are not available it is difficult for travel behaviour change to occur. Land use and transportation planning processes in Hamilton need to be better integrated in order to achieve a healthier city.

FIGURE 5.2
Relationship
between
the Built
Environment
and Health
Outcomes



¹⁴ Public Health Agency of Canada: What Determines Health?

¹⁵ Transportation and Health: Context Report (2013)

¹⁶ Improving Health by Design in the Greater Toronto-Hamilton Area (2014)



Built
Environment
and
Infrastructure

The provision of a sustainable and balanced transportation system that focuses on public transit, active transportation and accessibility will enable healthier transportation choices and improve the health of individuals and the overall health of the City.



Healthy
and Safe
Communities

Key health outcomes related to the built environment include chronic disease, injuries/fatalities, mental well-being, and respiratory function. Regular physical activity through active transportation, for example, provides health benefits and helps prevent chronic diseases such as obesity, hypertension, diabetes, and cardiovascular disease, which can generally be prevented or mitigated¹⁷. In addition to physical activity, other important health indicators related to transportation planning include collisions (i.e. road safety), access and equity, eating patterns, GHG emissions and air quality. Road safety, access and equity are described in more detail in the following sections. Transportation and GHG emissions and air quality were previously discussed as part of climate change.

5.1.2 Road Safety

Safety in transportation is an important element in reaching the City's vision and in creating healthy and safe communities.

Over the 5-year period from 2013-2017, there was on average 14 fatal collisions each year and over 1,800 non-fatal injury collisions. These fatal and injury collisions together represented 50% of all reported collisions in Hamilton over that time period, but resulted in approximately 96% of the total collision cost to society (Figure 5.3). Not only are

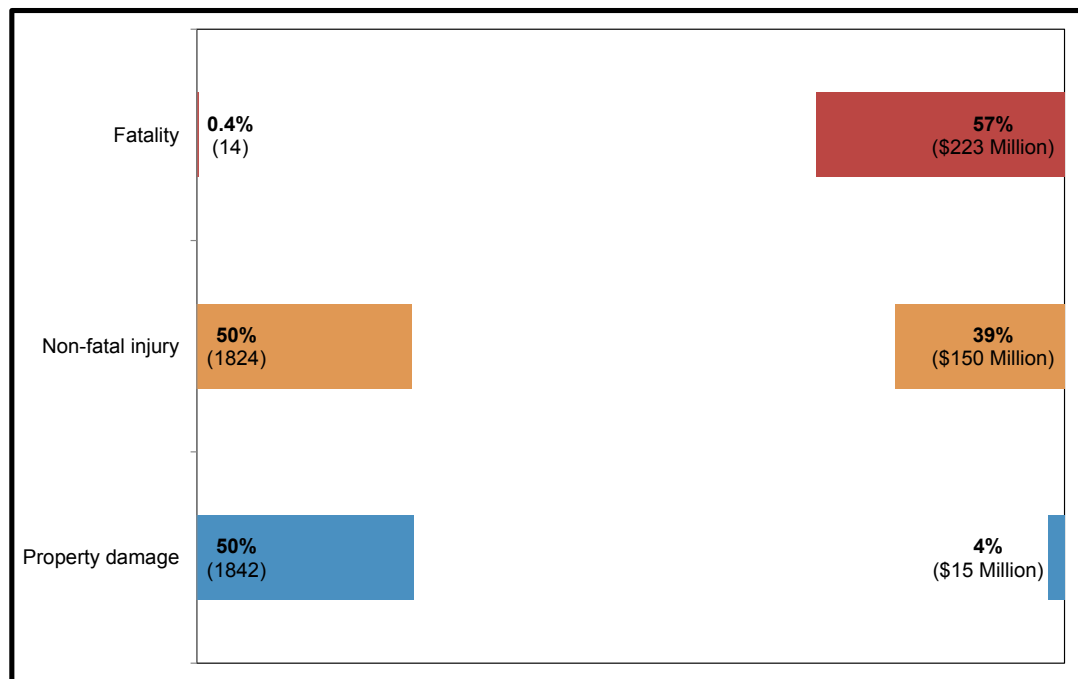
fatalities and severe injuries on the road unacceptable from an ethical perspective, they are also unacceptable from a societal cost perspective.

There are opportunities to make safety an integral part of roadway planning and design, transportation decision-making, as well as everyday behaviours of those who use the transportation system. The City is committed to improving road safety, and has achieved several major milestones. In 2000, the Red Light Camera Program (RLC) was established with the intention of improving road safety by reducing incidents of angle collision at traffic signals. Revenue from this program is used to fund safety initiatives. In 2007, the Hamilton Strategic Road Safety Program (HSRSP) was initiated and released a Road Safety Action Plan in 2009. The Hamilton Strategic Road Safety Program delivers a number of initiatives (e.g., neighbourhood and local roadway speed limit reductions).

Vision Zero is a proactive approach to road safety, with the simple and clear goal of zero fatalities or serious injuries on roadways. An important element of Vision Zero is that road safety takes precedence over operations and convenience. Vision Zero focuses on:

- Fatalities and serious injuries
- Flaws in the transportation system as cause of collisions
- Perfecting road systems for imperfect human behaviour
- Safety initiatives to reduce societal costs

¹⁷ Improving Health by Design in the Greater Toronto-Hamilton Area (2014)

FIGURE 5.3 Average Annual Social Cost of Collisions by Type (2013-2017)*

*Average social costs of fatal, non-fatal and property damage only collisions in Ontario from Analysis & Estimation of the Social Cost of Motor Vehicle Collisions in Ontario, Final Report, 2007, Transport Canada. Collision data average over 5 year period (2013-2017) in Hamilton. Includes reported collisions.

Vision Zero is an engaging and open program, which embraces the community and supports local prosperity by striving towards a safe, reliable road network. It encourages active modes of transportation by addressing road safety for vulnerable road users, reducing contributions to climate change and encouraging a healthy lifestyle.

Many cities around the world have adopted or are considering the Vision Zero approach. This approach is part of Canada's Road Safety Strategy 2025 and the Ministry of Transportation of Ontario Vision. Currently Hamilton is exploring the cost associated with operationalizing Vision Zero.

Vision Zero aims for safer streets by addressing traffic safety holistically through five main elements: education, enforcement, engineering, evaluation and engagement (see Figure 5.4)¹⁸. To achieve improvements to road safety, all of the elements need to be implemented in a coordinated and strategic manner. This is complimentary to the CLB streets approach.

The relationship between these elements and current recommended practices at the City of Hamilton are described in the following sections. It should be emphasized that no single element on its own will result in success. Rather a combination of several elements, if not all of them at once, greatly improves the potential

¹⁸ From general engineering best practices. Often 3 Es are used, however this has evolved and expanded over time.

for successful results. Further details are provided in the Road Safety Paper.

Hamilton Strategic Road Safety Program Mission and Vision:

“To make roadways throughout the City of Hamilton the safest throughout North America and to address safety for ALL road users, including vulnerable road users such as seniors and children and to reinvest Red Light Camera (RLC) revenue into safety initiatives in the Community.”

Engineering

Engineering refers to the design, construction and operation of roadway assets including roads (including pedestrian and cycling facilities), bridges, culverts and tunnels.

Traffic calming and management, for example, is an approach to designing, constructing and operating neighborhood roadways and features to promote all travel modes. Techniques to reduce the impacts of traffic on neighbourhoods and other public facilities such as parks, school areas, and community centres can include speed humps and curb extensions, roundabouts, partial

or full road closures, and various streetscaping elements.

Although traffic calming and management is primarily addressed through engineering practices, it can also be addressed through enforcement and education. Traffic calming was one of the policy subject areas from the 2007 TMP. The City developed a Traffic Calming Management Policy in 2007 which was updated in 2013 and most recently in 2015. The City’s traffic calming and management program supports the PMP, is consistent with the Complete-Livable-Better (CLB) streets approach, and aligns with the Hamilton Strategic Road Safety Program. Traffic calming and management continues to be an important component of healthy and safe communities. This, along with a holistic approach to road design as part of the CLB Streets Design Manual, will facilitate improved design within new developments as well as within the existing built form.

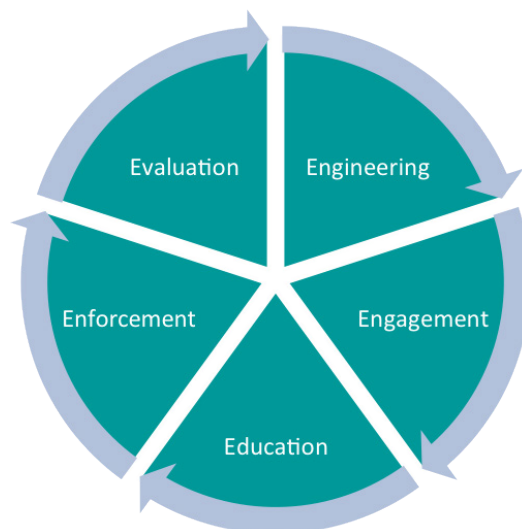
A summary of actions that support traffic calming and management and healthy and safe communities are provided in Table 5.2. Additional details are included in the Road Safety background report.

Engagement

Enhanced community engagement to create a safe roads culture is another important component of community safety. Promotional campaigns, community-based engagement and workshops are just a few methods to be considered on an on-going basis. Many of the engagement tools being utilized today are consistent with the City’s public engagement charter.



FIGURE 5.4
Elements of Vision Zero



Education

Education includes targeted and collaborative campaigns to address safety for all road users. Education and awareness is one of the ways that the program works to facilitate a measureable shift in travel behaviour. The City and community partners work together to help provide curriculum materials related to active and sustainable travel, including the delivery of hands-on cycling training and school travel planning for participating schools. Other examples include the provision of cycling and transit training for seniors, as well as training for residents when new infrastructure or services are introduced within their area.

A current example of education is the “Slow Down Safety Zone” initiative led by the Hamilton Strategic Road Safety Program (Figure 5.5). These lawn signs, available to all residents of Hamilton, promote safer streets and remind drivers to reduce their speed in residential areas. Other examples of education initiatives include the PXO program and the Distracted Driving program.

Enforcement

Enforcement includes the strategic use of enforcement resources in key areas for maximized effectiveness. The City’s RLC program is an example of enforcement. It is designed to modify aggressive driving behaviour and increase awareness of the dangers of running red lights. Specific intersections within the City have red light cameras that are set so that vehicles that enter an intersection after the light turns red are photographed. Vehicles are then fined for their violation and revenue from those fines is re-invested into

other safety initiatives. Another example of enforcement is targeted safety blitzes within school zones and other areas identified by the community, sometimes referred to as project-oriented policing. Recently, Bill 65, Safer School Zones Act, 2017, was approved by the Provincial Legislature. Once the regulations are finalized, it will permit municipalities to utilize Automated Speed Enforcement to address specified areas as permitted under the new regulations. Finally safety measures integrated within the built environment provide natural “engineered” enforcement.

Evaluation

Evaluation includes the identification of key challenges on Hamilton’s road network using a data-driven approach. The City is actively involved in collecting and monitoring data related to transportation and safety, including traffic volume and collision data (including collision data from police reports and self-reports). The City’s new Advanced Traffic Management System (ATMS), other emerging technologies and the sharing of data with neighbouring



Healthy
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FIGURE 5.5 “Slow Down Safety Zone”
Lawn Sign



municipalities and the MTO all have the potential to further support the evaluation of road initiatives.

Key recommended safety actions that support healthy and safe communities are summarized in Table 5.2. Additional details are included in the Road Safety Paper.

5.1.3 Accessibility

The Accessibility for Ontarians with Disabilities Act (AODA) defines accessibility as the design of products, devices, services, or environments for people who experience disabilities. Access is more broadly defined as the degree to which individuals have the ability to reach desired goods, services, activities and destinations, and includes the accommodation of users of all ages, ability and income. Both accessibility and access are very important considerations for the transportation system.

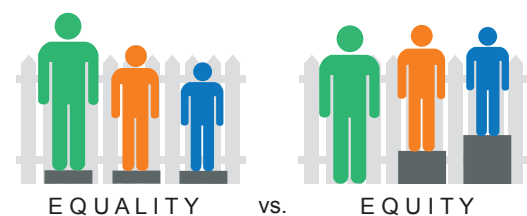
According to the Ontario Human Rights Commission (OHRC), equity is, “A distinct process of recognizing differences within groups of individuals, and using this understanding to achieve substantive equality in all aspects of a person’s life.” The outcome of this is providing an equitable transportation system, which may or may not be the same as equality. For example, kneeling busses as part of the conventional transit system and ATS are two different forms of transit that can lead to equitable outcomes. In a similar regard, the City should be sensitive to providing an inclusive transportation system that takes into account diversity. These concepts are illustrated in Figure 5.6.

The Integrated Accessibility Standards was enacted in 2011 under the AODA Act. This new regulation addresses barriers being faced by persons with disabilities in areas of transportation, employment and information and communications

- **Transportation Standard** focuses on making transportation services accessible including buses, trains, subways, streetcars, taxis and ferries.
- **Design of Public Spaces Standard** provides regulations for new construction and extensive renovations.

The TMP review and update recognizes the continued importance of AODA compliance in the future. The City’s Multi-Year Accessibility Plan (2013–2017) provides details about accessibility initiatives that the City has or is undertaking. It includes a report on steps taken to identify, remove and prevent barriers to people with visible and invisible disabilities, and sets out how the City assesses its proposals for by-laws, policies, programs, practices and services.

FIGURE 5.6
Difference between Equality and Equity



Examples of equity elements in Hamilton's transportation system include:

- Urban Braille
- Accessible Transit Service (ATS)
- Subsidized transit and bike share passes

Examples of initiatives that have been undertaken to increase transportation accessibility include:

- Transit initiatives
 - Accessible Low Floors (ramps) on all busses
 - Audio and visual stop announcements for all transit stops (bus speakers will announce the approaching bus stop and the LED sign displays the stop name)
 - Request Stop Program (after 8 p.m., drivers will let passengers off between regular bus stops on a request basis)
 - Senior, children and student fares
 - Affordable Transit Pass Program
 - Provision of Accessible Transportation Services (Disabled and Aged Regional Transportation System (DARTS) and Taxi Scrip Program).
- Other initiatives
 - Everyone Rides Initiative Pilot (2017) (bike share equity program that provides subsidized passes)

- Approval of the Pedestrian Mobility Plan (2013)
- Optimization of pedestrian signal timing for longer walk times
- Accessible Pedestrian Signal (APS) operation at numerous locations
- Installation of Urban Braille (accessible sidewalk system) within strategic areas
- City-wide customer service policies (e.g., Assistive devices policy, communication policy, service animals policy, support persons for person with disabilities policy)

Another important consideration related to accessibility is that Hamilton's demographics are changing (refer to Section 2.2). Perhaps the most significant expected change is the aging population. The City's Age-friendly Plan is aligned with the City's Strategic Plan vision and priorities. The TMP review and update is also aligned with the Age-Friendly Plan, especially one of the Age-Friendly Plan's strategic goals.

Meeting the needs of an aging population will be increasingly important in the provision of built environments, services and programs. Transportation planning and decision-making to support the successful aging of citizens in the future will be an essential part of developing safe and healthier communities. As emerging technologies are considered for adoption, a test for age-friendliness, accessibility and equity should be a requirement.

WHAT WE HEARD:

Consider accessibility for people of all ages, abilities and income.

Accessibility was one of the policy subject areas from the 2007 TMP, and will continue to be an important consideration to 2031 and beyond. A summary of key recommended accessibility actions that support healthy and safe communities are summarized in Table 5.2.

5.1.4 Other Applicable Policies

There are several other policy subject areas related to Healthy and Safe Communities, including:

- Complete-Livable-Better streets
- Sustainable Mobility
- Active Transportation
- Emerging Technology

5.2 SUMMARY OF KEY ACTIONS

A number of policy areas support a healthy and safe transportation system. These areas, as well as the associated key recommended actions, are presented in Table 5.2.

TABLE 5.2 Summary of Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Health and the Built Environment	50	Include health outcomes (chronic disease, respiratory function, injuries, mental health, and health care costs), where possible, in the evaluation of transportation designs, projects and policies, in collaboration with Public Health staff and professionals.	Ongoing	HSC
Road Safety	51	Integrate the goals and principles of Vision Zero into the CLB streets design manual and Engineering Guidelines.	Short	PED
	52	Establish a Vision Zero Task Force that includes multiple partners, leaders, public and private businesses, school boards and public health as a sub-committee to the Hamilton Strategic Road Safety Committee.	Short	PW
	53	Implement a comprehensive collision data collection system integrating multiple modes of transportation and overlaying built environment data.	Ongoing	PW
	54	Apply speed reduction techniques through the implementation of CLB streets as well as through other opportunities such as the introduction of protected cycling facilities.	Ongoing	PW (PED)
Accessibility	55	Support the delivery of age-friendly and accessible transit training and training for other modes run by non-governmental organizations.	Short	PED (HSC, PW, NGOs)
	56	Develop education around sidewalk etiquette and the role of mobility devices.	Short	PED (HSC)

Chapter 6

Economic Prosperity and Growth

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Chapter 6

Economic Prosperity and Growth



Economic Prosperity and Growth

Economic prosperity and growth is a desired outcome (Figure 6.1) of the TMP review and update and important for the City of Hamilton. It is embodied in the City's Strategic Plan vision, mission and priorities. It is also identified within the City's Economic Development Action Plan (2016–2020). Integrated transportation planning and supporting infrastructure helps to enable this Council priority.

The TMP review and update identifies a number of related policy theme areas that contribute to economic prosperity and growth including Land Use and Travel Patterns, Parking,

Economic Development, and Goods Movement. Each is described in this chapter. Another important element is the relationship between the TMP and the Growth Plan, the Province of Ontario's growth and development plan (2017), and in the RTP (The Big Move).

Table 6.1 summarizes the TMP review and update performance indicators associated with Economic Prosperity and Growth. To achieve these targets and goals, the following sub-sections and associated policy themes identify some of the key actions and associated measures of success.

TABLE 6.1 Summary of key performance indicators

Policy Theme Area	Performance Indicator(s)	Future Signs of Success
Land Use and Travel Patterns	Average journey to work trip distance (km)	↓
Economic Development	Transit service to Employment Lands	↑
Goods Movement	Cargo movements	↑

6.1 PLANNING FOR ECONOMIC PROSPERITY AND GROWTH

The Strategic Plan's community vision for economic prosperity and growth identifies Hamilton as an ambitious place where people successfully provide for themselves and their families and have quality and well-paying local job opportunities. It further identifies that Hamilton has a prosperous and diverse local and regional economy that benefits all residents. Signs of economic prosperity and growth related to transportation include local job opportunities, thriving local businesses, efficient goods movement, and less reliance on the residential tax base to fund municipal services.

FIGURE 6.1 Desired Outcomes of Hamilton's Transportation System



Efficient access for industries and businesses to markets, employees and customers through transit corridors, goods movement routes (road, rail, shipping and air) and the road network is an important enabler of a strong local economy.

It also means linking the businesses that provide local employment opportunities to employees so that travel distances are shorter and more options for travel are made viable. Connections to educational opportunities help to ensure children, young people, and others have access to various education programs. This will enable them the opportunity to learn, develop and utilize the skills they need to be successful in work and in life in Hamilton.

The update of the Big Move RTP recognizes the contributions of goods movements to the GTHA's economic prosperity. It identifies that goods movement is fundamental to the functioning of our economy. Every good and many services require transportation to get to market. Goods movement can be said to be cost effective when it achieves desired levels of reliability, environmental protection, and safety at the lowest possible cost.

Part of the proposed RTP vision update aligns with the work undertaken as part of the TMP review and update as identified in Chapter 2 of this report.

6.2 NEW DIRECTIONS AND/OR POLICY LINKS

The relationship between transportation planning and land use, economic development and goods movement is important to achieving the vision identified in both the City's Strategic Plan and TMP review and update. Where people choose to live and work has a direct impact on transportation demand patterns and their associated infrastructure needs. This also applies to the development of employment lands, freight-

supportive land uses and strategies, and their associated supply-chain and transportation logistics requirements and proximity to infrastructure and intermodal hubs.

Similarly, the type of infrastructure provided to facilitate the movement of people and goods also influences land use patterns and how well the infrastructure itself is utilized. The sections that follow summarize the key policy subject areas that support Economic Prosperity and Growth.

6.2.1 Land Use and Travel Patterns

The Land Use and Travel Patterns policy theme area includes past, present and future land use and transportation trends, focusing on macro-level travel patterns, including place of residence and place of work trends.

This was one of the 2007 TMP policy subject areas and will continue to be an important subject area to 2031 and beyond. Since the 2007 TMP a number of studies, plans and initiatives related to land use and economic prosperity and growth have been undertaken and/or initiated, including, but not limited to:

- Rural Hamilton Official Plan (adopted 2006, effective 2012)
- Urban Hamilton Official Plan (adopted 2009, effective 2013)
- Ancaster Wilson Street Secondary Plan and Official Plan Amendment (2012) and Ancaster Transportation Master Plan (2011)
- West Harbour Secondary Plan and Transportation Master Plan (Setting Sail; 2012)

- B-Line Nodes and Corridors Land Use Planning Study and Mid-Rise Development (2011)
- Zoning along the B Line (e.g., Transit Oriented Corridor Zones; 2016)
- Downtown Hamilton Secondary Plan and Transportation Master Plan (Secondary Plan review adopted by Council in April 2018)
- Centennial Neighbourhoods Secondary Plan and Transportation Management Plan (adopted by Council in 2018)
- Commercial and Mixed Use Zones zoning by-law (adopted by Council in 2017)

The City also influences land use and travel patterns through its GRIDS growth management strategy, which identified a nodes and corridors preferred growth option as the basis for growth and change in the City.

As defined in the Urban Hamilton Official Plan, Hamilton's urban structure includes the following structural elements (illustrated in Figure 6.2):

- **Urban Nodes** – discrete areas that contain compact, mixed-use (residential, commercial and institutional) development and service the surrounding areas. They are accessible by higher order transit, active transportation, a good road network, and exhibit high quality urban design. The OP identifies three types of Urban Nodes:
 - Downtown Urban Growth Centre (e.g. Downtown Hamilton)
 - Sub-Regional Service Nodes (e.g. Limeridge)

- o Community Nodes (e.g. Downtowns of the former municipalities)
- **Urban Corridors** – areas of street-oriented uses which incorporate a mix of retail, employment and residential uses, developed at medium densities, located along arterial or collector roads serving as major transit routes. Such corridors may form the boundaries of residential subdivisions or neighbourhoods, but should act as a linear focus for activities and uses within the community. The OP identifies two types of Urban Corridors:
 - o Primary Corridors (e.g. segments of Main-King-Queenston)
 - o Secondary Corridors (e.g. segments of Rymal Road)
- **Major Activity Centres**
- **Neighbourhoods**
- **Employment Areas**
- **Major Open Space**

The current Urban Official Plan also provides direction related to land use and travel policies. It includes the principles that provide guidance for the development of:

- The City's nodes and corridors and their focus on re-urbanization
- Connections within and between nodes and corridors through the use of transportation solutions including higher-order transit (e.g. BLAST, with connections to regional transit networks such as GO Transit)
- Vibrant pedestrian environments

- The facilitation of active transportation
- Higher residential density
- Mixed use development

These principles highlight the need to invest in pedestrian, cycling and transit infrastructure that support shorter trip distances. This will create wider access for active modes of transportation and enable the first/last mile connections to transit (e.g. bike share).

Key recommended actions related to land use and travel patterns that support economic prosperity and growth are summarized in Table 6.2.

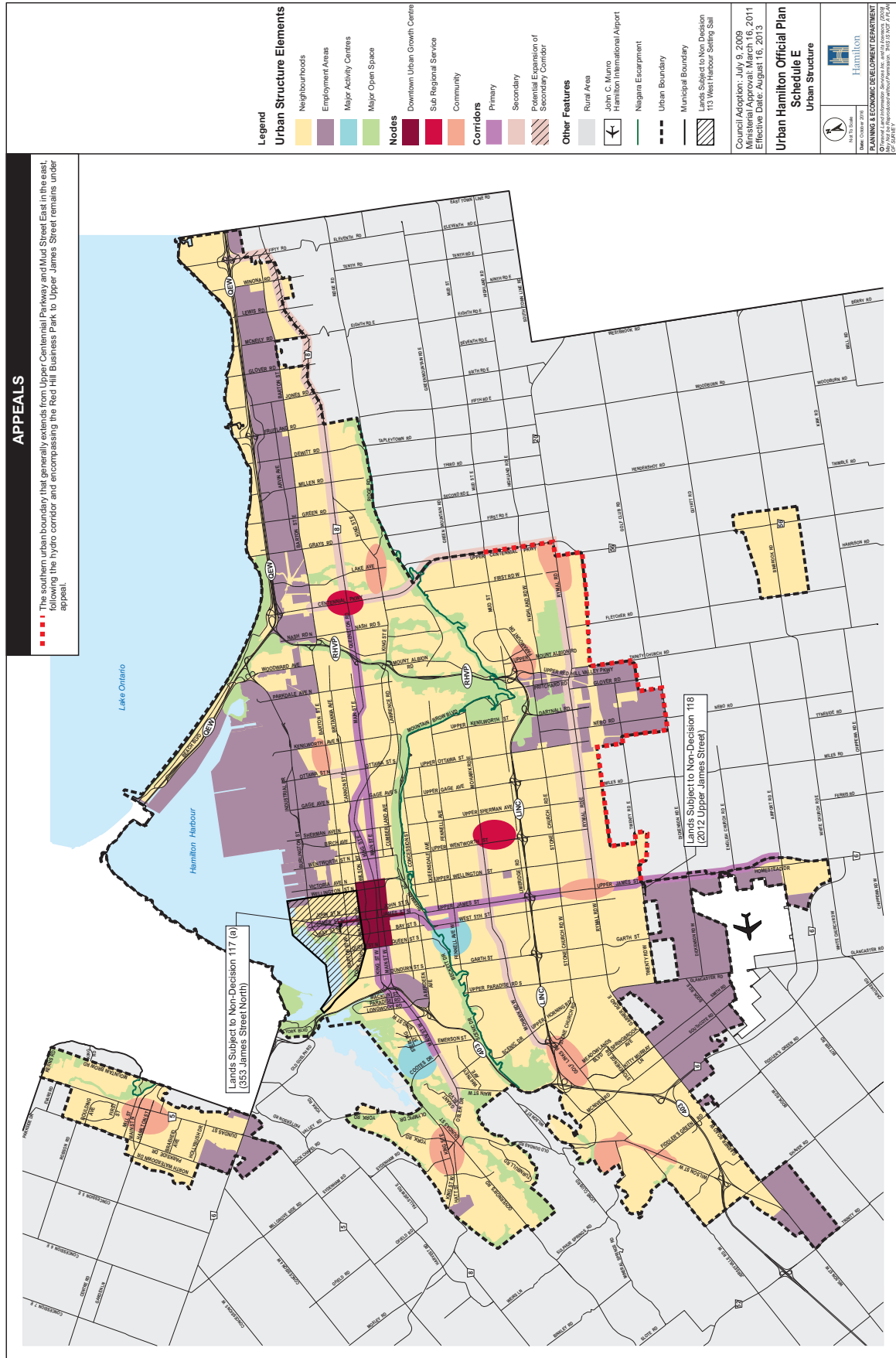
6.2.2 Parking Strategy

Parking influences both transportation and land use patterns. Having effective parking management strategies can support modal choice and active modes of travel, transit-oriented development, and ultimately economic growth. Pricing strategies, Zoning By-Law requirements, and the application of emerging technologies can improve the efficiency of the municipal parking system and improve customer experience. As Hamilton shifts towards a balanced approach to transportation, there is a need to integrate parking through the development of a city-wide parking master plan.

Best practices now focus on setting maximum parking standards as opposed to minimum parking standards to ensure parking supply is balanced with mode share targets and urban design objectives.

On-street parking management will be a consideration within the operationalization of CLB streets in Hamilton. Creating opportunities

FIGURE 6.2 Hamilton Urban Official Plan – Urban Structure (as of February 2017)



to embed carpool, park and ride and electric vehicle parking within off-street municipal parking lots and other municipal facilities will provide a network of facility types that will encourage sustainable travel. Leveraging technology to provide diverse payment methods, pricing strategies such as dynamic pricing, and improve parking demand monitoring and enforcement practices will help to improve system efficiencies and integrate shared mobility options.

In addition, the new intensification targets for the City will put additional pressure on redevelopment of surface parking lots, especially within downtown. A key objective of the Parking Master Plan will be to project future parking needs and establish the right amount of public parking to support economic development and business needs, while also contributing to TDM goals. As such, appropriate financial planning is important, especially recognizing the cost to construct a structured parking space is typically \$35,000 - \$50,000 per space. Increasingly, structured parking will serve to support multi-modal and emerging transportation alternatives including car-share, bike-share, electric vehicle parking and potentially peer-to-peer car-sharing models. Key recommended parking actions that support economic prosperity and growth are summarized in Table 6.2.

6.2.3 Economic Development

Hamilton's economic development mandate is to create and retain living wage jobs, increase the non-residential tax base, and increase the City's attractiveness as "the best place to raise a child and age

successfully." This is supported by several goals and stretch targets, which is supported by the TMP review and update.

Economic Development was identified as a key priority in the 2007 TMP and will continue to be so to 2031 as the City continues to grow and the economic landscape continues to evolve. Since 2007, several studies, plans and initiatives related to economic development have been completed or initiated, including:

- Hamilton Economic Development Action Plan (EDAP) (2010–2015 and 2016–2020)
- Airport Employment Growth District (AEGD) Secondary Plan and Transportation Master Plan (2011)
- Bayfront Industrial Area Strategy (initiated in 2016, currently in progress)
- Tourism Strategy (2015-2020)
- Cultural Plan (2013)

Hamilton's economy has traditionally been dominated by production and manufacturing. However, recent changes in Canada's economic landscape have seen the professional services (e.g. health care, education) flourish with a higher emphasis on tertiary industry supporting these professional services. The creation of business parks and the diversification of knowledge bases, coupled with the drastic increase in post-secondary educated workforce, have led to the demand and growth of these services. Hamilton's current key industry sectors include:

- Advanced manufacturing
- Agriculture/food processing
- Creative/cultural industries

- Finance/Insurance/Real Estate
- Goods Movement
- Information and Communication Technology/Digital Media
- Life Sciences
- Tourism

Emerging economies are another important influence on Hamilton's economy. The advent of concepts such as the sharing economy and mobility-as-a-service are changing the way we view asset ownership, including transportation assets, and are expected to have a major influence on both the economy and the transportation system.

Hamilton's EDAP was updated in 2016 in conjunction with the review and update of other city-wide strategic documents. The action plan aims to ensure that Hamilton remains Canada's most diversified economy. It also identifies six goals, three of which relate directly to the transportation system:

- **Grow non-residential tax assessment and increase the number of living-wage jobs:** this relates to attracting and retaining new employers, employees and residents.
- **Vibrant commercial and cultural districts and places:** this can be achieved through urban renewal initiatives and creating places for people through building Complete Communities, and Complete-Livable-Better (CLB) streets
- **Strategic infrastructure investment for economic growth:** the link between emerging technologies and integrating smart city (intelligent communities) concepts to improve the efficiency of moving people and goods

The action plan recognizes that transit is a major opportunity by identifying it within the transportation infrastructure area of focus, including:

- Implementation of the LRT project (ongoing)
- Providing regular, reliable and frequent transit access to all business parks (short-term)
- Completing the rapid transit network (BLAST) to link workers to employment areas across all parts of the city (long-term)
- Expanded regional GO service (Two Way-All Day Rail service, GO bus service to Confederation station)

It also states an ambitious stretch target, that by 2020, we will: extend regular HSR service (connected to the BLAST network) to the interior of the Red Hill, Flamborough and Stoney Creek Business Parks, and 24/7 service to John C. Munro Hamilton International Airport.

In summary, provision and promotion of employment transit options, goods movement strategies, increased intermodal connections and the use of emerging technologies are all important to the prosperity and growth of Hamilton's economy. Key recommended economic development actions that support economic prosperity and growth are summarized in Table 6.2.

6.2.4 Goods Movement

Effective goods movement and freight-supportive land uses support local, regional and international markets, which contributes to Hamilton's economic prosperity and growth. Hamilton is located at the centre of the most densely populated corridor of economic activity in Canada. Hamilton's location provides

businesses with easy access to a network of highways, international rail lines, local air connections and marine connections, including:

- The provincial 400-series highway system (Queen Elizabeth Way (QEW) and Highways 401 and 403), connecting the GTHA with the U.S. Eastern Seaboard and the Midwestern states
- The Port of Hamilton (Hamilton Port Authority, HPA) and John C. Munro Hamilton International Airport (HIA), connecting Hamilton and the surrounding region with other domestic and international markets. The lands surrounding both the port and airport will attract employment growth in transportation logistics and distribution, and the non-traditional manufacturing and processing sectors
- Hamilton's proximity to the Canada-U.S. border crossings at Fort Erie-Buffalo, Queenston-Lewiston, Sarnia-Port Huron and Windsor-Detroit, which combined handle 60 percent of Canada-U.S. trade and represent the busiest trade gateway in the world
- Canada's two national railways, Canadian Pacific (CP) and Canadian National Railway (CN) operate within Hamilton, providing complete rail freight services across North America.

Goods movement was identified as a policy subject area in the 2007 TMP and is also identified as a key industry sector in the EDAP.

The revised goods movement policy developed for the TMP review and update includes a state of the practice review, a review and update

of supporting actions, a high-level review of the goods movement network, and consideration for the integration of goods movement and Complete-Livable-Better (CLB) streets. In general, the review recommended that the 2007 policies be maintained and that several additional policies be added.

During the TMP review and update development, the dichotomy between small businesses and large employers were noted. Each represents important contributions to Hamilton's economy and each have their issues related to the movement of goods. To gain a better understanding of these issues, goods movement stakeholders and representatives from Hamilton's 13 Business Improvement Areas (BIAs) were engaged. These stakeholders were given the opportunity to provide feedback about key priorities, challenges and opportunities through stakeholder meetings and online surveys. Further details are provided in the Public Consultation Report and the Goods Movement Paper.

Responses from the Goods Movement stakeholder survey, conducted as part of TMP engagement, include:

- 54% of respondents participate in off-peak delivery times
- When deciding the choice of route, 37% of respondents identified safe and efficient travel time as the most important factor (highest response).
- The current truck route network accommodates 90% of respondents well or good with some issues/gaps.

Responses from the Business Improvement Area (BIA) stakeholder survey:

- 61% of respondents use courier services (e.g., UPS, FedEx, Canada Post, etc) as their primary method to ship/receive goods for the service provided within their BIA. Only 4% of respondents use heavy trucks as their primary method.
- 67% of respondents would support improving/increasing enforcement of truck routes.
- Other solutions that were offered requiring more engagement include off-peak deliveries and restricting the size of vehicles making deliveries

The Goods Movement Study (2005) focuses on ensuring a high quality of service on the highway and corridors that connect intermodal hubs and gateways. Opportunities for improved goods movement and increased intermodal transport must be considered to develop and maintain a healthy relationship between land use, economic prosperity, job creation and quality of life in Hamilton. The TMP review and update supports this direction but is also cognizant that the demands for goods movement are dynamic and change according to market forces. Changes in the volume and nature (origin/destination and mode) of goods movement are driven by four key factors as illustrated in Figure 6.3.

In recognition of these key drivers of change, a review of the 2005 Goods Movement Study is necessary. This is identified in both the EDAP and the TMP review and update. In support of this, a review of the 2010 Truck Route Master Plan is also identified as one

method of goods movement that supports economic development.

WHAT WE HEARD



Provide for truck movements in rural areas and connectivity between inter-modal hubs and the highway system. This concern will be considered as part of the Truck Route Master Plan review and update.

The sustainability of all modes of travel, including goods movement, is identified as a key direction for the TMP review and update (as discussed in Chapter 3). Examples of sustainability in goods movement include increasing the efficiency of deliveries through improvements to logistics, supply chain processes and routing, more fuel efficient vehicles, and deliveries made by alternative modes of travel.

Emerging technologies also present potential challenges and opportunities for goods movement. For example, new local delivery systems present an opportunity to improve the efficiency and perhaps speed of goods movement to offset the impacts of delivery vehicles on local streets. One example of this has been established by *InPost* as illustrated in Figure 6.4.

The future of small parcel delivery systems using alternative modes is also being tested worldwide, including in some rural area of Canada. The use of drone and autonomous delivery systems present policy, regulatory, and infrastructure challenges and opportunities. As technology evolves, it is important to be at the forefront

FIGURE 6.3
Key Drivers
of Change
in Goods
Movement¹⁹

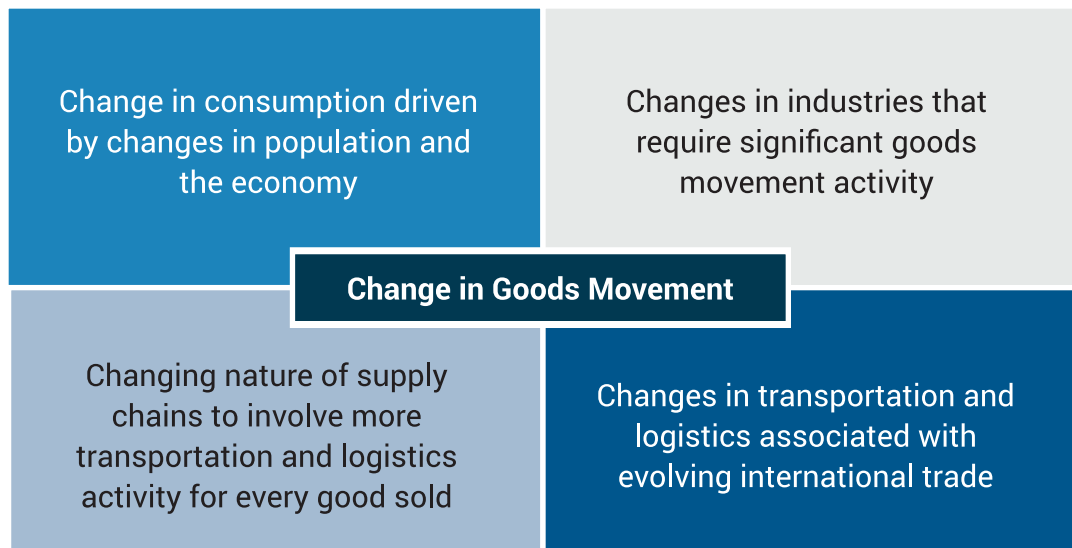


FIGURE 6.4
New Local
Delivery
Systems
(Main Street
East and
Ottawa Street
South)



systems that use in-vehicle GPS units to trace truck itineraries can show the most used routes as well as the use of non-compliant routes. For example, this concept was used in the Region of Peel.

and lead in these changes and potential disruptions to maximize the benefits of technology, while minimizing any potential negative impacts to the community.

Facilitating continuous improvement through the use of big data, which will help to improve the understanding of origin and destinations of trips and the routes taken and improve the City’s ability to identify opportunities and address concerns in the future. The use of GPS traces presents an opportunity for goods movement planning, especially truck route planning. Data collected by commercial fleet management

WHAT WE HEARD



Difficulty in balancing the goods movement needs of business stakeholders. It is recognized that this will be an ongoing challenge to work on various appropriate solutions

Key recommended goods movement actions that support economic growth and prosperity are summarized in Table 6.2.

¹⁹Adapted from the Metrolinx Urban Goods Movement Report (2016)

6.2.5 Other Applicable Policies

There are several other policy subject areas related to Economic Growth and Prosperity, including:

- Complete-Livable-Better Streets
- Transit
- Sustainable Mobility
- Emerging Technology
- Access Management
- Parking

6.3 SUMMARY OF KEY ACTIONS

Several policy areas support economic prosperity and growth. These areas as well as the associated key recommended actions are presented in Table 6.2.

TABLE 6.2 Summary of Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Land Use and Travel Patterns	57	Update the Transportation Impact Study Guidelines to include the concept of multi-modal level of service (MMLoS) which allows for the evaluation of LOS for pedestrian, cycling, transit and goods movement LOS, in addition to traditional auto LOS. MMLoS is one tool to inform trade-offs between modes.	Short	PED
	58	Update Road Right-of-Way policies within the Official Plan to ensure that future development protects for future multi-modal capacity needs, municipal services and utilities, while adhering to the principles of CLB streets and Vision Zero.	Short	PED (PW)
Parking	59	Undertake a city-wide Parking Master Plan, which will develop short-, medium- and long-term plans for the parking system, including both off-street and on-street parking. The Parking Master Plan will inform future updates of the zoning by-law governing the provision of parking for new development.	Short	PED
	60	Integrate the requirement to provide electric vehicle (EV) charging stations as part of future zoning by-law amendments.	Short	PED
	61	Expand existing EV charging and parking stations to create a network within all municipally-owned facilities, including public parking lots.	Ongoing	PED (PW)

TABLE 6.2 Summary of Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Parking	62	Adopt off-street and on-street parking policies and designs that ensure an adequate parking supply to support growth and economic development, contribute to the achievement of the mode share targets of the TMP, and implement the CLB streets and Vision Zero objectives of the TMP.	Ongoing	PED
	63	Evolve the Hamilton Municipal Parking System to support the increasing use of shared mobility such as carshare and other shared mobility options and, where applicable, park and ride.	Long	PED
Economic Development	64	Provide multi-modal access to/from and within employment lands.	Ongoing	PW/PED
Goods Movement	65	Undertake an integrated review and update of the 2010 Truck Route Master Plan and 2005 Goods Movement Study.	Short	PED (PW)

To ensure that the TMP update is successful, the implementation strategies will establish priorities and target areas of improvement for the highest impact.



Chapter 7

Implementation Strategies and Recommendations

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Chapter 7

Implementation Strategies and Recommendations

As a strategic policy document, the TMP review and update provides the framework (or lens) through which future projects should be viewed under. Therefore, it influences the following:

- Scope of projects
- Priority setting
- Implementation strategies
- Transparency and accountability
- Continuous improvement (performance measurement)

This chapter focuses on approaches to priority setting and implementation. More specifically, strategies to facilitate the implementation of the actions identified in the TMP review and update are described. Recommendations

regarding policies, programs, studies, initiatives and infrastructure projects are also included in this chapter.

The recommendations identified throughout the TMP review and update align with the City's Strategic Plan and enable the achievement of the desired outcomes of a sustainable and balanced transportation system, healthy and safe communities, and economic prosperity and growth.

7.1 IMPLEMENTATION STRATEGIES

Several strategies for implementing the actions from the TMP review and update are provided in the following sections. In some instances a single approach is best, while in other instances an approach that combines more than one implementation strategy may be most effective.

Council has the challenge of balancing many competing capital and operating budget requests annually in striving to reach the City's strategic vision. It is important to

provide Council and City staff with a framework to assist in decision-making relating to the transportation system.

7.1.1 Establishing Priorities

Before a project or program is implemented, the process of prioritization must take place. The TMP review and update should direct future capital budget submissions (which could also affect operating budget submissions) and scoping of individual projects. Recommendations of the TMP review and update are categorized into short- (by 2022) medium- (by 2031), and long-term (2032 and beyond) timeframes. This is based on alignment with the three desired outcomes of the TMP review and update.

The infrastructure projects described in Appendix A were identified as part of previously approved sub-area transportation master plans, secondary plans, studies, Asset Management Program, and other related documents and programs. As part of these studies, a recommended project timeframe was already identified. Some of these projects are already in progress or have been identified as part of the capital budget, in which case a “short” timeframe is indicated. For projects with a timeframe of 2020 or later the categorization based on the three desired outcomes of the TMP review and update should be used to confirm or update prioritization.

These prioritization criteria are based on information available at the time of this study. If there are any significant changes to the key assumptions (e.g., changes to strategic directions,

population and job growth projections, availability of funding) the recommended prioritization criteria may need to be reviewed and updated.

At a more detailed level of the implementation process, inclusion of meaningful public engagement that elicits and reflects the priorities of citizens and other stakeholder groups should be undertaken. This strategic priority will always be part of the implementation process and may change the scope or direction on a project-by-project basis.

7.1.2 Partnerships

Implementation requires partnerships. They are an integral part of delivering transportation services. Opportunities to work with partners can be a valuable part of the transportation service delivery model. Implementation can involve a combination of one or more partnerships. Some examples of existing partnerships are listed below:

- **Intergovernmental relations:** Planning and building the B-Line LRT in partnership with Metrolinx and Infrastructure Ontario.
- **Non-governmental and community organizations:** Sustainable Mobility Programs delivers several programs using non-profit partners (e.g., Cycle Hamilton supports the delivery of Bike Month).
- **Post-secondary institutions:** Students and staff from McMaster University and Mohawk College have contributed to transportation research projects.



Community
Engagement
&
Participation

- **Elementary and secondary schools:** City's ASST Program is a partnership between the City of Hamilton and the two local school boards, as well as staff, parents and students at participating schools.
- **Private sector organizations:** Over 20+ local employers are part of the Smart Commute Hamilton program. Public-private partnerships can also be considered in the delivery of transportation infrastructure and services, such as the public bike share system in Hamilton. Other examples include advertising and sponsorships for transportation-related programs and infrastructure (e.g. plantings within traffic islands and traffic calming treatments).
- **Inter-departmental/divisional:** Through the process of continuous improvement, streamlining internal processes will help to ensure high quality public works are delivered in an efficient and effective manner.

Initiatives such as the Sustainable Mobility Program rely on strong community partnerships to implement travel demand management strategies. The strength and success of these partnerships and programs is seen through the shifting of travel modes to more sustainable forms (i.e., demand), therefore reducing the need for more costly capital expenditures (i.e., supply).

Annually the Transportation Forum brings together many of the partners who deliver transportation programs in the City to develop a community action plan.

Hamilton's Smart Commute Program includes (2016 data):

- **23 workplaces**
- **92,000+ Commuters**

Intergovernmental relations are also important for transportation projects. For example, improving mobility options for citizens by advocating for improvements to the QEW and Highway 403 will help to facilitate longer distance travel and efficient goods movement. This also applies to advocating for all-day two-way GO train service connecting to the Harbour West, Hamilton GO Centre (Hunter Street) and Confederation mobility hubs. Without these provincial network improvements, any system efficiencies gained in association with the LINC and RHVP improvements and the development of the BLAST higher-order transit network is at risk.

7.1.3 State-of-Readiness

Hamilton should be proactive and prepared by being in a "state-of-readiness" for transportation projects and initiatives. This applies to all projects that already have allocated funding or are considered to be priority projects that the City could expect partial or complete external funding. Leveraging our readiness to maximize the benefits of available funding sources from the Province (e.g., Metrolinx, MTO), the Federal Government (e.g., Infrastructure Canada Infrastructure Bank), and other sources, Association of Municipalities of

Ontario, and Federation of Canadian Municipalities) is also part of this approach.

One of the key directions identified in the TMP review and update is to prioritize all projects that are candidates for receiving provincial or federal funding. This will help to identify the current “state-of-readiness” of the City and will identify gaps and the critical-path to improve the readiness for future funding opportunities.

Potential funding sources should also be identified as part of this process in order to better understand the potential application and implementation requirements (e.g., if the identified funding source is a grant, there may be a specific application deadline, a planning deadline or an implementation deadline to be considered) as well as to identify any prior approvals that may be needed, such as source allocation of matching funds (if applicable).

7.1.4 Revenue Tools

Like most municipalities, Hamilton relies on traditional municipal revenue tools that are regulated by the Municipal Act (2001) including property taxes, fees and charges, investment income, special services/area ratings, cash-in-lieu, sponsorship programs, local improvement charges and development charges. With the exception of the City of Toronto, Ontario municipalities do not have other revenue tools available to them. In order to become a fiscally sustainable municipality, it is essential to have a diverse array of revenue tools to ensure that funding remains stable in the long-term. As

green technology becomes more popular and affordable the risk of losing fuel revenue becomes more imminent. Therefore the need for sustainable revenue sources becomes even more critical.

The TMP review and update identifies how this strategic policy document can align with the municipal budget and asset management plan. Part of this alignment is to identify other available revenue tools for further investigation to lobby the Provincial government to permit Hamilton for its use. These tools, in addition to the strategic priority to shift the tax burden away from the residential tax base will help the City to become more financially sustainable.

The range of available revenue tools to pay for local transportation is already well-defined from decades of GTHA, provincial, national and international practices. The 2013 Metrolinx Investment Strategy, detailed in the report entitled *Investing in Our Region, Investing in Our Future*, for example, conducted a global review of potential dedicated revenue tools for transit and transportation projects across the GTHA. Revenue tools identified in the Metrolinx study that can be used as a starting point for discussion include:

- Car Rental Fee
- Carbon Tax
- Cordon Charge
- Corporate Income Tax
- Development Charges
- Employer Payroll Tax
- Fare Increases
- Fuel Tax
- High Occupancy Tolls

- Highway Tolls
- Hotel and Accommodation Levy
- Land Transfer Tax
- Land Value Capture
- New Vehicle Sales Tax
- Parking Sales Tax
- Parking Space Levy
- Sales Tax
- Utility Levy
- Vehicle-KM Travelled Fee
- Vehicle Registration Fee
- Tax Increment Finance (Special Assessment District)

A revenue tools study will help to understand the tools that may be more accessible and practical than others to fund transportation projects in Hamilton. This proposed study is intended to support future inter-governmental relations and discussions regarding financial sustainability. Revenue tool evaluation criteria could include but is not limited to:

- Total estimated revenue intake over the life of the tool
- Robustness and resiliency of the estimated revenues: to grow with economic, population and travel demand growth – and withstand potential changes such as economic downturns, the advent of disruptive transportation technologies and rise of shared personal mobility options
- Ability of the tool to motivate rational modal choice and time of day travel decisions
- Equity and fairness impacts on, and mitigation strategies for, the economically vulnerable segments of our population and community
- The capital operating and administrative costs of implementing and maintaining the revenue collection scheme (net of total gross revenues)
- Seamlessness or inconvenience of the revenue collection scheme from the standpoint of the customer or user
- Enforcement risks and measures to minimize potential revenue loss
- Requirement for, and likelihood, of provincial legislative approval
- Successful track record of implementing a similar tool, and lessons learned, from other comparable jurisdictions
- Identification of any powers or other considerations that would need to be in place in order to apply the tool

7.2 RECOMMENDATIONS

Recommendations regarding policies, programs, studies, initiatives and infrastructure improvements are identified within this section.

7.2.1 Policy Recommendations

As part of the TMP review and update, the transportation policies and supporting actions identified in the 2007 TMP were reviewed in detail, and updated as necessary. Twenty-five policy theme areas were identified, containing over 100 policies and supporting actions. Some of these policies and approaches have been identified and discussed within this document. These policies form the lens that future transportation initiatives should be viewed through (e.g., CLB streets, emerging technology and road safety).

7.2.2 Program Recommendations

7.2.2.1 Asset Management Program

The transportation system covers a broad spectrum of asset categories, as shown in Table 7.1. Accountability for the planning, design, construction, operation, maintenance, rehabilitation and replacement for each asset needs to be clear to ensure that proper stewardship of the whole system is provided.

The City has more than \$6 billion in roads and bridges assets in its care²⁰ and the state of those assets was rated at a C and trending down in 2016. The annual capital block funding provided for roadway asset investment of \$43M (2017) is unlikely to reverse the downward trend in the state of roads and bridges assets. Hamilton is not the only municipality faced with this challenge.



Our People & Performance

Aging infrastructure and underinvestment presents a risk to public infrastructure in the future. The City provides stewardship of transportation assets based on a framework that uses 10 service goals that have been aligned with the three desired outcomes of the transportation system. Table 7.2 shows the asset management framework in relation to the TMP review and update.

Every time there is a major event or shift in transportation direction, there should be a review to identify any impacts to the assignment of responsibilities and accountabilities and the proper re-assignment or restructuring of resources.

Many of the policies identified with the TMP review and update will impact the scope of work relating to how public works are delivered. For example, the policies relating to CLB streets, call for a collaborative and comprehensive approach to project scoping and creating budgets for projects, rather than limiting scopes due to budget constraints. This is a difficult task, and the decision-making process needs to be transparent and communicated relating to balancing the system and any trade-offs that are required to achieve this balance.

A clear and comprehensive methodology describes asset delivery processes from the definition of the asset need to the time the asset is retired. This type of methodology helps to stabilize and manage business processes and simplify the assignment of responsibilities across the organization as changes occur. There are a number of existing methods and standards in place in Hamilton that could be combined to provide a comprehensive life-cycle guide to asset planning, delivery and management as part of the continuous improvement process. Figure 7.1 shows an example of a comprehensive asset planning and delivery framework.

²⁰City of Hamilton 2016 State of the Infrastructure Report and Assets Report Card - Public Works

TABLE 7.1
Transportation
Related Assets

Transportation Asset Category	Example Types
Linear roadway	Gravel roads, alleyways, laneways, paved roads, boulevards, maintenance strips, curbs, paved shoulders, medians, ditches, retaining walls, pavement markings, on/off ramps
Roadway safety	Roundabouts, mini-roundabouts, right-turn channels, narrowings, raised intersections, speed humps, bollards, cats eyes, rumble strips, high-friction asphalt, guide rails, railway crossings
Pedestrian	Pathways, sidewalks, fences, stairs/ramps, railings, cross-walks, multi-use recreational trails, pedestrian crossings and supporting amenities
Cycling	Cycle tracks, cycling lanes, bike paths, bike wheel ramp, stairs with bike troughs
Community and environmental	Bio-swales, stormwater ponds, street furniture, parking and loading bays, trees and grates
Traffic control	Traffic signals, street lights, Traffic Management Centre, signs, and various parking meter types
Transit	Bus bays, transit stops including signs, landing pads, benches and shelters, transit terminals, park and ride facilities and buses
Structural	Bridges, tunnels, retaining walls and culverts
Facility	Building facilities such as offices, and maintenance and storage facilities/yards

TABLE 7.2
Asset
Management
Service
Framework

Desired Transportation System Outcomes	Asset Service Goal	Asset Service Level Definition
Sustainable and Balanced Transportation System	Sufficient Quality/Quantity	Services are delivered to acceptable quality and quantity
	Uninterrupted Service	Service is reliable and subject to infrequent interruption
	Accurate	Customer response is accurate and based on correct information
	Responsive	Customer issues are captured and acted upon in an efficient and timely manner
	Environment	Services meet environmental requirements, as regulated by legislation and/or operating licenses or agreements
Healthy and Safe Communities	Safety	Services meet safety requirements, as regulated by legislation and/or operating licenses or agreements
	Protect the Public	Services delivered and/or supporting infrastructure, do not pose undue risk to public safety
	Keep Employees Safe	Employees are safe in doing their jobs
Economic Prosperity and Growth	Affordable	Costs are minimized and distributed such that access to service does not cause undue hardship to customers, businesses or the public.
	Accommodate Growth	Growth and development is not hampered by the availability of service capacity (within current plan)

FIGURE 7.1
Example
Asset
Planning
and Delivery
Framework

3-6 months	<ul style="list-style-type: none"> • Project Creation • Scope Development
1-2 Years	<ul style="list-style-type: none"> • Environmental Assessment (if required, scope refinement) • Budget Creation
1-2 Years	<ul style="list-style-type: none"> • Permit Approvals • Pre-Design and Base Plans
1 Year	<ul style="list-style-type: none"> • Detailed Design
1-2 Years	<ul style="list-style-type: none"> • Utilities Coordination • Land Tender Prep
1-2 Years	<ul style="list-style-type: none"> • Construction

7.2.2.2 Strategic Road Safety Program

With the intent to improve road safety for all roadway users over the short, medium and long term, several initiatives such as the HSRSP, PMP and Cycling Master Plan implementation are designed as long-term strategies for improved safety and mobility in the city. Other strategies that support road safety and mobility in Hamilton includes the Traffic Calming measures, CLB streets and Vision Zero. The intent of these strategies is to embed these principles and approaches into planning communities and designing roadways. Over the long-

term these will decrease the need to “retrofit” neighbourhoods and arterial roadways.

Funding for roadway safety projects is financed in part by the RLC Reserve fund. The program is an example of a sustainable transportation program with financial sustainability. Excess RLC Program fine revenue not required to build, operate or maintain existing or future RLC sites are allocated to road safety initiatives, as supported by the Hamilton Strategic Road Safety Program, subject to maintaining a minimum balance of \$100,000 in the RLC Reserve.

7.2.2.3 Sustainable Mobility Program

Since its inception in 2009, the implementation of the Sustainable Mobility Program has successfully delivered many projects and programs. It has contributed to reducing or delaying the need for additional roads, and has contributed to healthier outcomes through successful increased physical activity.

The staffing resources and funding for this program was set out in 2007 when Sustainable Mobility was in its infancy. Since that time, the program has grown significantly and is currently at full capacity. In order to make progress on achieving the aspirational modal split targets, the program needs to be further developed. Accordingly, additional resources are recommended for future consideration. A portion of this program (Smart Commute Hamilton) is currently cost-shared between the City and Metrolinx.

7.2.2.4 Traffic Operations Program

Finding efficiencies within the existing transportation system through various localized improvements will eliminate or defer the timing of costly road expansion projects. For example, the ATMS system has the capability to provide real-time traffic data aimed at responding to potential and evolving traffic issues on Hamilton roads. This allows staff to adapt and respond to changing traffic patterns relating to situations such as road closures, collisions, and other incidents in order to maintain safe and efficient use of the roads.

The expansion of this system is expected to require an investment of \$8.6 million between 2018 and 2026. Further investigation into the efficiencies offered by employing other ITS strategies should be undertaken.

7.2.2.5 Transit Program (BLAST Network and Ten Year Local Transit Strategy)

The \$1.0 billion investment made by Metrolinx along the B-line is a first step towards a higher-order network that feeds the broader regional transit system. Continued refinement and investment of the supporting Ten Year Local Transit Strategy to build ridership is an important part of this success. The Federal government and the City have committed to cost-share (50/50) \$72 million over the next two years for a bus maintenance and storage facility. Additional investments in transit terminals, transit reliability through transit priority measures, and stop amenities require continued investment.

7.2.3 Recommended Studies and Initiatives

A number of future studies and initiatives were identified as part of the TMP review and update to investigate issues in further detail. These are identified in Table 7.3

7.2.4 Infrastructure Recommendations

The transportation system infrastructure improvements identified in the TMP review and update have previously been approved as part of sub-area transportation master plans,

TABLE 7.3
Summary of
Recommended
Studies and
Initiatives

Project	Timing	Relevant TMP Outcome
CLB Streets Design Manual (see Action #36)	2019-2022	● ■
Cycling Master Plan Review (see Action #11, 13, 14 and 15)	2023-2031	● ■
EMME model management* (see Action #66)	Ongoing	●
Escarpment Crossing People Mover Study (see Action #43)	Beyond 2031	▲
Goods Movement Study Review/ Update (see Action #65)	2019-2022	▲
Intelligent Transportation System (ITS) Strategy (see Action #48)	2023-2031	● ■ ▲
403 Connections Study (see Action #49)	2019-2022	●
Multi-Modal Level of Service (see Action #38)	2019-2022	●
Pedestrian Mobility Plan Review (see Action #6, 7, 8 and 11)	2023-2031	● ■
Revenue Tools Study (see Action #49, 67-71)	2019-2022	●
TMP Review (see Action #69)	2023-2031	● ■ ▲
Truck Route Master Plan Review* (see Action #65)	2019-2022	● ▲

* Identified within current capital budget

Legend

- Sustainable and Balanced Transportation System
- Healthy and Safe Communities
- ▲ Economic Prosperity and Growth

secondary plans, studies and other related documents. These have been validated as part of the strategic evaluation of system alternatives (Chapter 3). The list of infrastructure recommendations is provided in Appendix A, Identified Projects.

The 2014 Development Charge Background Study identified over \$1 billion of growth-related transportation investment cost estimates to 2031, as identified below. In addition, over \$1 billion in Provincial investments and Federal cost-sharing funding have also been identified.

City Growth-Related Transportation Cost Estimates (to 2031)³⁰:

- Road Investment (\$728M)
- Transit Investment (\$335M)
- Ten Year Local Transit Strategy improvements (unfunded)
- Recreational Trails (\$4.8M)

Provincially Funded Initiatives:

- Transit: B-Line LRT Project (\$1.0B)
- Highway improvements: future investment in Highway 403 improvements. According to the letter received by the City from the Minister of Transportation, improvements (one lane per direction between Main Street West and Jerseyville Road) identified within Phase 1 of the NGTA Corridor Study are within MTO 5-year Southern Highways Program, subject to the undertaking of the necessary EA and approvals. No other specific time frames, project requirements or other details were provided.

Federal (Cost-share) Funding Initiatives:

- Transit: \$72M (50/50 cost share over two years) Bus Maintenance and Storage Facility

7.3 SUMMARY OF KEY ACTIONS

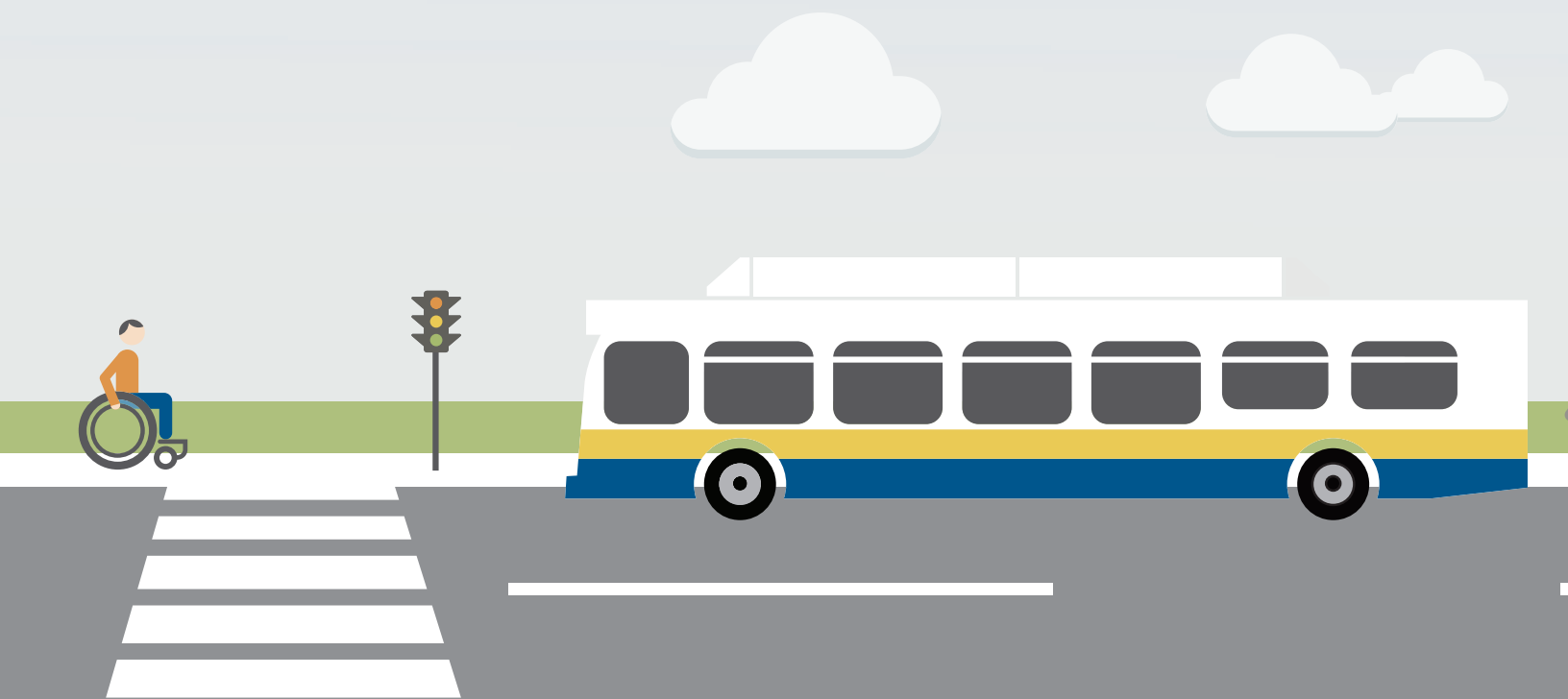
Key recommended actions related to implementation are presented in Table 7.4.

³⁰ 2014 Development Charge Background Study

TABLE 7.4 Summary of Actions

Policy Theme	No	Actions	Timing	Lead (Partners)
Implement- ation	66	Create in-house transportation modelling and data analysis capacity to support transportation decision and planning needs, and the monitoring of TMP outcomes.	Short	PED
	67	Update the City's travel demand forecast to reflect the updates from the revised Growth Related Integrated Development Strategy (GRIDS).	Short	PED
	68	Implement the proposed monitoring program for the TMP and report to Council on a regular basis.	Ongoing	PED
	69	Conduct regular reviews of the Transportation Master Plan.	Medium	PED
	70	Create project budgets based on designs as opposed to designs based on available budget to provide higher quality infrastructure.	Ongoing	PED/PW
	71	Apply asset management best practices which include consideration of operating and maintenance costs (lifecycle) in the prioritization of infrastructure investments.	Ongoing	Corporate-wide

City in Motion requires regular monitoring in order to meet its targets of success. The following chapter proposes a monitoring framework with clear goals and methods of evaluating Hamilton's progress.



Chapter 8

Monitoring

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Chapter 8

Monitoring

This chapter identifies the process for monitoring and updating the TMP review and update. It also provides a summary of recommendations for continuous improvement of the performance of the overall transportation system, the condition and performance of its assets and the delivery of transportation-related services. Finally, it describes a performance monitoring framework designed to monitor and evaluate the effectiveness of TMP policies and actions and provide the level of transparency required to be accountable to the public.

8.1 TRANSPORTATION MASTER PLAN MONITORING

Generally, master plans should be reviewed every five years to determine the need for a detailed formal review and update. The MEA document identifies the following circumstances may trigger a detailed review:

- Major changes in the original assumptions made in the master plan
- Major changes to components of the master plan
- Significant new regulations (e.g. environmental)
- Major changes in proposed timing of projects within the master plan.

Other major changes that may trigger the need for a detailed review include new health effects, funding opportunities, changes or updates to internal and external guiding documents such as GRIDS, Strategic Plan, Official Plan, the Provincial Growth Plan, and the RTP (Big Move).

8.2 POLICY MONITORING FRAMEWORK

Performance measurement is necessary to gauge the effectiveness of the policies, programs and infrastructure improvements in achieving the TMP vision, goals, targets and recommendations.

A revised performance monitoring framework is provided in Table 8.1, where a brief description about each performance indicator is provided. The table also identifies a proposed target (if applicable), the primary data source, and the Department accountable for collecting and analyzing the data. This framework also identifies the relationship between the transportation performance indicators and the three desired outcomes identified within the TMP review and update.

Collaboration amongst City departments and divisions is required to provide inputs into monitoring. Through collective ownership, this information will help with the continuous improvement process.

TABLE 8.1 Summary of Key Performance Indicators

Sustainable and Balanced Transportation System		
Policy Theme Area	Performance Indicator(s)	Future Signs of Success
Sustainable Mobility	SOV mode share (%)	↓
	Smart Commute Program participation	↑
Active Transportation	Walking/Cycling trips per capita	↑
	Hamilton public bike share system usage	↑
	Kilometers of protected cycling infrastructure	↑
Transit	Transit mode share (%) and trips per capita	↑
	Completion of rapid transit network, BLAST (%)	↑
Roads	Implementation of strategic road network (%)	↑
Climate Change	Corporate and total GHG emissions	↓
Healthy and Safe Communities		
The Role of Health and the Built Environment	Physical activity rates	↑
Road Safety	Road fatalities and serious injuries (number and rate)	↓
Accessibility	Transportation infrastructure compliance with AODA	↑

TABLE 8.1 Summary of Key Performance Indicators

Economic Prosperity & Growth		
Land Use and Travel Patterns	Average journey to work trip distance (km)	↑
Economic Development	Transit service to Employment Lands	↑
Goods Movement	Cargo movements	↑

8.3 ADDITIONAL MONITORING PROGRAMS

Additional monitoring should be done using surveys, before-and-after monitoring studies and forecasting of travel demands using the City's travel demand model (EMME) and other transportation modelling tools. There may also be opportunities to link monitoring programs to other partner agencies such as the MTO.

Supplementary travel surveys and monitoring studies should be developed to assist in measuring infrastructure and program performance. Some of these initiatives should be undertaken to complement TTS during publication years to provide updated commuter patterns throughout Hamilton.

Before-and-after studies, including project pilots, provide an effective means of evaluating the merits of various policies, projects and programs to assist in the continuous improvement of the transportation system and processes. The specific metrics collected and methods used to collect data depend on the nature of the project and program. The City has undertaken a number of these, including the monitoring of the Cannon Street Cycle Track, King Street Transit-only lane, and the 30 km/h speed limit in the North End Neighbourhood. These have helped to inform City staff and Council on what works, what does not work, and how to learn and improve in the future.

Another important component of monitoring is maintaining the City's travel demand model (EMME) that is used to forecast travel demand. This will help to identify existing and future transportation system deficiencies and assess network needs and opportunities. Reallocation of resources

will be required to establish in-house ownership of the model and proactively maintain, manage and update the model more efficiently. This will ensure that the transportation network is accurately updated for continued use without requiring the additional acquisition of external consulting resources. Consideration should also be given to adopting a scenario-based planning and forecasting process that leads to the identification of alternative transportation futures and related probable outcomes for the transportation system.

8.4 SOURCES OF DATA

There are a number of potential sources of data identified to support policy monitoring. The opportunity to use new data sets through big data, as well as collaboration with educational institutions, non-governmental agencies and other community partners provides new avenues to improve the quantity and quality of information. The public is also becoming an important direct source of information. Whether through contribution of data through crowdsourcing (e.g. WAZE) or through feedback received from 905-546-(CITY) or third party "see-click-fix" mobile applications, the experiences and contributions of citizens are valued. Also, the availability of information to the public through the City's open data policy provides opportunities for new insights into data interpretation and use.

Existing City programs and external data sources that provide information are summarized below. This list is not exhaustive and it is anticipated that additional sources will become available in the future.

WHAT WE HEARD FROM STAKEHOLDERS:



Data sharing between stakeholders will enable system reliability (e.g. Compass Freeway Traffic Management System, Waze community based navigation app).

Active Transportation (AT)

Benchmarking Program: The AT Benchmarking program collects pedestrian and cycling (active transportation) activity throughout the City along sidewalks, trails, and on-road bicycle routes. Automatic counters monitor active transportation 24 hours a day at various locations for one-week durations. There are also permanent count locations along on- and off-road routes, with future plans to integrate into the City's Advanced Traffic Management System (ATMS).

Advanced Traffic Management System (ATMS): Hamilton's ATMS system, which is operated from the Traffic Management Centre, has the capability to provide up to date, real time traffic data aimed at responding to potential and evolving traffic issues on Hamilton roads. The system allows city staff to adapt and respond to changing traffic patterns relating to situations such as road closures, collisions, and other incidents in order to maintain safe and efficient use on the roads.

Alternative Transportation Program: The Alternative Transportation Program includes the planning and implementation of alternative transportation infrastructure. In particular, this is related to cycling

infrastructure. As part of this, the program includes planning and implementation of the City's Cycling Master Plan, which is described in more detail in the Cycling Master Plan Review and Update.

Asset Management Program: The City of Hamilton owns, operates and maintains over \$14.4 billion (replacement value) in core capital infrastructure. The City's Asset Management Program monitors current levels of service, life cycle trends and deterioration models. An infrastructure "report card" on Public Works assets is also produced as part of the Ontario Municipal Benchmarking Initiative which is part of a continuous improvement process for the management of the City's infrastructure.

Canadian Community Health Survey (CCHS): The CCHS provides and collects health-related data at the sub-provincial levels of geography (health region or combined health regions). The primary use of the CCHS data is for health surveillance and population health research. It is designed to provide reliable estimates at the health region level every 2 years.

Hamilton Air Monitoring Network (HAMN): For many years the Ministry of the Environment and Climate Change (MOECC) and Environment Canada (EC) carried out ambient and point source air quality monitoring in the Hamilton area. Since 2003, the point source air quality monitoring network in Hamilton has been operated, serviced and maintained by the HAMN. Real-time data is available on the HAMN website.

Hamilton Strategic Road Safety Program (HSRSP): The vision and mission of the HSRSP is to make roadways throughout the City of Hamilton the safest throughout North America and to address safety for ALL road users, including vulnerable road users such as seniors and children and to reinvest RLC revenue into safety initiatives in the Community. As part of this program, a significant amount of data is collected and analyzed including collision data.

Participation and Activity Limitation Survey: A national survey designed to collect information on adults and children who have a disability, that is, whose everyday activities are limited because of a condition or health problem.

SoBi Hamilton Data: Hamilton's bike share program presents a unique opportunity for more diverse data collection. The system's GPS technology continually tracks the location of each bike geographically, providing information about system usage, routes selected, and more.

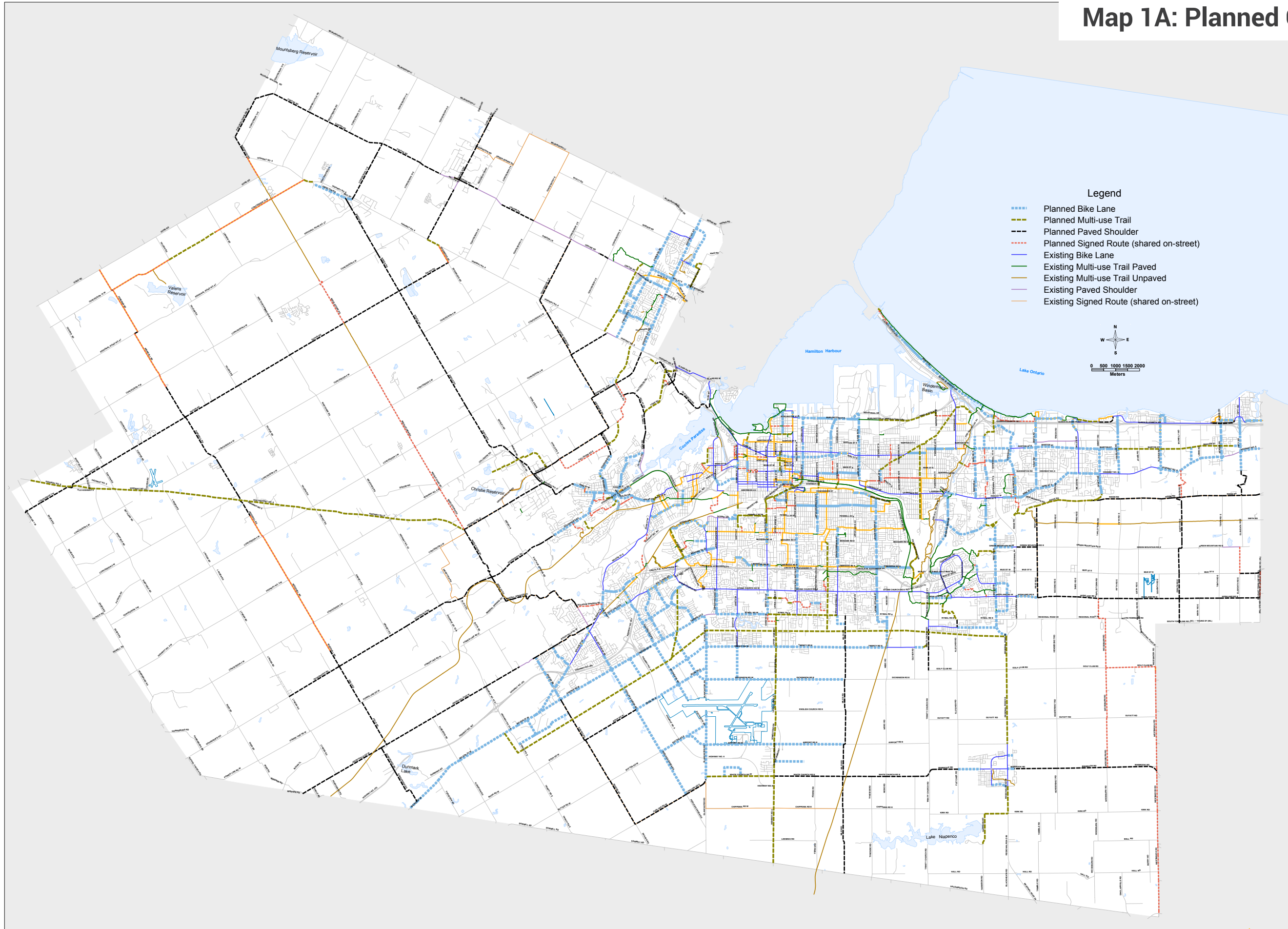
Statistics Canada Census Data: The Statistics Canada Census Program provides a statistical portrait of the country every five years. A wide array of data is collected, including population and dwelling counts, age and sex data, families and households data, income information, education, journey-to-work, mobility and

migration, and much more. Data are available at the country, province, and local census tract levels.

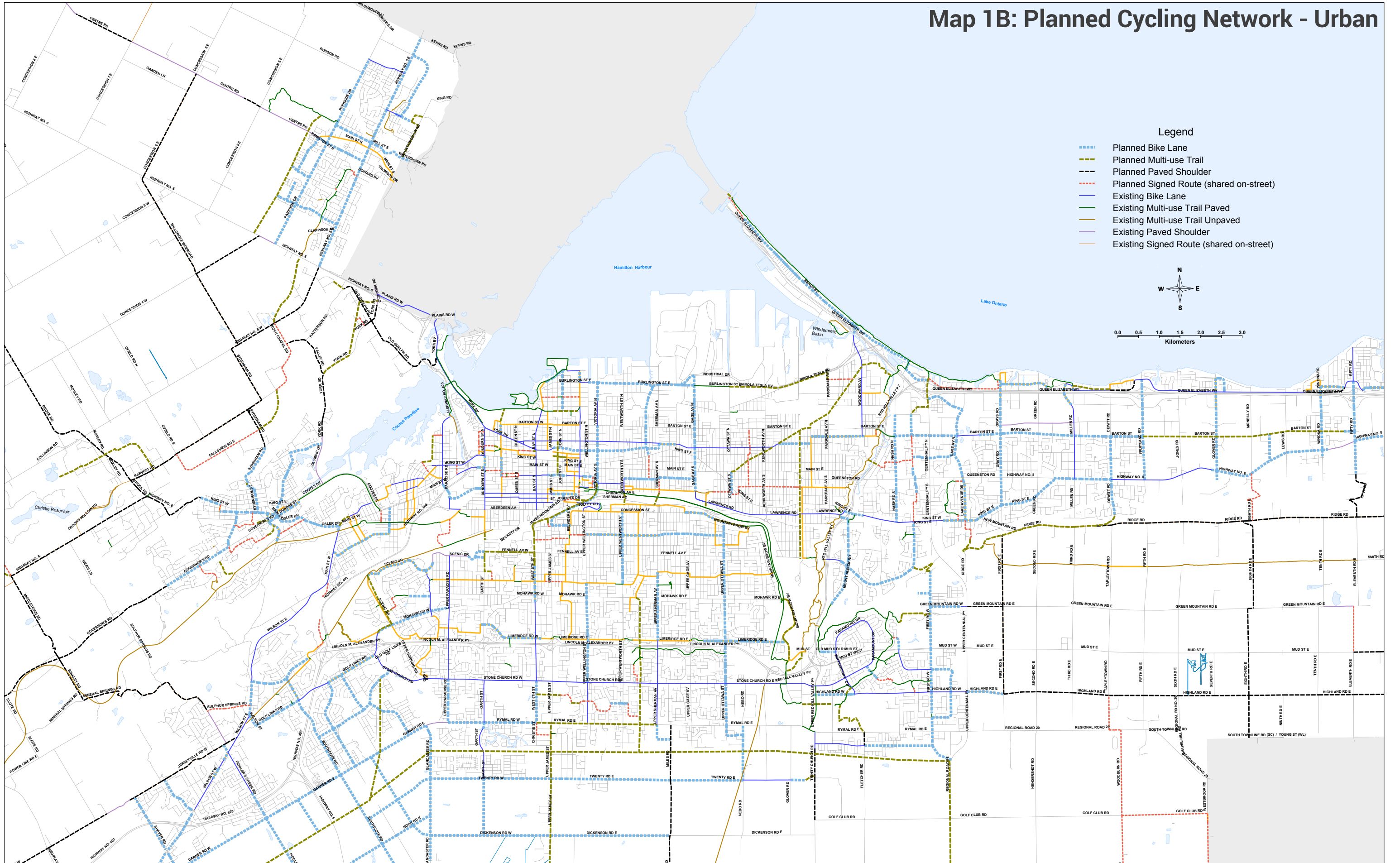
Sustainable Mobility Program: The City's Sustainable Mobility Program mandate is to reduce SOV travel in Hamilton, through behaviour change towards more sustainable modes of travel. This program includes many programs and projects, many of which involve the collection of metrics and information. This is especially true for the Smart Commute Hamilton Workplace Program, the ASST Program, and the bike share (SoBi) program. Further details are provided in the Sustainable Mobility Program Review Background Report.

Transportation Tomorrow Survey (TTS): TTS is a regional data sharing effort with the intent of mapping and monitoring the movement of people through Southern Ontario. It includes monitoring and cataloguing the origin/destination, mode of travel and various other characteristics of movement Ontarians undertake as they move through the region. Municipalities use data from the TTS to gain a better understanding of travel patterns. It also allows them to monitor these patterns temporally. Using TTS allows municipalities to monitor their modal split providing goals for multimodal diversification and identify route flow in support of target improvement.

Map 1A: Planned Cycling Network













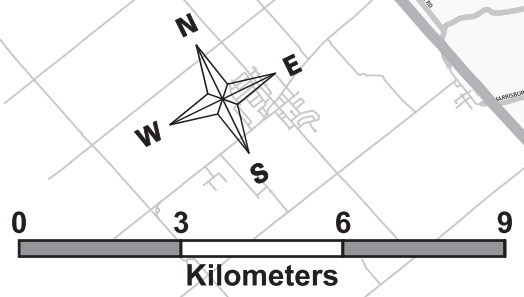
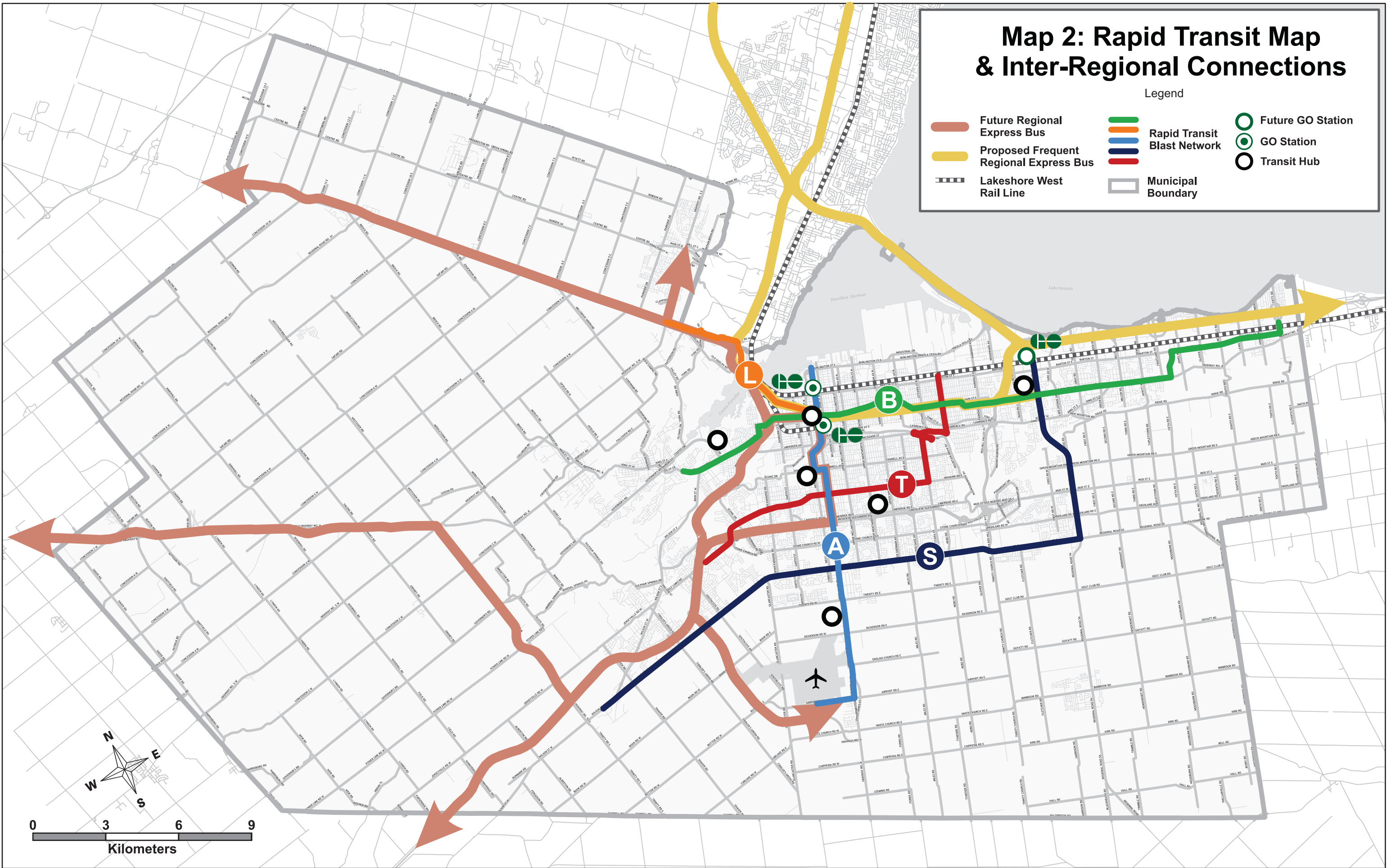
Map 1B: Planned Cycling Network - Urban



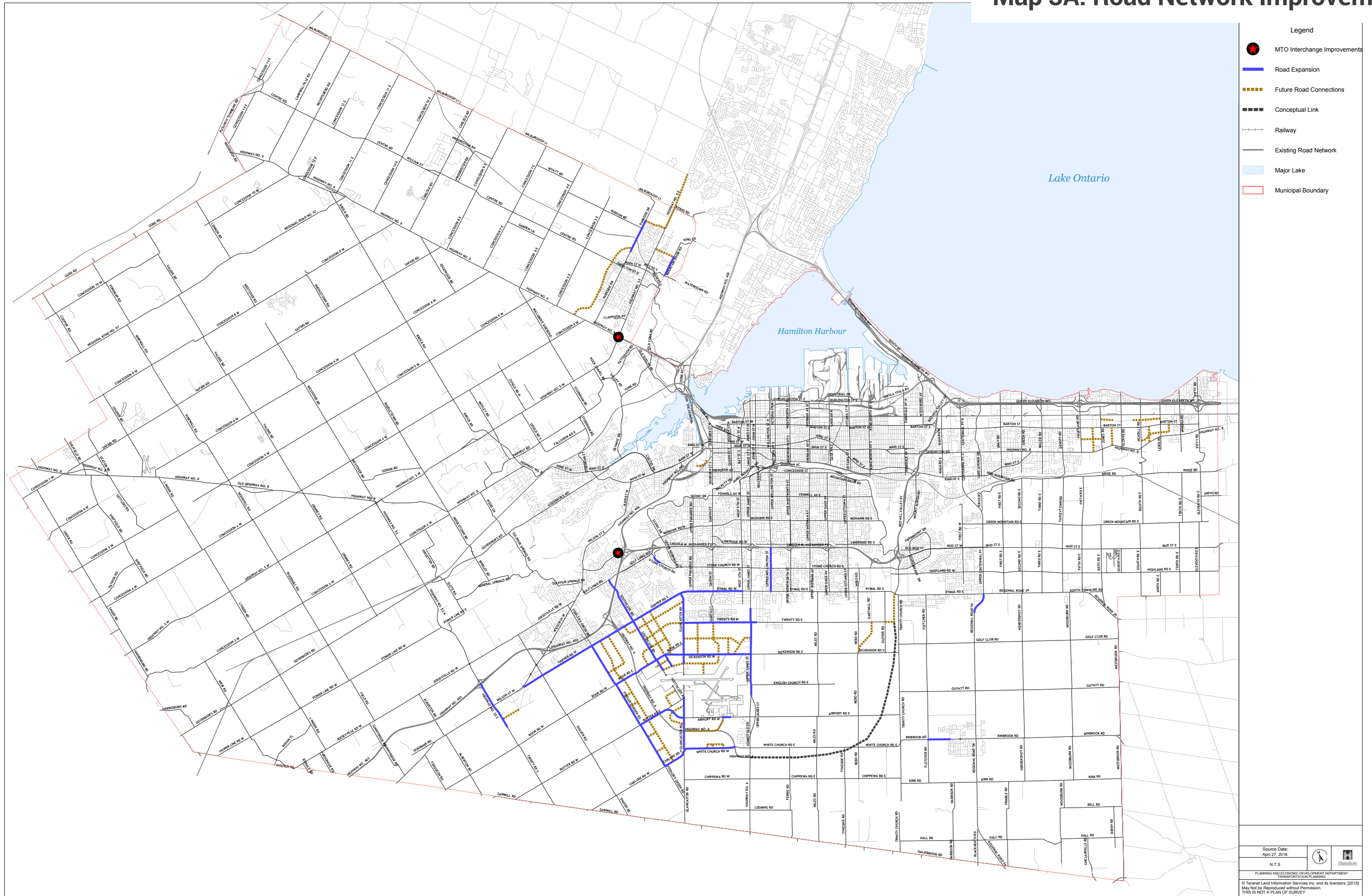
Map 2: Rapid Transit Map & Inter-Regional Connections

Legend

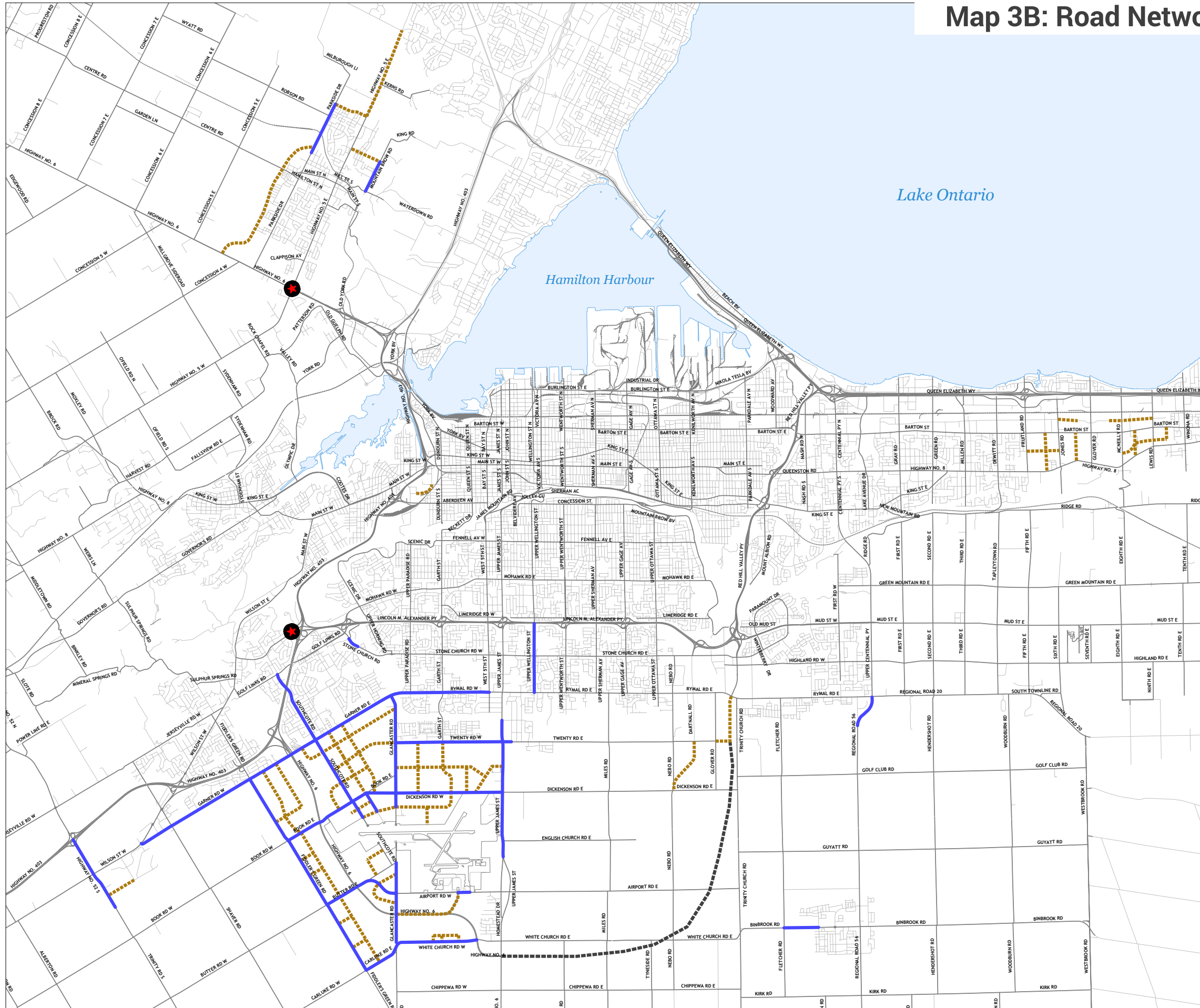
 Future Regional Express Bus	 Rapid Transit	 Future GO Station
 Proposed Frequent Regional Express Bus	 Blast Network	 GO Station
 Lakeshore West Rail Line	 Transit Hub	 Transit Hub
	 Municipal Boundary	












Map 3A: Road Network Improvements



Map 3B: Road Network Improvements - Urban














- Legend
-  MTO Interchange Improvements
 -  Road Expansion
 -  Future Road Connections
 -  Conceptual Link
 -  Railway
 -  Existing Road Network
 -  Major Lake

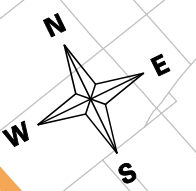
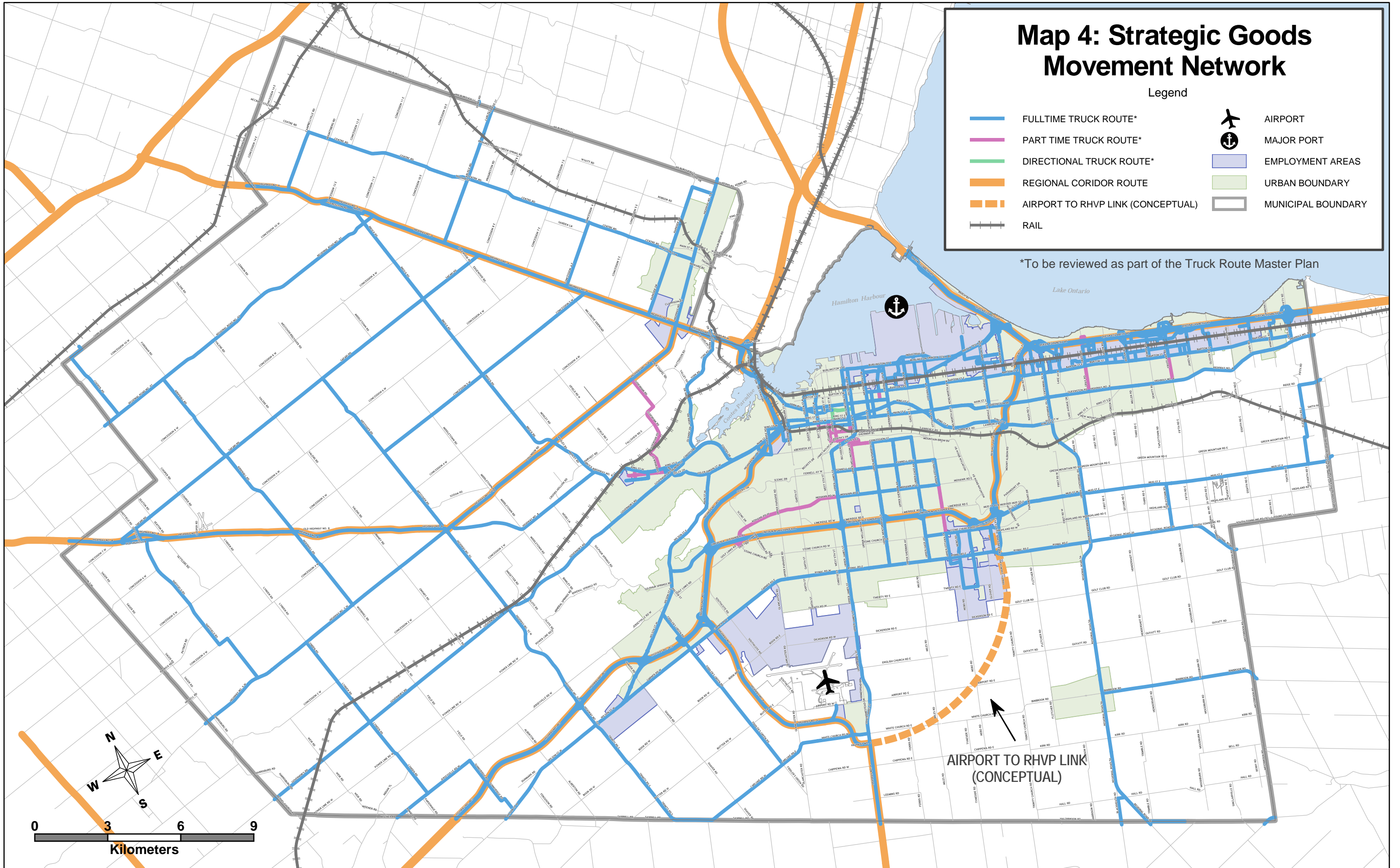
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PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT TRANSPORTATION PLANNING		
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Map 4: Strategic Goods Movement Network

Legend

-  FULLTIME TRUCK ROUTE*
-  PART TIME TRUCK ROUTE*
-  DIRECTIONAL TRUCK ROUTE*
-  REGIONAL CORRIDOR ROUTE
-  AIRPORT TO RHVP LINK (CONCEPTUAL)
-  RAIL
-  AIRPORT
-  MAJOR PORT
-  EMPLOYMENT AREAS
-  URBAN BOUNDARY
-  MUNICIPAL BOUNDARY

*To be reviewed as part of the Truck Route Master Plan



**AIRPORT TO RHVP LINK
(CONCEPTUAL)**



Transportation Master Plan (TMP)

Review & Update – Final Report Presentation, June 20, 2018



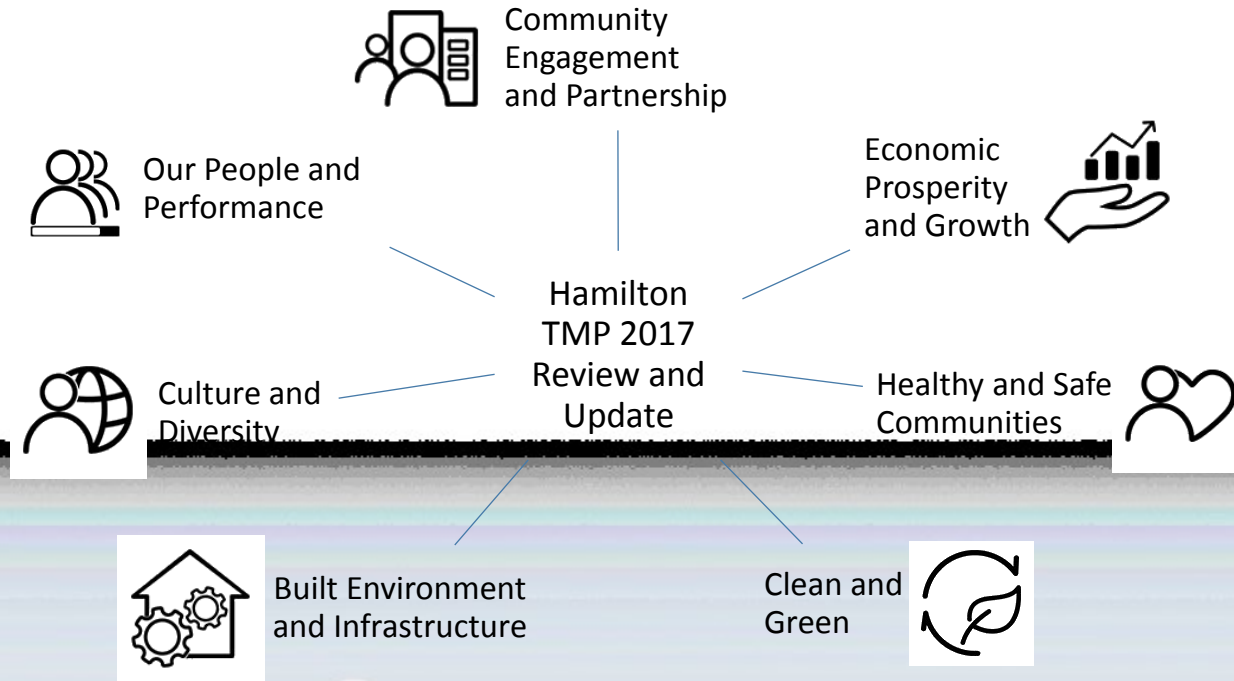
Vision

“ To provide a comprehensive and attainable transportation blueprint for Hamilton as a whole that balances all modes of transportation to become a healthier city.

The success of the plan will be based on specific, measurable, achievable, relevant and programmed results. ”



Alignment with Hamilton's 10-year Strategic Plan



Setting the Stage for New Directions

- Rapid Ready and 10-Year Local Transit Strategies
- B-Line Light Rail Transit (LRT) Transit
- West Harbour GO Station, other transit terminals and park & rides
- Pedestrian and Cycling Master Plans
- Hamilton Strategic Road Safety
- Smart Commute Initiatives
- Community partnerships
- Adequate, sustainable funding
- Balance of BLAST rapid transit network
- Alignment between transportation and public health
- A more service-based economy
- Emerging technologies
- Building capacity to serve new growth areas
- Dependency on single-occupancy vehicles
- Increasing commuting distances





What We Heard

“ Incorporate accessibility, be all encompassing, include a holistic approach, balance all modes of transportation, be comprehensive and attainable

Sustainable transportation planning is important to the long-term future of the transportation system

Focus on public transit, walking and cycling, complete streets and complete communities

Improve connectivity between Upper and Lower Hamilton

Integrate Public Health Services and Public Works initiatives

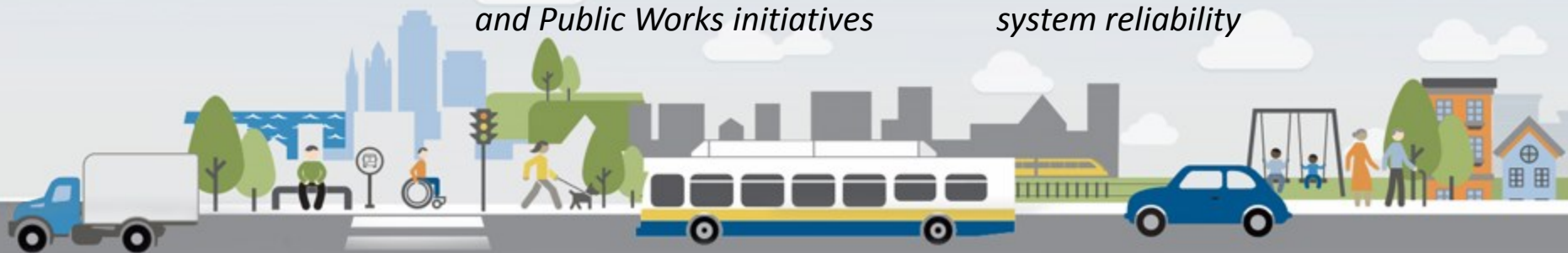
*Provide seamless connections between all travel modes
Consider alternate and emerging technologies*

Consider accessibility for people of all ages and abilities

Public awareness is necessary for goods movement initiatives – leading to continued commitment to continued education

Need for better communication and integration between agencies and stakeholders

Data sharing between agencies and stakeholders will enable system reliability”



Catalysts for Change

Demographic, economic and travel

Forecast by 2031

Population	Up 22.9%
Employment	Up 23.4%
Number of older adults 60 years+	Up 65%

Last 4 to 5 years

Daily commuters working outside Hamilton	Up 19.3%
--	----------



Catalysts for Change

Technology

Vehicles

Autonomous
Connected
Electric

People and the way they will share mobility

Car share
Bike share
Personal mobility providers

Information and communications

The Internet of Things
Smart Cities
Sensors
Big Data



Three New Strategic Directions

TMP Review and Update Strategic Directions

Enables...

1. Sustainable and Balanced Transportation System

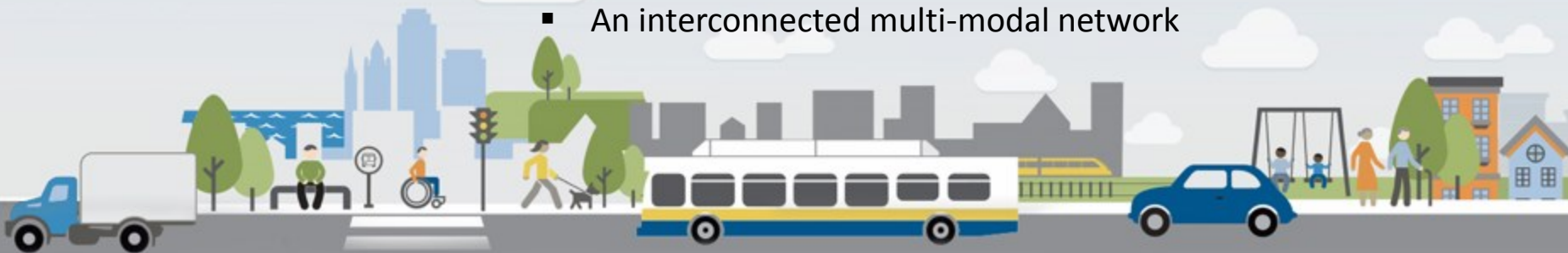
- Hamilton's economic, social and environmental goals
- Life-cycle asset planning and financing
- Connectivity and accessibility for all ages, abilities and incomes
- Improved transportation choice

2. Healthy and Safe Communities

- Active lifestyles
- Safe movement of people and goods

3. Economic Prosperity and Growth

- Efficient access to markets, customers and high quality jobs
- People providing for themselves and their families
- Dedicated transit and truck corridors
- An interconnected multi-modal network





Sustainable and Balanced Transportation System

Strategic Direction #1

- Sustainable Mobility
- Active Transportation
- Cycling Master Plan
- Transit
- Roads
- Complete Livable Better Streets
- Connectivity
- Climate Change
- Emerging Technologies
- Inter-governmental Relations



Sustainable Mobility and TDM

Reducing dependency on Single Occupant Vehicles (SOV) by providing and encouraging realistic alternatives reduces pressures (and costs) to expand road capacity

Key Actions

- Expand the reach and effectiveness of existing programs
- Expand Smart Commute services to a wider range of businesses and geographic coverage
- Undertake individualized marketing
- Coordinate school travel plans
- Integrate TDM with new development



Mobility Lab



Active Transportation

Walking and cycling are important elements of a livable healthy city

Key Actions

- Update and apply prioritization framework for sidewalk extensions
- Integrate walking and cycling needs into 10 year capital plan
- Work across departments to improve walking environments
- Create business plan for bikeshare expansion
- Monitor and enhance maintenance program for pedestrian and cycling facilities



Cycling Master Plan Update

The Cycling Master Plan provides Information and resources to increase awareness about non-motorized travel and guides the implementation and monitoring of active transportation projects and infrastructure.

Key Actions:

- Maintain annual capital budget for project implementation
- Integrate cycling needs into 10 Year Capital Budget for road reconstruction/rehabilitation – “follow the pavers”
- As part of implementation, undertake evaluation of alternatives to maximize safety and promote continuity of the network across the City

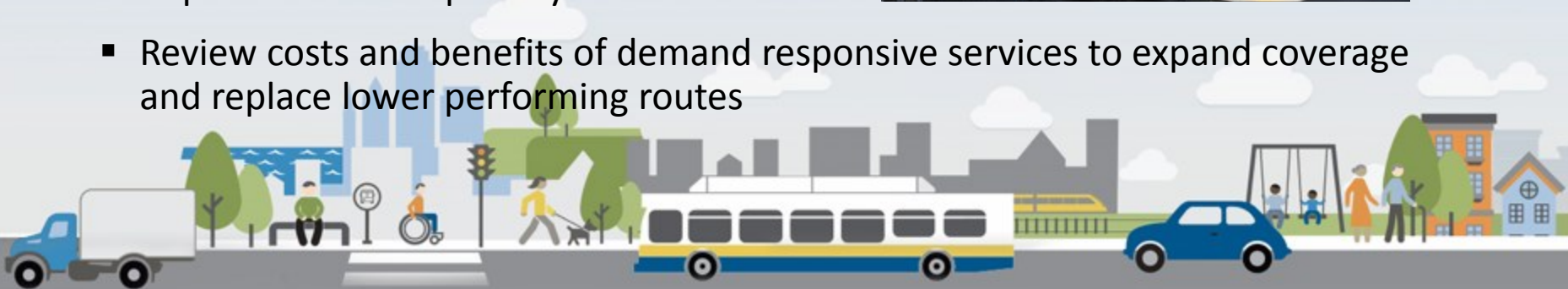


Transit

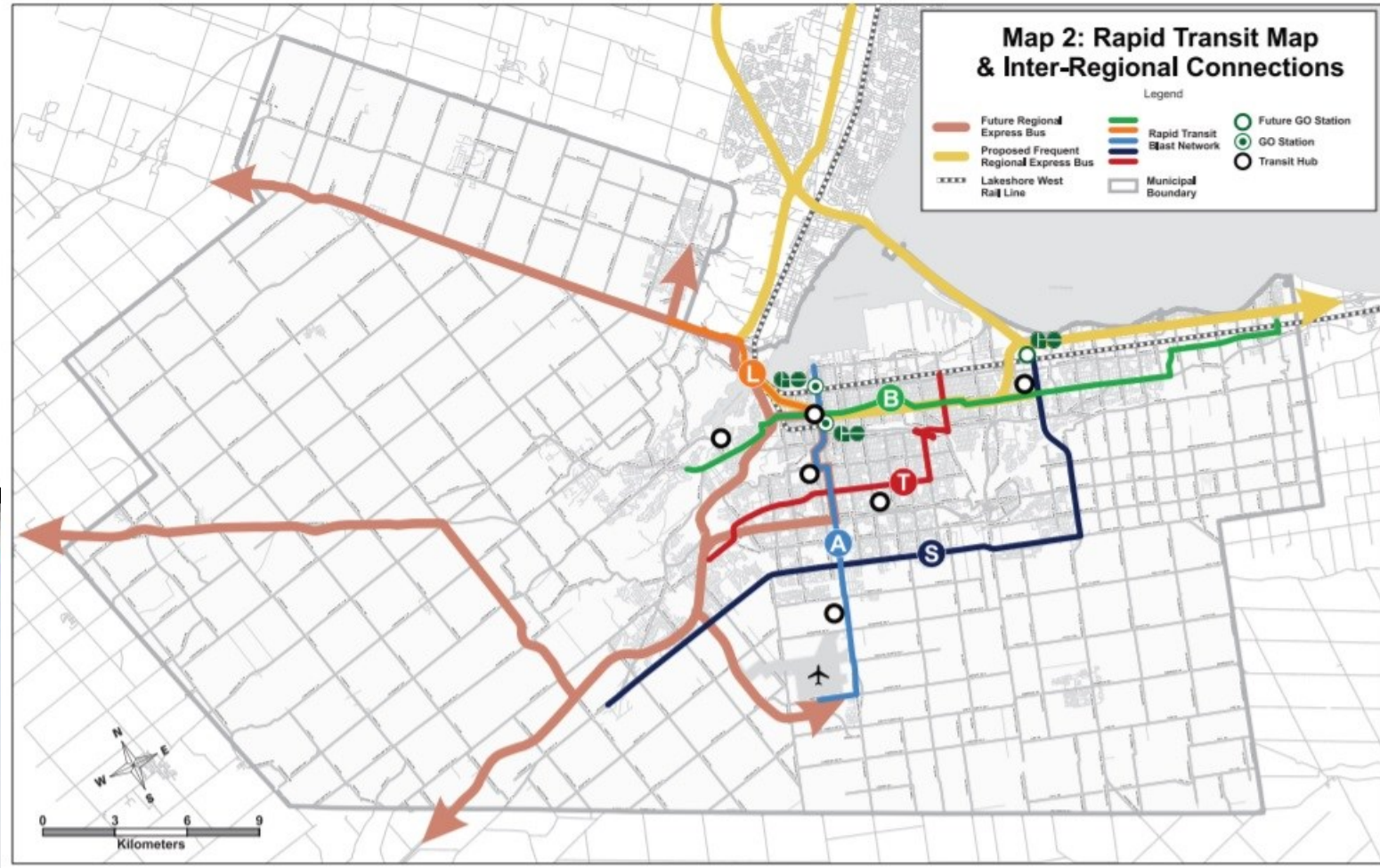
A range of effective transit services are required to meet growing transportation demands – local, rapid, regional and intercity

Key Actions:

- Continue to advance planning for the implementation of the BLAST rapid transit network
- In partnership with Metrolinx:
 - Confederation GO Station
 - Two-way All-Day GO rail service
 - Funding support for BLAST network
- Work with neighbouring municipalities to optimize cross-boundary transit
- Implement transit priority measures
- Review costs and benefits of demand responsive services to expand coverage and replace lower performing routes



Transit



Roads

Achieving mode share targets means that overall auto trips in 2031 will be similar to today, but the pattern of trips will change. Accommodating growth while maintaining an efficient road network requires a suite of improvements.



Key Actions

- Move to a managed lane approach
- Advocate for provincial highway network improvements
- Continue to invest in Intelligent Transportation Systems
- Plan for connected and autonomous vehicles
- Implement road improvements in advance of growth
- Continue to implement intersection modifications



Complete-Livable-Better (CLB) Streets

- Implementation through routine accommodation and performance guidelines:
 - Maximizing the movement of people and goods not only private vehicles
 - Allocate space for all users
 - Choice and flexibility to get to destinations
 - Enhanced public realm, landscaping and environmental sustainability
 - Comfortable, healthy and safe opportunities for people of all ages and abilities
 - No one-size-fits all solution

Key Actions

- Develop CLB Streets design manual
- Use Multi-modal Level of Service approach to evaluate road designs
- Provide paved shoulders on rural roads where cycling is prevalent
- Many actions in TMP support CLB Streets approach



One-way to Two-Way Conversions

Decision Framework

- Stage 1: Evaluate road design alternatives and impacts on
 - comfort
 - direct routing
 - road safety
 - travel time
 - emergency services
 - cost
- Stage 2: Prioritization based on Hamilton's Strategic Plan and TMP vision and goals

What does the TMP say about Main Street?

- Conversion to two way is feasible from east of Wellington.
- Conversion through downtown would require reconfiguration of 403 ramps.



Connectivity, Climate Change, Emerging Technology and Intergovernmental Relations



Over the next decade there will be many disruptive changes in transportation. Hamilton must be prepared to respond to these changes.

- Be aware and responsive to:
 - Autonomous Vehicles (AV's) and other new technologies and trends
 - The potential of electric, hydrogen and other new rail and transit technologies
 - Potential for “Big Data” to help deliver more efficient transportation
- Support the transformation of our transportation system to:
 - Create a “Smart City”
 - Integrate with the Regional transportation initiatives
 - Introduce innovative options for escarpment crossings





Healthy and Safe Communities

- **Built Environment**
- **Road Safety**
- **Accessibility**

Strategic Direction #2



Health and the Built Environment

Transportation and the built environment has a major influence on health, mental well-being, ultimately healthcare costs

Key Actions:

- Include health outcomes in the evaluation of transportation designs, projects and policies



Road Safety

Best practices involves addressing road safety holistically through the five elements of: Education, Enforcement, Engineering, Evaluation and Engagement

Key Actions

- Integrate the goals and principles of Vision Zero into the CLB streets design manual and other guidelines
- Establish Vision Zero Task Force
- Implement comprehensive collision data collection system
- Apply speed reduction techniques through the implementation of CLB Streets
- Public education on the effects of traffic calming and management
- Explore the implementation feasibility of Vision Zero



Age-Friendly and Accessibility

Planning for age-friendly accessible communities includes equitable access to transportation regardless of age, ability or socio-economic status

Key Actions:

- Support delivery of age-friendly and accessible transit training
- Develop education around sidewalk etiquette





Economic Prosperity and Growth

- Land Use and Travel Patterns
- Parking Strategy
- Economic Development
- Goods Movement

Strategic Direction #3



Linking Transportation Planning with Land Use and Economic Development



Transportation and land use go hand in hand. When planned right, the outcome can result in:

- Shorter trip distances
- Improved transit and active transportation opportunities
- Efficient movement of goods
- Reduction of automobile dependence

Key Actions:

- Update TIS Guidelines to include concept of Multi-modal Level of Service
- Update Road Right-of-Way policies within OP to ensure future development protects for multi-modal capacity, municipal services, utilities, CLB streets and Vision Zero



Parking

Parking management is closely linked to sustainable transportation and economic development

Key Actions:

- Undertake City-wide Parking Master Plan
- Integrate requirements for EV parking into Zoning By-law and expand EV charging stations
- Adopt off-street and on-street policies that ensure a responsible amount of parking, are in line with mode share target and recognize increasing pressures on on-street parking
- Evolve the Hamilton Municipal Parking System to support new mobility options



Goods Movement

Efficient Goods Movement is critical to Hamilton's economy, but there is also a need to balance impacts on communities.

Key Actions:

- Update the 2010 Truck Route Master Plan and 2005 Goods Movement Study
- Focus on developing the two existing intermodal hubs: Hamilton International Airport and the Port of Hamilton
- Integrate goods movement data to inform transportation planning and investment





Implementation Strategies



Implementation Strategies

Key Actions:

- Create in-house modelling capacity to monitor and maintain the City's travel demand model
- Implement proposed monitoring program
- Create budgets based on designs as opposed to designs based on budgets to provide higher quality infrastructure
- Apply asset management best practices which include consideration of operating and maintenance costs



Intergovernmental Partnerships



Many congestion problems and expansion needs are located beyond the City of Hamilton's jurisdictional responsibility

Stronger partnerships with:

To enable:

Metrolinx, the Greater Toronto Transportation Authority

- Two-way all-day GO rail service
- Regional Express Rail (RER) electrification
- GO Niagara rail extension
- BLAST Rapid Transit readiness
- Mobility Hubs and "First and Final Mile" connections
- GTHA Goods Movement Strategy

Ontario Ministry of Transportation

- Highway 403 expansion
- QEW expansion
- Future Niagara-GTA corridor
- A comprehensive Southern Ontario Highway Master Plan
- Bicycle and Active Transportation networks

Ontario Ministries of Finance, and Municipal Affairs and Housing

- Financial empowerment and sustainability with new dedicated revenue tools

Ontario Ministry of the Environment and Climate Change

- Transportation that is resilient to the impacts of Climate Change

Federal Infrastructure Bank and Infrastructure Ontario

- Funding/financing support for local highway and rapid transit projects



CITY IN MOTION 2017



Thank You



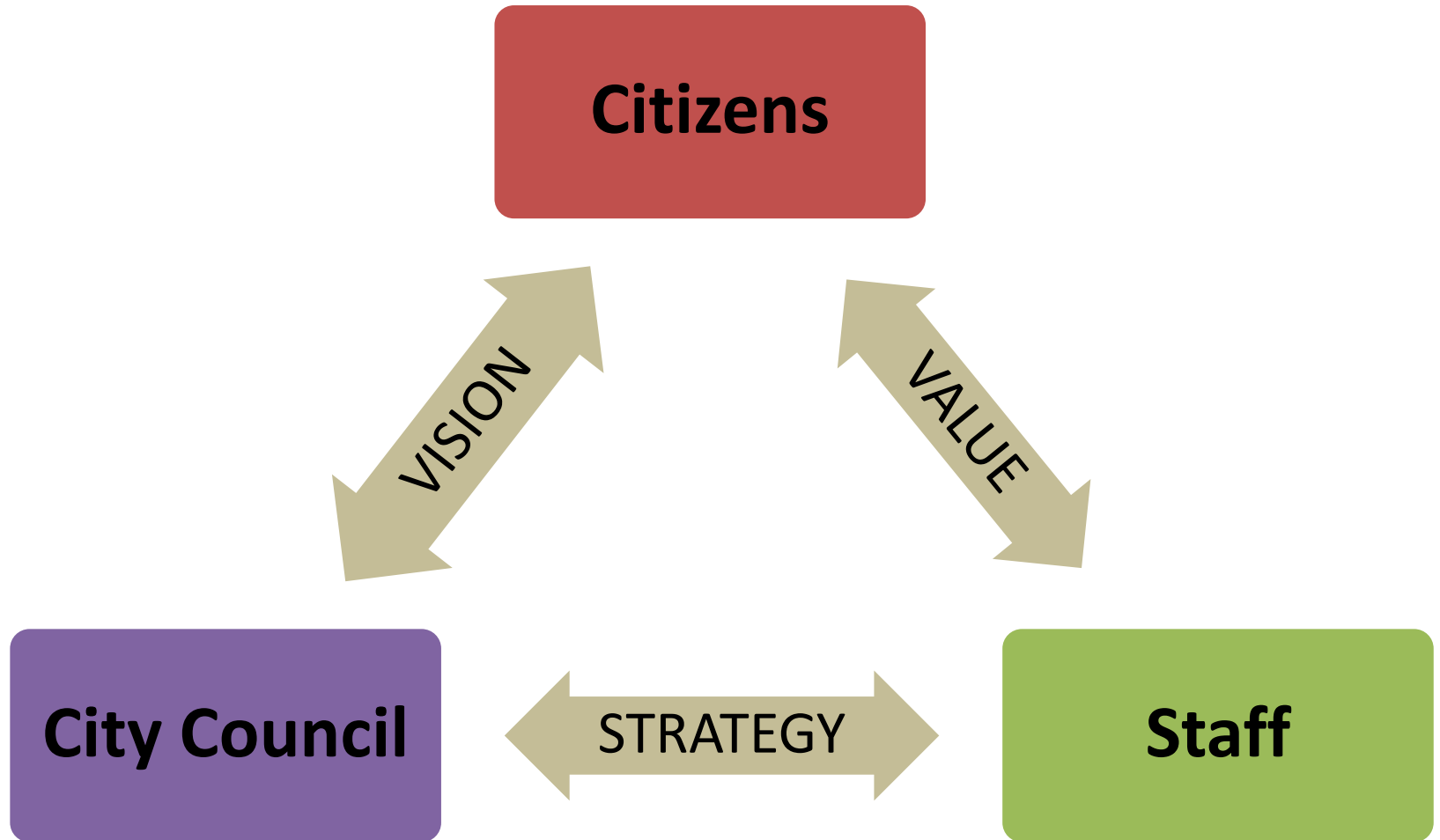


Hamilton

City Manager PAD 2017
General Issues Committee
Chris Murray, City Manager

Wednesday, June 6, 2018

ESTABLISHING TRUST & CONFIDENCE



OUR PEOPLE AND PERFORMANCE PLAN



CITY OF HAMILTON STRATEGIC PLAN 2016-2025



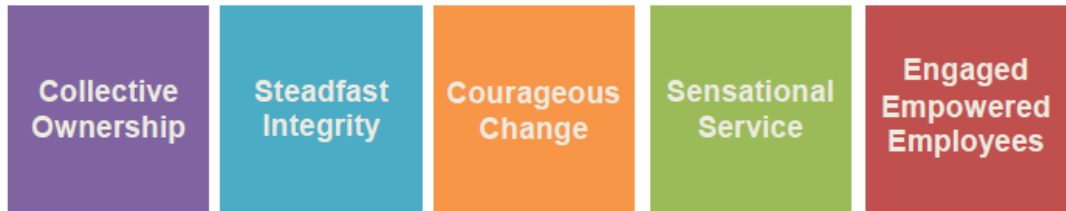
Our Vision

To be the best place to raise a child and age successfully.

Our Mission

To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

Our Culture



Our Priorities

- Community Engagement and Participation
- Economic Prosperity & Growth
- Healthy & Safe Communities
- Clean & Green
- Built Environment & Infrastructure
- Culture Diversity
- Our People & Performance



GOALS/CORE JOB RESPONSIBILITIES

Support Mayor and Council's Strategic Initiatives

Efficient and effective administration of all departments

Efficient and effective delivery of services

2017 ACCOMPLISHMENTS



2017 ACCOMPLISHMENTS

“Support Mayor and Council’s Strategic Initiatives”

- Trust and Confidence Report
- Light Rail Transit
- West Harbour Redevelopment
- Stelco Lands
- Climate change
- Amazon
- First Ontario Centre

2017 ACCOMPLISHMENTS

“Efficient and Effective Administration of all Departments”

- Employee survey
- Maintain skilled Senior Leaders
- Provide clear guidance to staff
- Merged CES and PH
- Succession planning
- Workplace Mental Health Strategy
- Human Rights, Diversity and Inclusion Strategic Plan
- Employee absences
- Communications

2017 ACCOMPLISHMENTS

“Efficient and Effective Delivery of Services”

- Continuous Improvement and Performance Measurement
- Smart City Strategy
- Multi-year budgeting
- External website
- Seven Intelligent Communities
- St. Helen’s community hub

2018 GOALS

Short Term Goals

2018 Short Term Goals

- Implement 2016-2025 Strategic Plan – report on progress during budget.
- Continue focusing City’s energies on non-residential tax growth
 - Gain support from province and federal governments for Stelco Strategy and advancing industrial partners.
 - Review financial incentive programs and look for reinvestment opportunities
 - Continue supporting investments in employment lands (e.g. lands surrounding airport)
 - Continue challenging attempts to reduce non-residential tax base
- Ready LRT project for award by Province (2019)
 - Complete design
 - Assess operating and maintenance cost
 - Ensure sub-surface infrastructure assets are maximized
- Award Pier 8 development opportunity to successful proposal and start negotiations

2018 Short Term Goals

- Consolidate and more effectively deliver corporate services
- Report on Citizen Service Satisfaction Survey
- Follow through on actions resulting from Our People Survey (2017)
- Support Council's \$50M investment in Affordable Housing
- Rollout mental health training to employees and gauge effectiveness
- Implement workplace Diversity and Inclusion Strategy
- Develop and implement SMART City Strategy
 - Establish digital roadways to support better online services and more open government
 - Fully launch web analytics to ensure user needs are met
- Continue with Performance Excellence Program across the corporation

2018 GOALS

Long Term Goals

2018 Long Term Goals

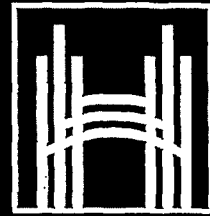
- Ensure the outcomes of the 2016 – 2025 Strategic Plan are achieved
- Promote financial sustainability through the use of multi-year budgeting and related tools
- Help Council grow the non-residential tax base through good planning and strategic investments supporting living wage jobs
- Work to ensure the leadership of this organization possesses the character needed to realize our desired Corporate Culture
- Await the direction of the next term of Council

Success will continue as long as we:

- Establish and maintain great leadership
- Follow through on strategic priorities
- Promote innovation (and accept its consequences)
- Expect transformation
- Build relationships

Questions?

7.5(b)



Hamilton

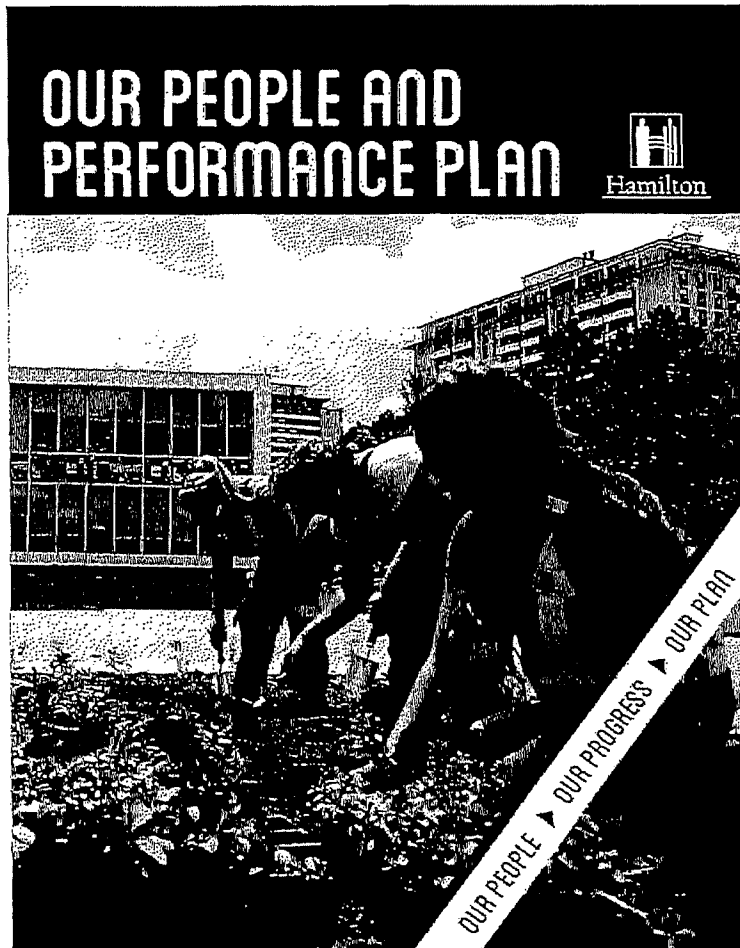
CITY ACCOMPLISHMENTS

2014 - 2018

Wednesday, June 6, 2018

Presented by: Chris Murray

CITY MANAGER'S OFFICE



CITY OF HAMILTON
STRATEGIC PLAN
2016-2025

Our Vision

To be the best place to raise a child and age successfully.

Our Mission

To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

Our Culture

- Collective
Ownership
- Steadfast
Integrity
- Courageous
Change
- Sensational
Service
- Engaged
Empowered
Employees

Our Priorities



Community Engagement & Participation



Economic Prosperity & Growth



Healthy & Safe Communities



Clean & Green



Built Environment & Infrastructure

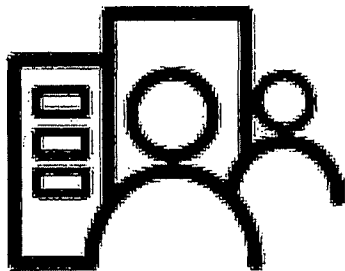
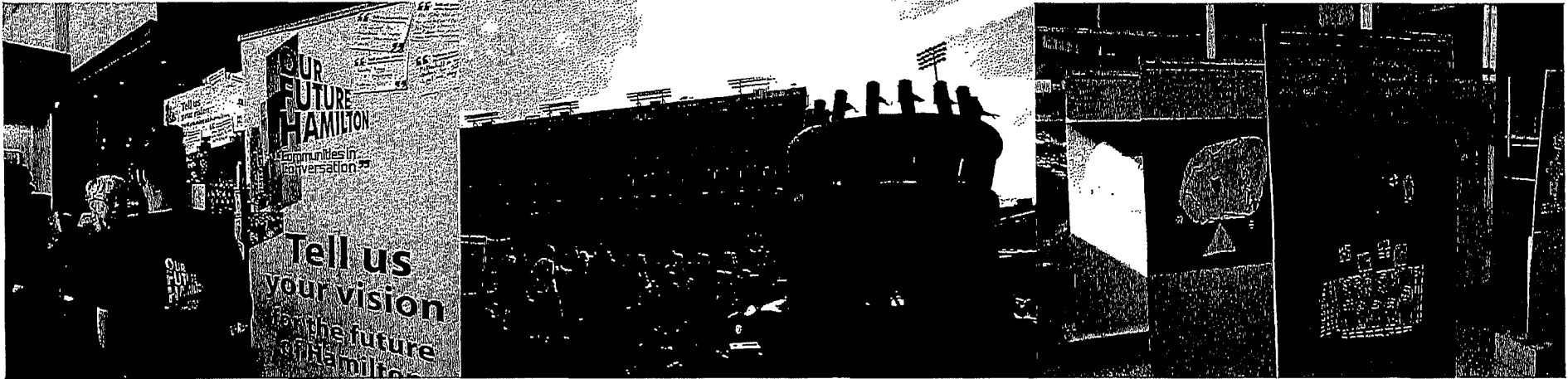


Culture Diversity



Our People & Performance

Community Engagement & Participation



Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Community Engagement & Participation

Building Trust & Confidence in City Government

January 15 – February 4, 2018



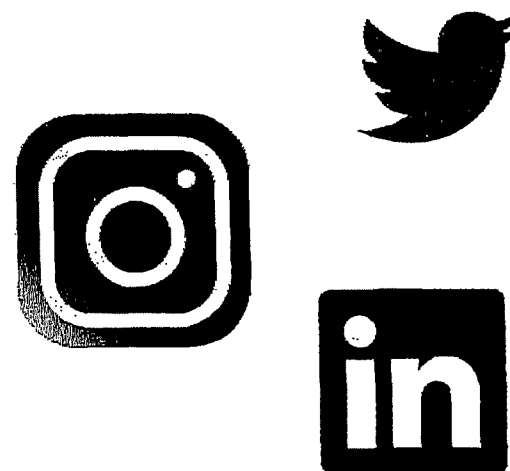
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Community Engagement & Participation

Open, Transparent & Accessible Communication

Social Media presence continues to expand

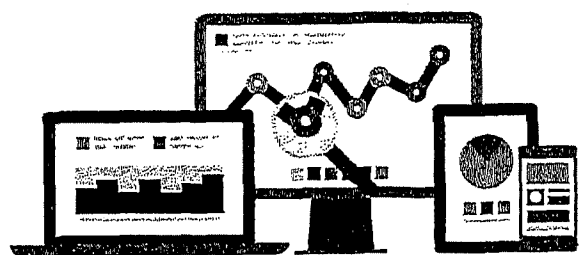
- Twitter: 63.7k Followers
- Instagram: 1700 Followers
- Corporate LinkedIn: 9,952 Followers



Launch of the City of Hamilton App (2018)

- 1,737 downloads (iOS & Android)
- 1,370 monthly users
- 501 weekly users
- 120 daily users

Audio Visual system upgrade at City Hall (2018)

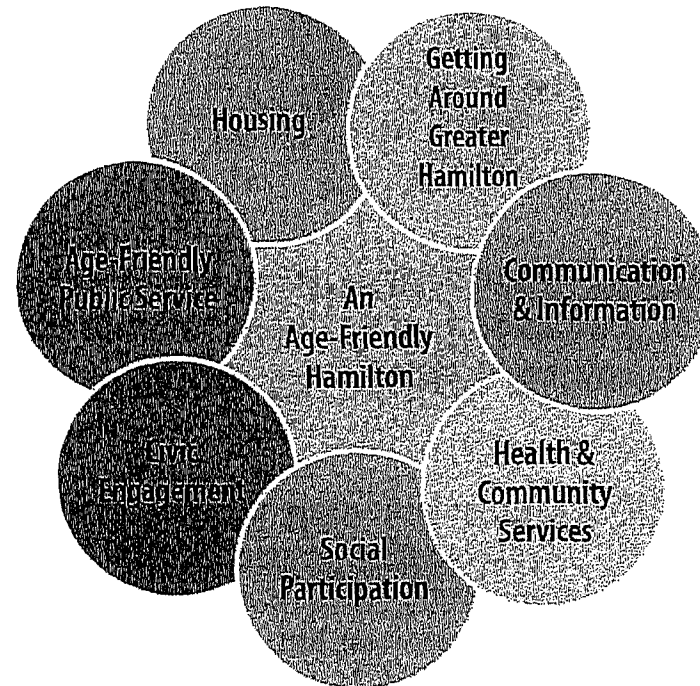


Community Engagement & Participation

The best place to raise a child and age successfully



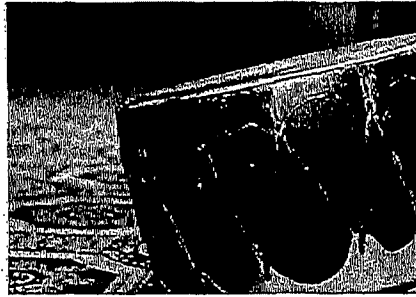
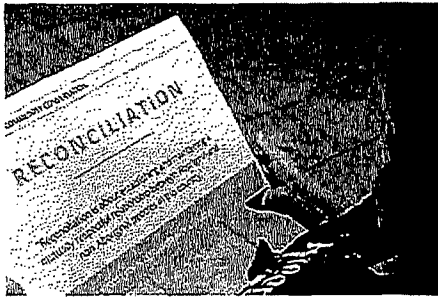
Youth Strategy



Age Friendly

Community Engagement & Participation

Our Community



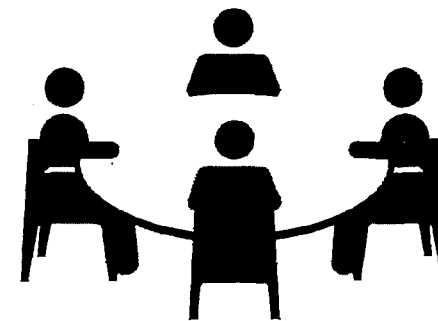
- **First Urban Indigenous Strategy (2017)**
- 41 Indigenous community members and partners attended a **community conversation on reconciliation**
- 100+ community members, students and residents attended **KAIROS Blanket Exercise**
- **Use of Indigenous Medicines Policy & Procedure**

City Enrichment Fund
\$6 million across
300 + programs

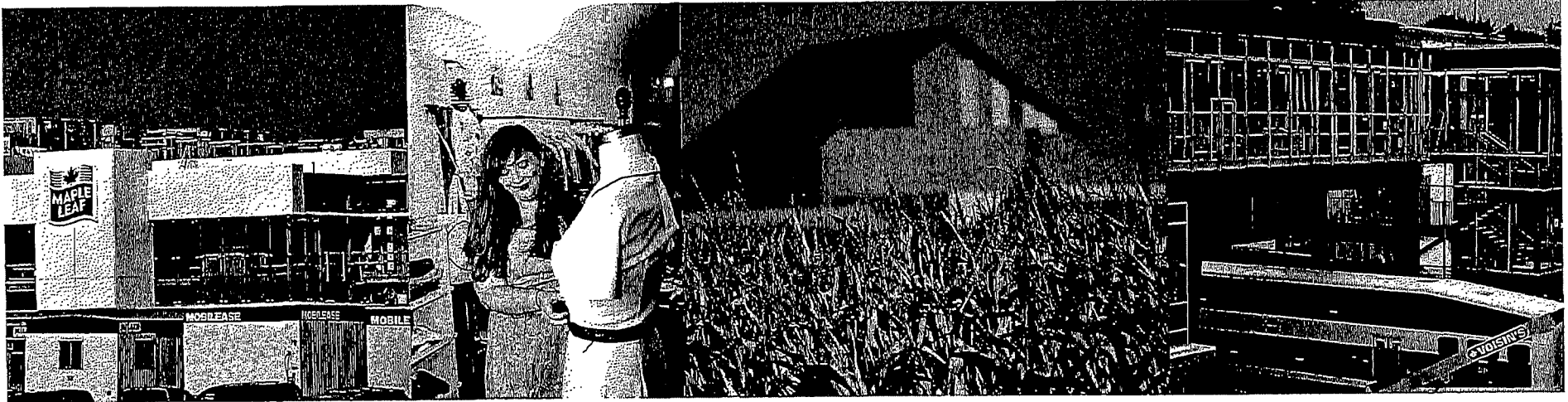
Hamilton Anchor Institution Leadership Table (HAIL)
City's major Institutions began to meet 3x per year to discuss how to integrate efforts and maximize opportunities that are important to the City.



A \$1.5M
budget
increase



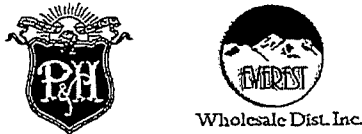
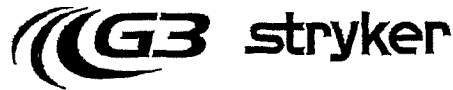
Economic Prosperity and Growth



Hamilton has a prosperous and diverse local economy where all people have opportunities to grow and develop.

Economic Prosperity and Growth

Open for Business



\$3.5B Building permits construction value



\$1B building permits, 6 consecutive years.
More than 25,000 issued

Reviewed nearly **3,500** planning applications

1,477 new residential units in the Urban Growth Center

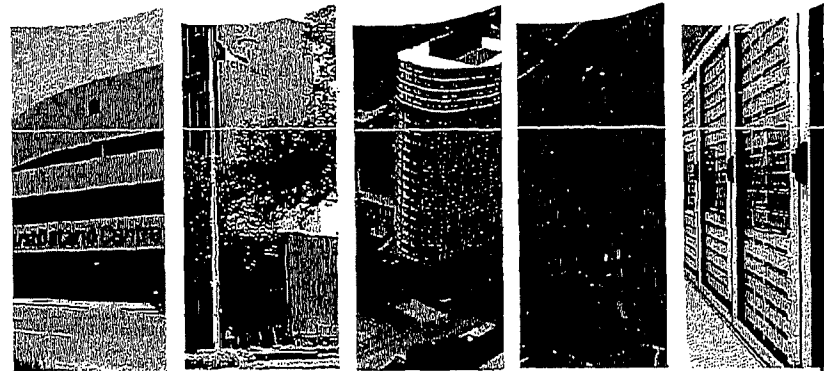
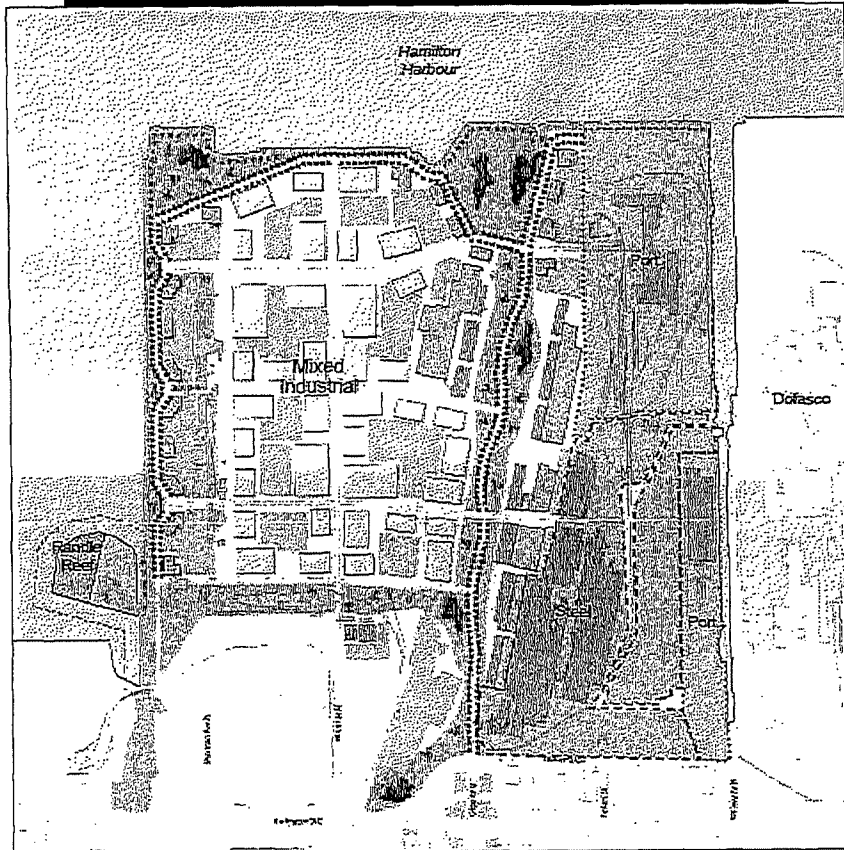


519 NEW BUSINESSES

Economic Prosperity and Growth

Diversifying the City's Economy

STELCO LANDS STRATEGY



11

Economic Prosperity and Growth

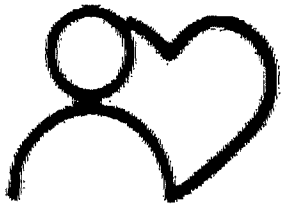
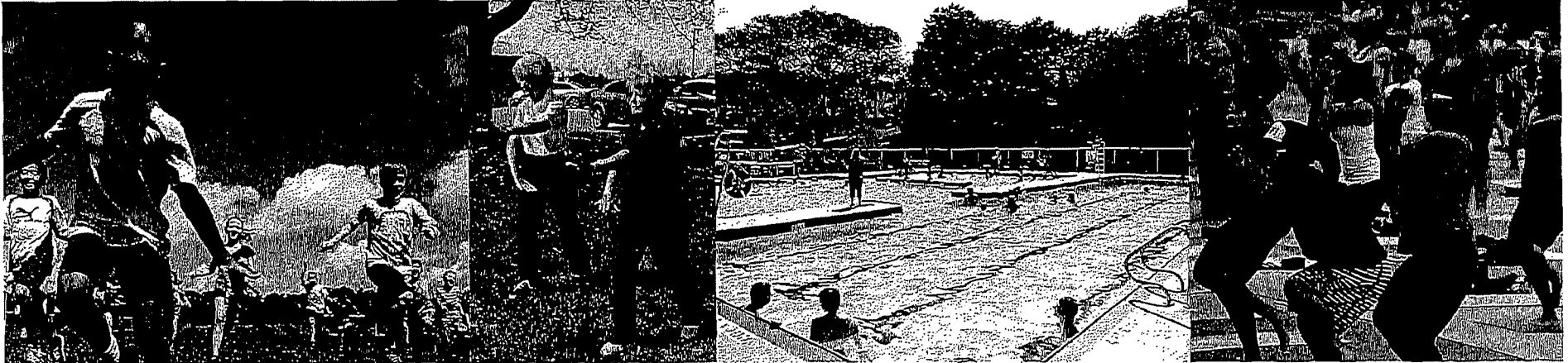
Supporting Skill Development

Mayor's Blue Ribbon Task Force on Workforce Development
Created to address Hamilton's shortage of skilled trades and an aging workforce with limited succession plans (2015)



12

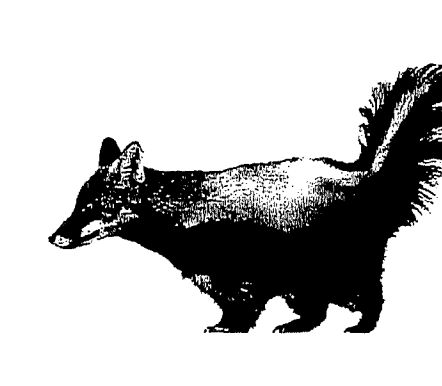
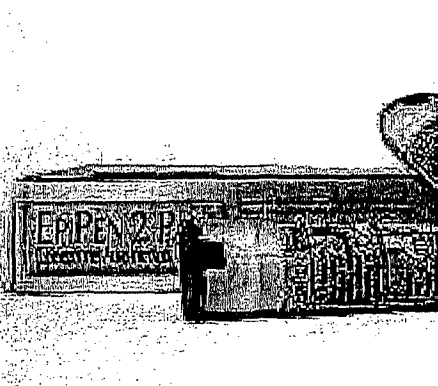
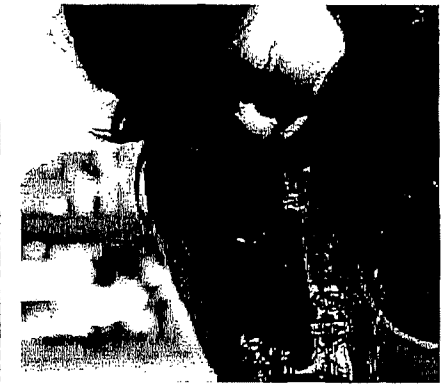
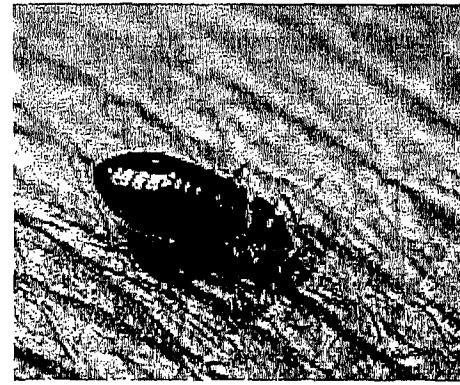
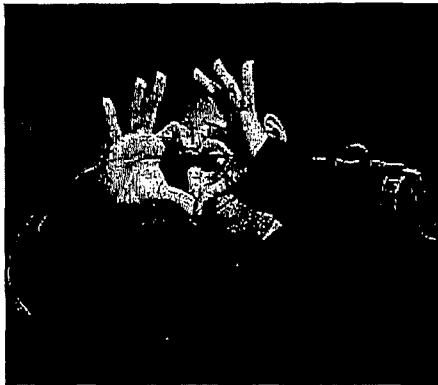
Healthy & Safe Communities



Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.

Healthy & Safe Communities

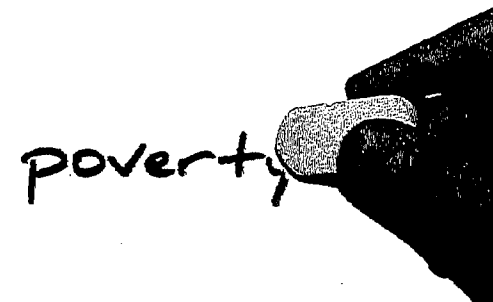
A Healthy and Supportive Community



Healthy & Safe Communities

Implement Poverty Reduction Plan, including new affordable housing investment, quality of social housing stock and Indigenous poverty reduction.

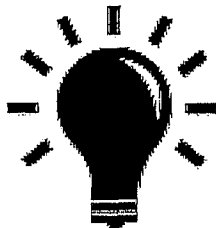
- Affordable Housing Strategies and Investments (\$50M)
- Rehabilitating our affordable housing stock/properties
- Focus on strategies for the eradication of Poverty and Homelessness



First ambulance service in Province to complete **Road To Mental Readiness (R2MR)** training for all paramedics



Hamilton Food Strategy created to support a healthy, sustainable and just food system for all



Protocol for **Gender Identity and Gender Expression; Transgender and Gender Non-Conforming Persons**



Realization of the **McQuestan Urban Farm**

Clean and Green



Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

Clean & Green

Environmental Sustainability



Glanbrook Landfill site to Silver certification
Randle Reef Remediation Project
Cootes to Escarpment Plan
Bay Area Climate Change Office & Model

Emerald Ash Borer (EAB)
Management Plan

15,000

street lights converted
to LED from HPS

40

 lights

installed completely
off the grid on the
Mountain Brow

15,424

 trees

removed to date

Greening of HSR Fleet



CNG conversion from
23.5% of fleet to 45%

\$58M



cumulative energy
savings and avoided
costs

Clean & Green



4465 tonnes of FREE compost
FREE Woodchips to residents

Parks



4,300 acres of municipal park
shared school park and open space at 520 sites

Horticulture

- 314 floral traffic islands
- 113 perennial medians
- 107 medians/boulevards/laybys
- 72 roundabouts
- 78 civic properties
- 701 hanging baskets



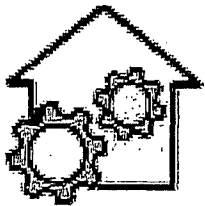
42.4% of all collected waste was **RECYCLED** and diverted from the landfill

BikeShare Program

20,000 members
130 stations
825 bikes
959,000 trips

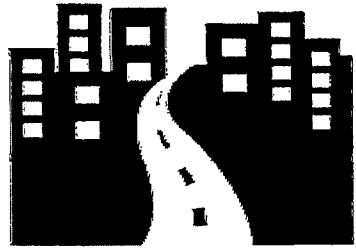


Built Environment & Infrastructure



Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

Built Environment & Infrastructure



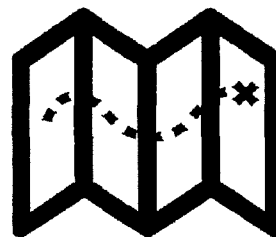
24 pedestrian crossovers

80 lane km of road replacement complete

40 km of new
road worth
\$150M

473 lane km of road
rehabilitation as part of the ongoing
Asset Preservation

62 km of cycling
infrastructure

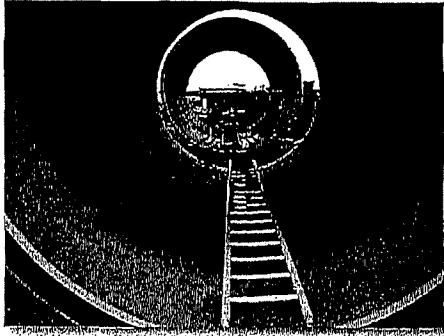


5 km of new multi-use
trails (includes East
Mountain Brow Trail)

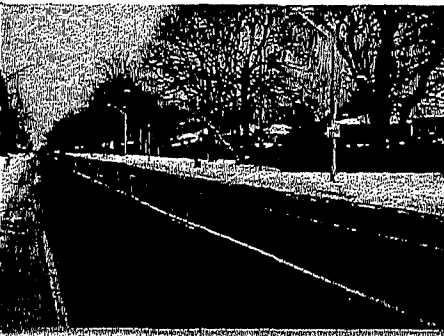
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Built Environment & Infrastructure

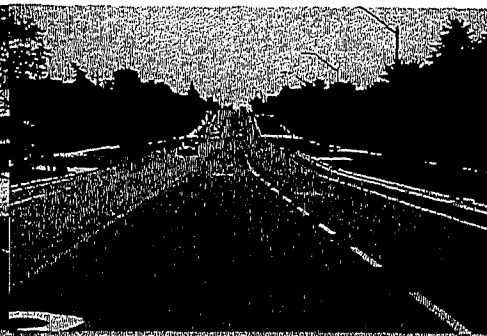
New & Improved Sewer & Road Infrastructure



Centennial Sewer Trunk



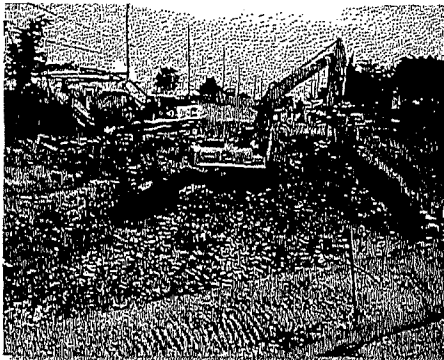
Wilson Street



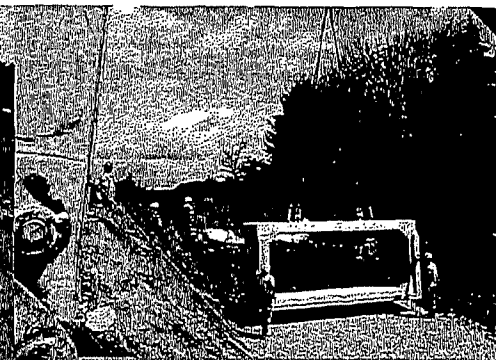
Upper Sherman



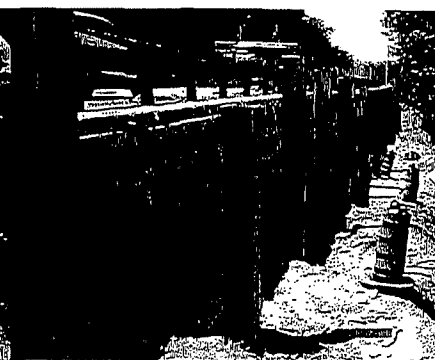
York Boulevard



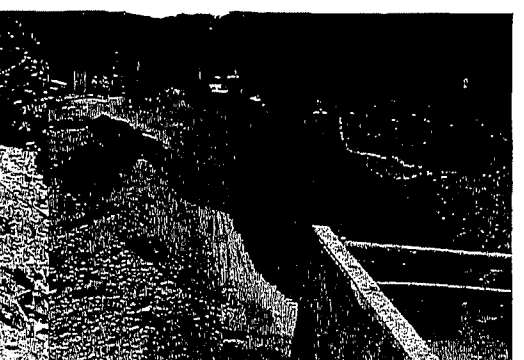
Dartnall Road Culvert



Bell Road Culvert Replacement



Sherman Access West



Montgomery Drive

Built Environment & Infrastructure

New Recreation Facilities constructed

Green Acres Pool (W9)
 Waterdown Library and Flamborough Seniors Centre (W15)
 Gage Park Family Skills Pump Track (W3)
 Winona Recreation and Community Centre (W11)
 Birge Pool (W3)
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New Rail Trail Dog Park/Improvements to Borer Dog Park and Cathedral Dog Park (W1, 2, 13)
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 Lucy Day Park Extreme Makeover/North Central Park Extreme makeover (W3)
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 Gage Park Tropical House Fall 2018 completion (W3)
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 Johnson Tew Park – 150 trees planted for Canada's 150 Birthday (W14)
 DeLottinville Park (W14)

Recreation facilities that received major renovations

Dalewood Recreation Centre (W1)
 Sir Wilfrid Laurier Recreation Centre (W4)
 Ancaster Aquatic Centre (W12)
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 J.L. Grightmire Arena (W13)

Energy Efficient Facilities

Converted First Ontario Centre Ice Surface Lighting to LED
 Macassa & Wentworth Lodge lighting
 Arenas LED lighting upgrade
 Parking Garages LED upgrade
 Hamilton City Hall Mezzanine LED upgrade

Lodges that received major renovations

Macassa Lodge major renovation to kitchen and 11 dining rooms (W6)



22

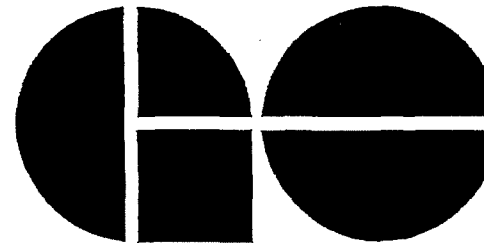
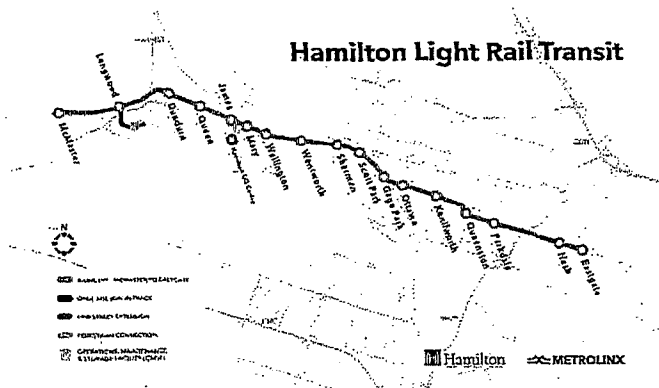
Built Environment & Infrastructure

Transit Improvements



Year 3/10 of
Local Transit
Strategy
implemented

\$72M in Public Transit
Infrastructure Fund projects
(\$36M Council investment)



West
Harbour GO
Station

Confederation GO Station
construction begins (operational
2019)

Culture & Diversity



Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

Culture & Diversity

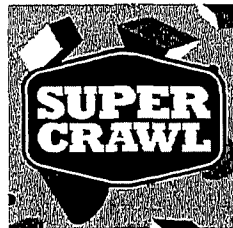
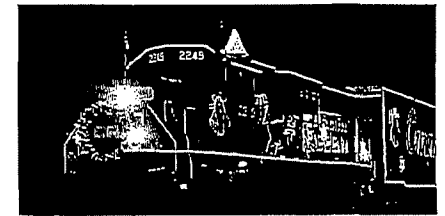
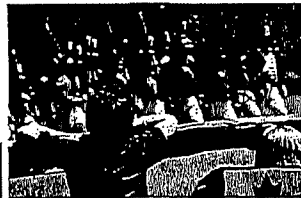
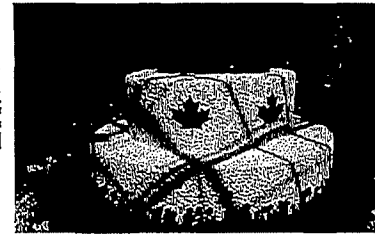
Thriving Vibrant Place for Arts, Culture and Heritage



NORTH AMERICAN
INDIGENOUS
GAMES 2017
TORONTO • ONTARIO



2017 JEUX
AUTOCHTONES
DE L'AMÉRIQUE DU NORD
TORONTO • ONTARIO



City Manager's Office
Wednesday, June 6, 2017

Culture & Diversity

Our Cultural Community

Downtown core revitalization continues

Public Art Master Plan

Continued implementation of the Cultural Plan

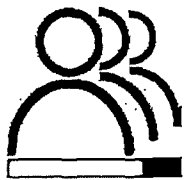
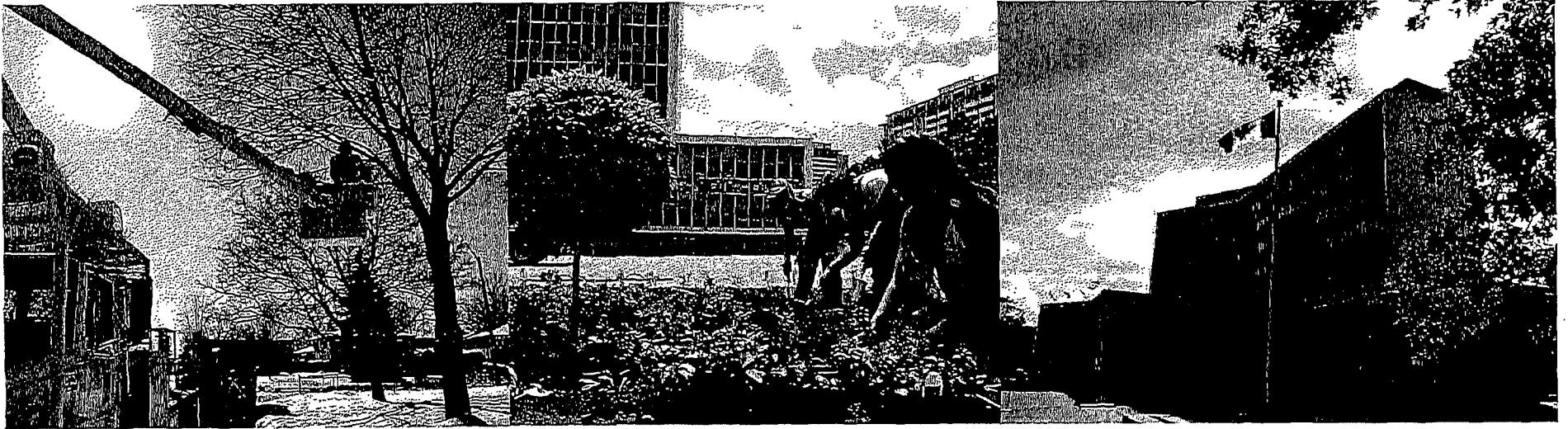


Improvement financial performance and reduced levy support from the City

Incubator for young entrepreneurs

New vibrancy and expanded mix of vendors

Our People & Performance



Hamiltonians have a high level of trust and confidence in their City government

Our People & Performance Transparency & Accountability



Citizen Dashboard



HAMILTON FIRE DEPARTMENT



FOOD SAFETY



ONTARIO WORKS



WASTE COLLECTION & DIVERSION PROGRAMS



WATER SUPPLY & DISTRIBUTION



CITY FINANCES



BUILDING - ONTARIO BUILDING CODE ADMINISTRATION & ENFORCEMENT



HSR TRANSIT



HOUSING SERVICES

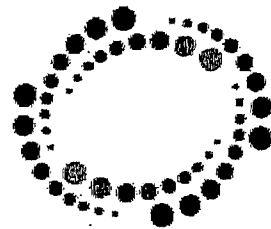


LOCAL ECONOMY & ECONOMIC DEVELOPMENT



Trust & Confidence Report

2018 - 2021 BUSINESS PLANS



CONTINUOUS IMPROVEMENT

**Results-Based
Accountability™**

Our People & Performance

Our Staff

**OUR PEOPLE AND
PERFORMANCE PLAN**

JUMP
OUR PEOPLE SURVEY THE CONVERSATION

Regularly meet with Leadership

- Extended Management Team (EMT) Meetings (2x/year – Supervisors & above)
- Corporate Leadership Team (CLT) Meetings (3x/year – Directors & above)
- Senior Leadership Team (SLT) Meetings (bi-weekly)

City Manager Awards

to recognize and celebrate nominated groups and individuals for their outstanding contributions to City-wide programs and exemplary leadership



30

Our People & Performance

Operational Reviews

Established a Corporate Security Office

Finding Alternate Revenue Sources

Smart City Challenge

Tax Competiveness

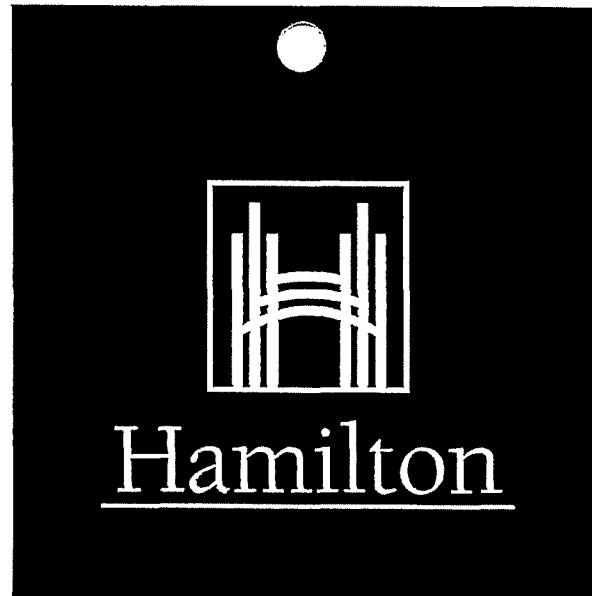
Credit Rating

Reserves

Yearly Average Inflationary Tax Increase (Avg. 2.3%)

Overall Average Tax increase and How We Compare

31



THANK YOU

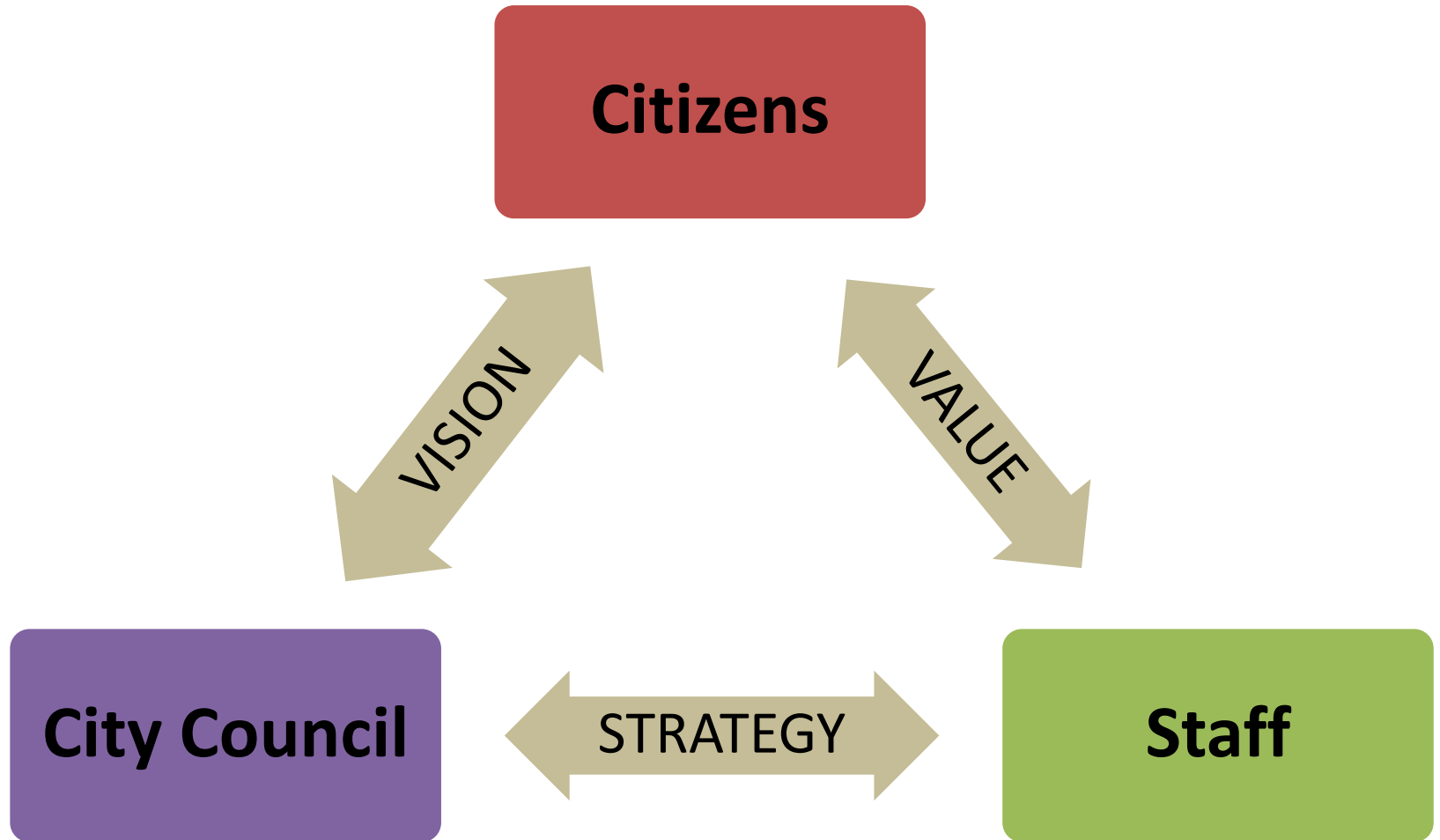


Hamilton

City Manager PAD 2017
General Issues Committee
Chris Murray, City Manager

Wednesday, June 6, 2018

ESTABLISHING TRUST & CONFIDENCE



OUR PEOPLE AND PERFORMANCE PLAN



CITY OF HAMILTON STRATEGIC PLAN 2016-2025



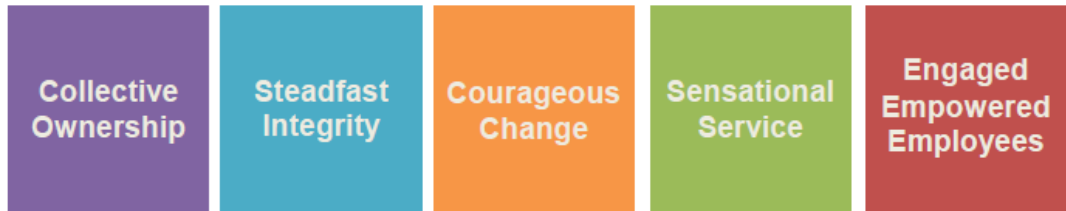
Our Vision

To be the best place to raise a child and age successfully.

Our Mission

To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

Our Culture



Our Priorities

- Community Engagement and Participation
- Economic Prosperity & Growth
- Healthy & Safe Communities
- Clean & Green
- Built Environment & Infrastructure
- Culture Diversity
- Our People & Performance



GOALS/CORE JOB RESPONSIBILITIES

Support Mayor and Council's Strategic Initiatives

Efficient and effective administration of all departments

Efficient and effective delivery of services

2017 ACCOMPLISHMENTS



2017 ACCOMPLISHMENTS

“Support Mayor and Council’s Strategic Initiatives”

- Trust and Confidence Report
- Light Rail Transit
- West Harbour Redevelopment
- Stelco Lands
- Climate change
- Amazon
- First Ontario Centre

2017 ACCOMPLISHMENTS

“Efficient and Effective Administration of all Departments”

- Employee survey
- Maintain skilled Senior Leaders
- Provide clear guidance to staff
- Merged CES and PH
- Succession planning
- Workplace Mental Health Strategy
- Human Rights, Diversity and Inclusion Strategic Plan
- Employee absences
- Communications

2017 ACCOMPLISHMENTS

“Efficient and Effective Delivery of Services”

- Continuous Improvement and Performance Measurement
- Smart City Strategy
- Multi-year budgeting
- External website
- Seven Intelligent Communities
- St. Helen’s community hub

2018 GOALS

Short Term Goals

2018 Short Term Goals

- Implement 2016-2025 Strategic Plan – report on progress during budget.
- Continue focusing City’s energies on non-residential tax growth
 - Gain support from province and federal governments for Stelco Strategy and advancing industrial partners.
 - Review financial incentive programs and look for reinvestment opportunities
 - Continue supporting investments in employment lands (e.g. lands surrounding airport)
 - Continue challenging attempts to reduce non-residential tax base
- Ready LRT project for award by Province (2019)
 - Complete design
 - Assess operating and maintenance cost
 - Ensure sub-surface infrastructure assets are maximized
- Award Pier 8 development opportunity to successful proposal and start negotiations

2018 Short Term Goals

- Consolidate and more effectively deliver corporate services
- Report on Citizen Service Satisfaction Survey
- Follow through on actions resulting from Our People Survey (2017)
- Support Council's \$50M investment in Affordable Housing
- Rollout mental health training to employees and gauge effectiveness
- Implement workplace Diversity and Inclusion Strategy
- Develop and implement SMART City Strategy
 - Establish digital roadways to support better online services and more open government
 - Fully launch web analytics to ensure user needs are met
- Continue with Performance Excellence Program across the corporation

2018 GOALS

Long Term Goals

2018 Long Term Goals

- Ensure the outcomes of the 2016 – 2025 Strategic Plan are achieved
- Promote financial sustainability through the use of multi-year budgeting and related tools
- Help Council grow the non-residential tax base through good planning and strategic investments supporting living wage jobs
- Work to ensure the leadership of this organization possesses the character needed to realize our desired Corporate Culture
- Await the direction of the next term of Council

Success will continue as long as we:

- Establish and maintain great leadership
- Follow through on strategic priorities
- Promote innovation (and accept its consequences)
- Expect transformation
- Build relationships

Questions?

7.5(b)



Hamilton

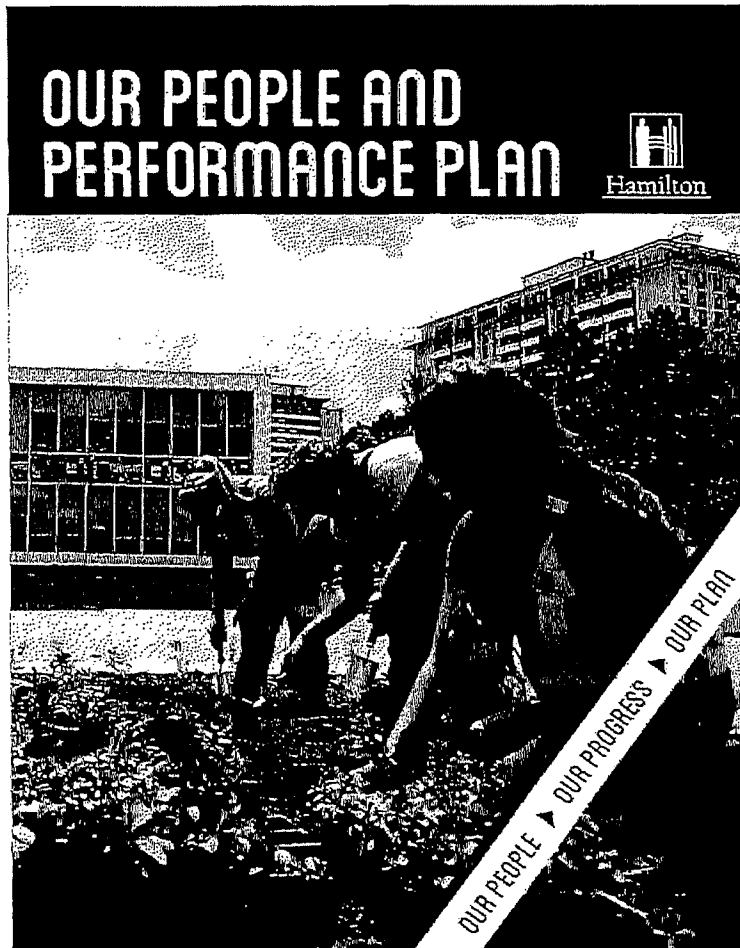
CITY ACCOMPLISHMENTS

2014 - 2018

Wednesday, June 6, 2018

Presented by: Chris Murray

CITY MANAGER'S OFFICE



CITY OF HAMILTON
STRATEGIC PLAN
2016-2025

Our Vision

To be the best place to raise a child and age successfully.

Our Mission

To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

Our Culture

- Collective
Ownership
- Steadfast
Integrity
- Courageous
Change
- Sensational
Service
- Engaged
Empowered
Employees

Our Priorities



Community Engagement & Participation



Economic Prosperity & Growth



Healthy & Safe Communities



Clean & Green



Built Environment & Infrastructure

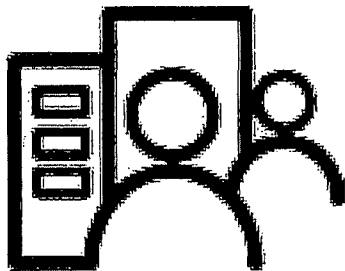
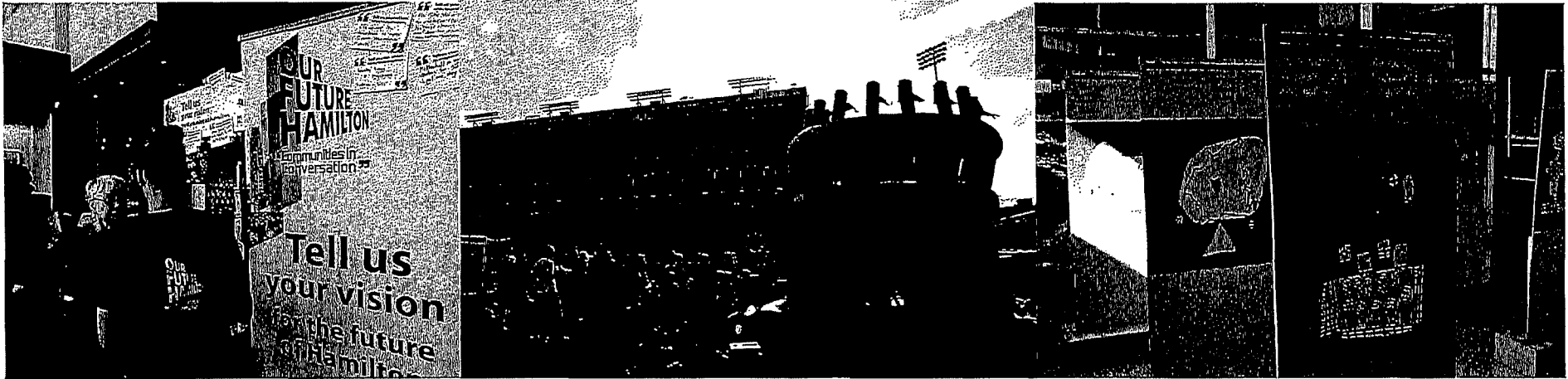


Culture Diversity



Our People & Performance

Community Engagement & Participation



Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Community Engagement & Participation

Building Trust & Confidence in City Government

January 15 – February 4, 2018



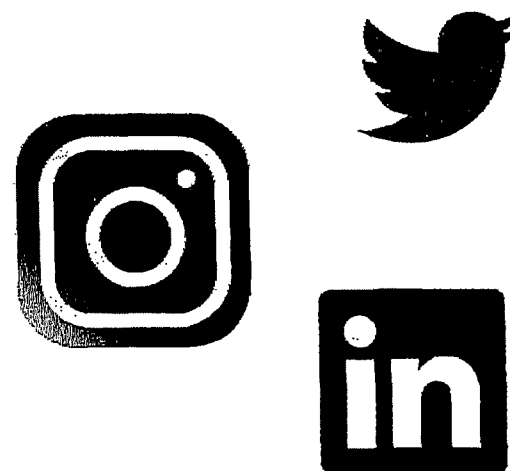
5

Community Engagement & Participation

Open, Transparent & Accessible Communication

Social Media presence continues to expand

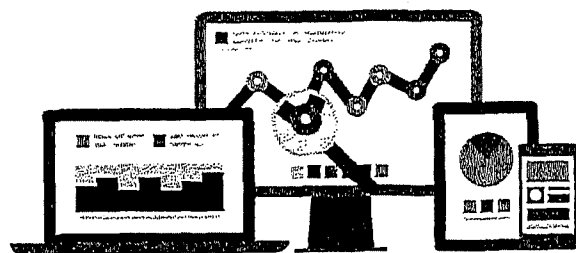
- Twitter: 63.7k Followers
- Instagram: 1700 Followers
- Corporate LinkedIn: 9,952 Followers



Launch of the City of Hamilton App (2018)

- 1,737 downloads (iOS & Android)
- 1,370 monthly users
- 501 weekly users
- 120 daily users

Audio Visual system upgrade at City Hall (2018)

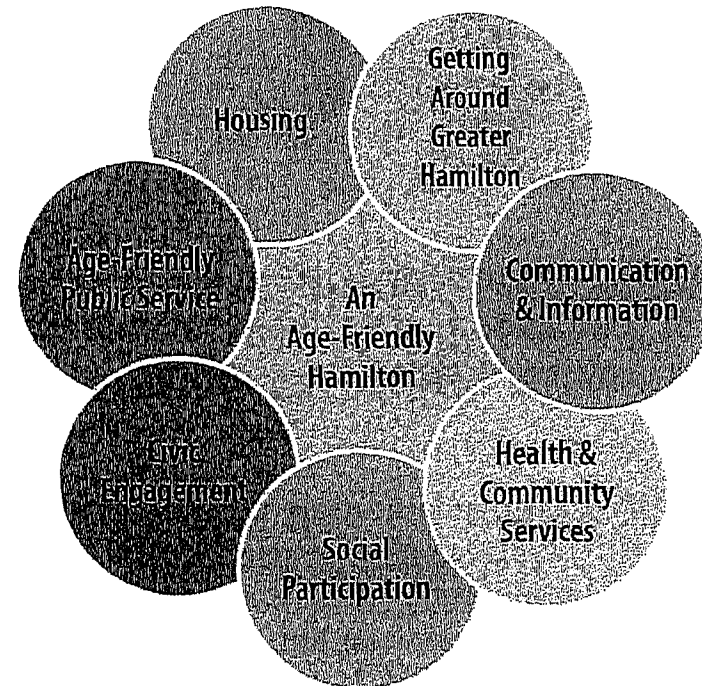


Community Engagement & Participation

The best place to raise a child and age successfully



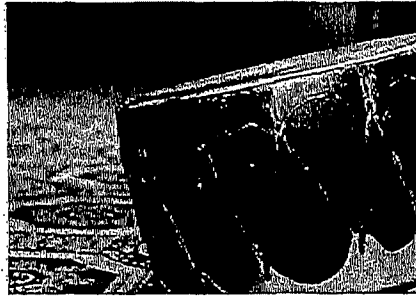
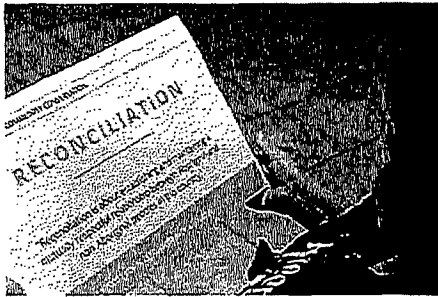
Youth Strategy



Age Friendly

Community Engagement & Participation

Our Community



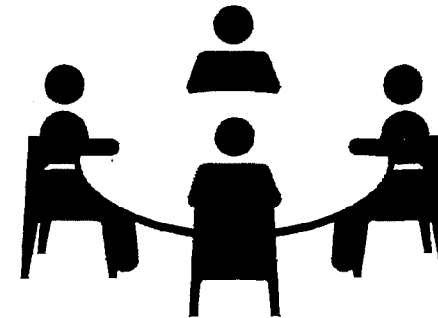
- **First Urban Indigenous Strategy (2017)**
- 41 Indigenous community members and partners attended a **community conversation on reconciliation**
- 100+ community members, students and residents attended **KAIROS Blanket Exercise**
- **Use of Indigenous Medicines Policy & Procedure**

City Enrichment Fund
\$6 million across
300 + programs

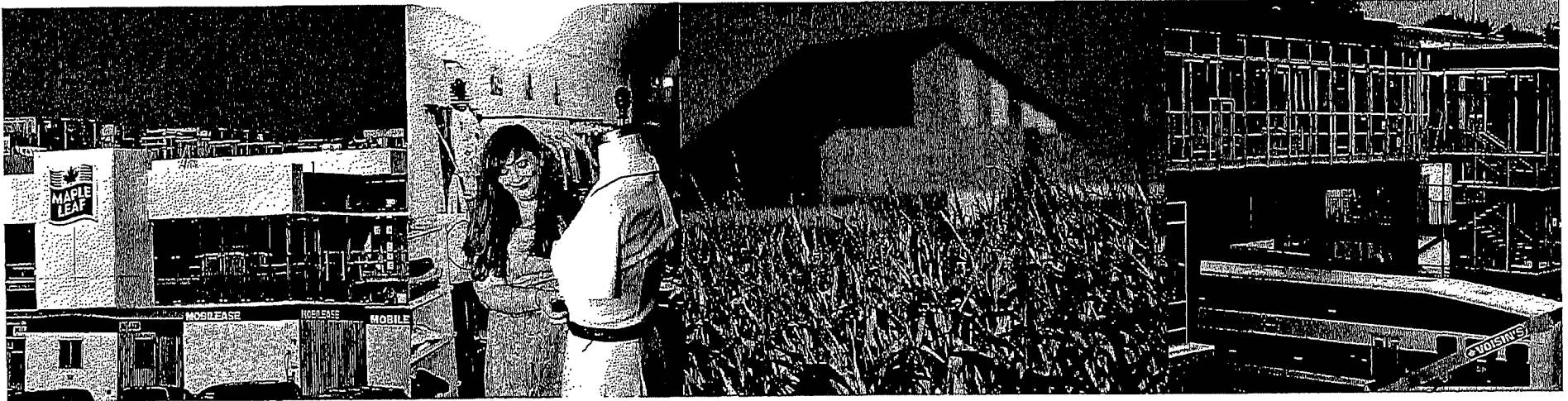
Hamilton Anchor Institution Leadership Table (HAIL)
City's major Institutions began to meet 3x per year to discuss how to integrate efforts and maximize opportunities that are important to the City.



A \$1.5M
budget
increase



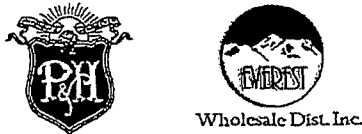
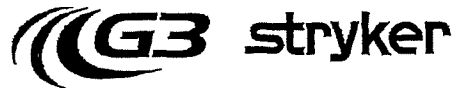
Economic Prosperity and Growth



Hamilton has a prosperous and diverse local economy where all people have opportunities to grow and develop.

Economic Prosperity and Growth

Open for Business



\$3.5B Building permits construction value



\$1B building permits, 6 consecutive years.
More than 25,000 issued

Reviewed nearly **3,500** planning applications

1,477 new residential units in the Urban Growth Center

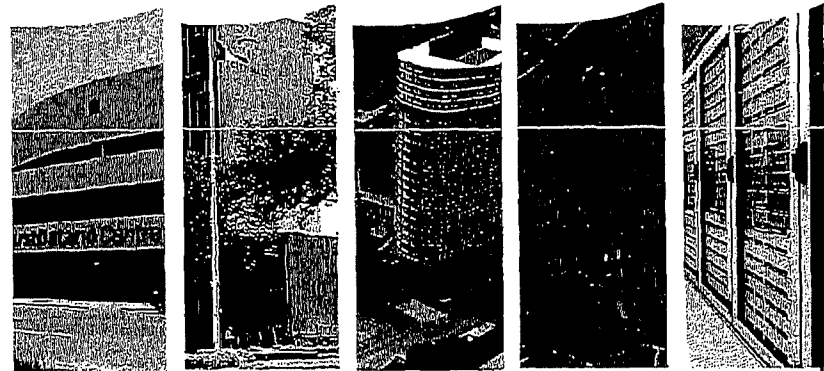
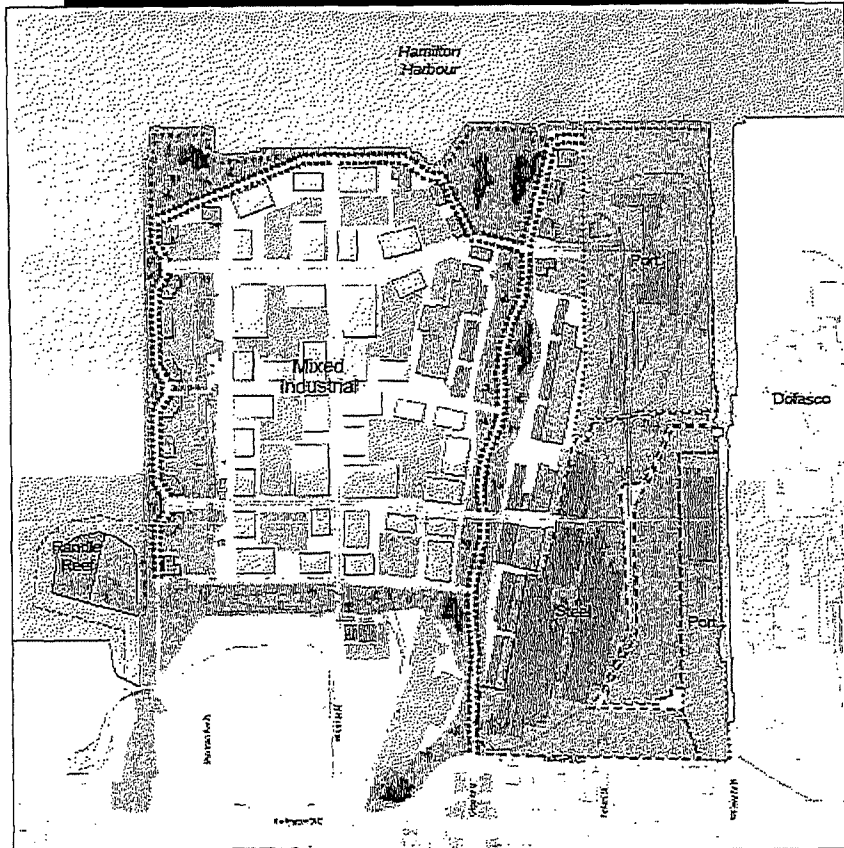


519 NEW BUSINESSES

Economic Prosperity and Growth

Diversifying the City's Economy

STELCO LANDS STRATEGY



11

Economic Prosperity and Growth

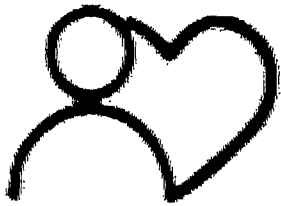
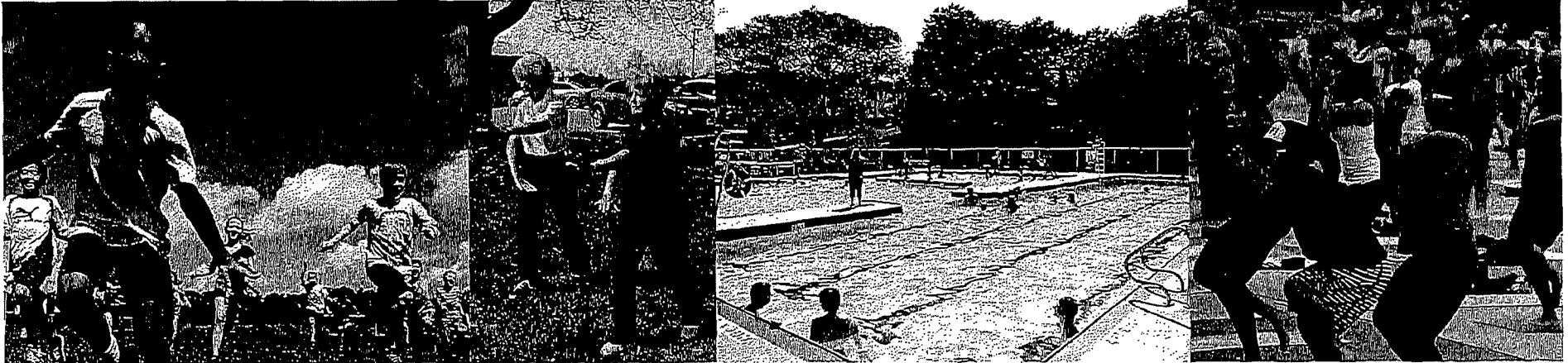
Supporting Skill Development

Mayor's Blue Ribbon Task Force on Workforce Development
Created to address Hamilton's shortage of skilled trades and an aging workforce with limited succession plans (2015)



12

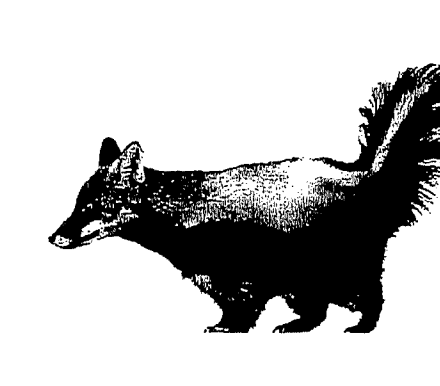
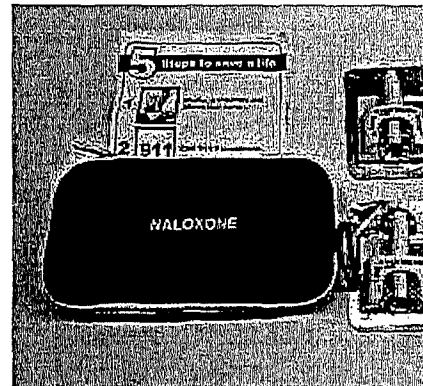
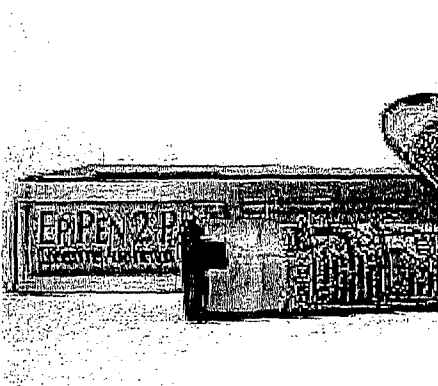
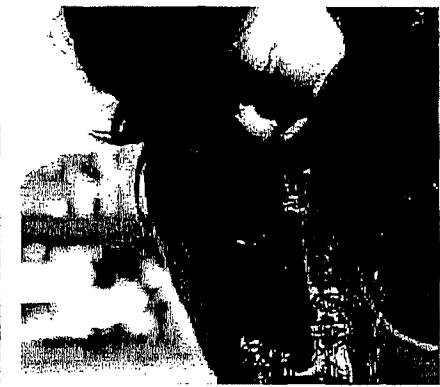
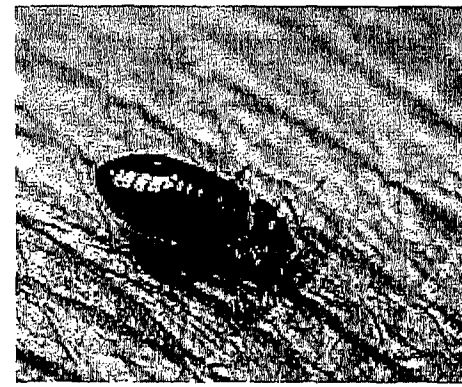
Healthy & Safe Communities



Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.

Healthy & Safe Communities

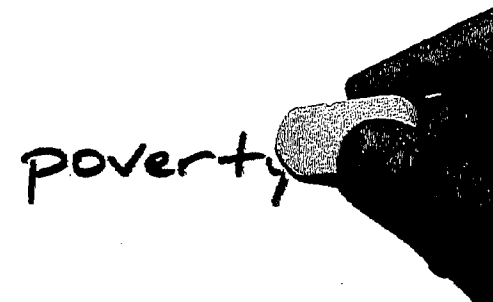
A Healthy and Supportive Community



Healthy & Safe Communities

Implement Poverty Reduction Plan, including new affordable housing investment, quality of social housing stock and Indigenous poverty reduction.

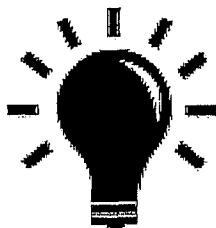
- Affordable Housing Strategies and Investments (\$50M)
- Rehabilitating our affordable housing stock/properties
- Focus on strategies for the eradication of Poverty and Homelessness



First ambulance service in Province to complete **Road To Mental Readiness (R2MR)** training for all paramedics



Hamilton Food Strategy created to support a healthy, sustainable and just food system for all



Protocol for **Gender Identity and Gender Expression; Transgender and Gender Non-Conforming Persons**



Realization of the **McQuestan Urban Farm**

Clean and Green



Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

Clean & Green

Environmental Sustainability



Glanbrook Landfill site to Silver certification
Randle Reef Remediation Project
Cootes to Escarpment Plan
Bay Area Climate Change Office & Model

Emerald Ash Borer (EAB)
Management Plan

15,000

street lights converted
to LED from HPS

40

 lights

installed completely
off the grid on the
Mountain Brow

15,424

 trees

removed to date

Greening of HSR Fleet



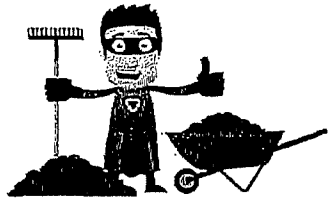
CNG conversion from
23.5% of fleet to 45%

\$58M



cumulative energy
savings and avoided
costs

Clean & Green



4465 tonnes of FREE compost
FREE Woodchips to residents

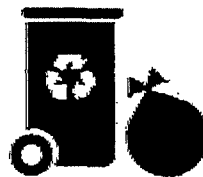
Parks



4,300 acres of municipal park
shared school park and open space at 520 sites

Horticulture

- 314 floral traffic islands
- 113 perennial medians
- 107 medians/boulevards/laybys
- 72 roundabouts
- 78 civic properties
- 701 hanging baskets



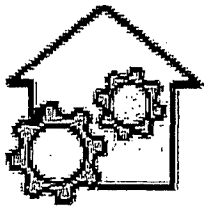
42.4% of all collected waste was **RECYCLED** and diverted from the landfill

BikeShare Program

20,000 members
130 stations
825 bikes
959,000 trips

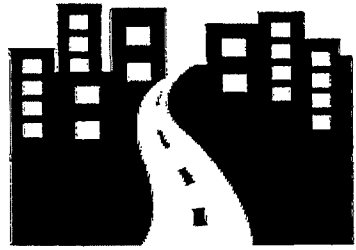


Built Environment & Infrastructure



Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

Built Environment & Infrastructure



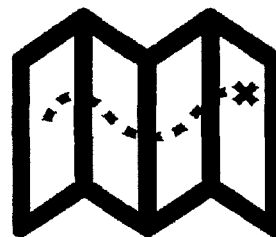
24 pedestrian crossovers

80 lane km of road replacement complete

40 km of new
road worth
\$150M

473 lane km of road
rehabilitation as part of the ongoing
Asset Preservation

62 km of cycling
infrastructure

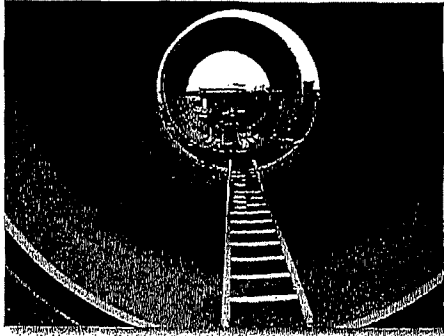


5 km of new multi-use
trails (includes East
Mountain Brow Trail)

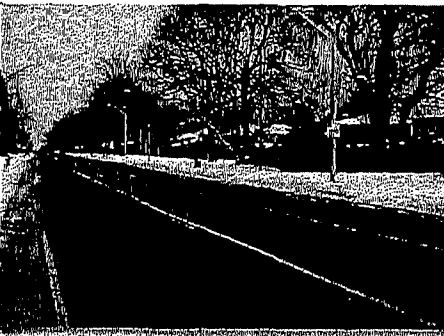
20

Built Environment & Infrastructure

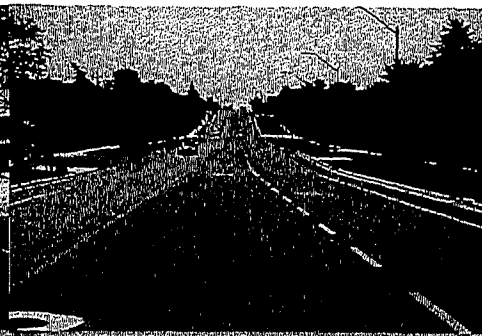
New & Improved Sewer & Road Infrastructure



Centennial Sewer Trunk



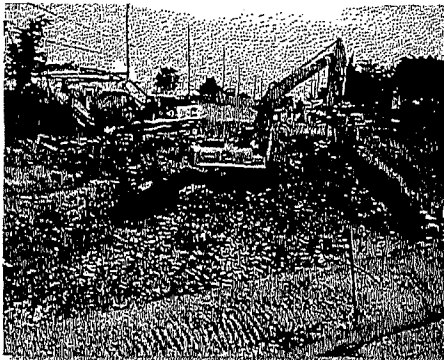
Wilson Street



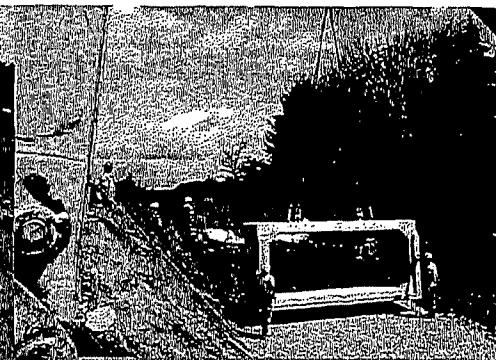
Upper Sherman



York Boulevard



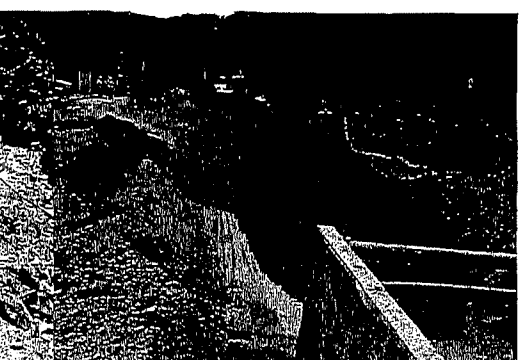
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Bell Road Culvert Replacement



Sherman Access West



Montgomery Drive

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Lodges that received major renovations

Macassa Lodge major renovation to kitchen and 11 dining rooms (W6)



22

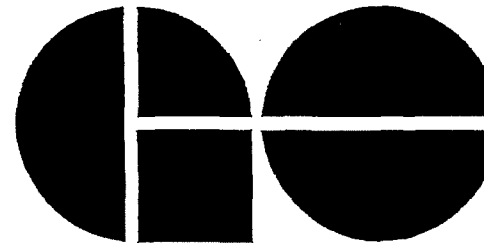
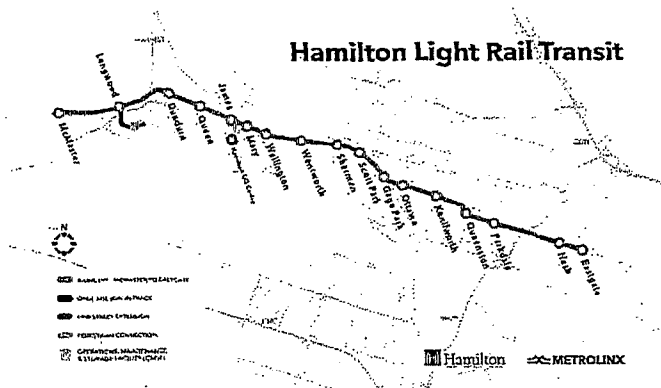
Built Environment & Infrastructure

Transit Improvements



Year 3/10 of
Local Transit
Strategy
implemented

\$72M in Public Transit
Infrastructure Fund projects
(\$36M Council investment)



West
Harbour GO
Station

Confederation GO Station
construction begins (operational
2019)

Culture & Diversity



Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

Culture & Diversity

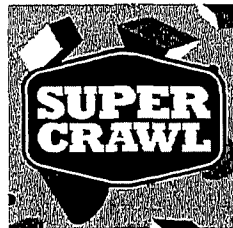
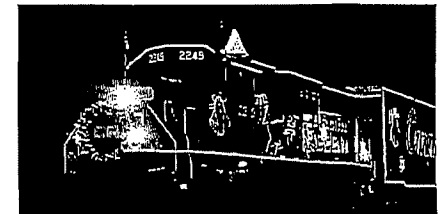
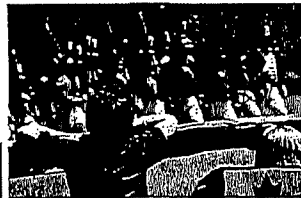
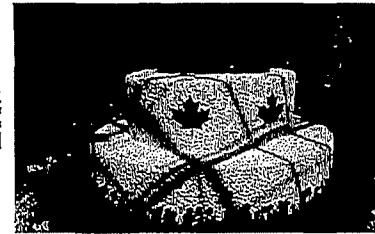
Thriving Vibrant Place for Arts, Culture and Heritage



NORTH AMERICAN
INDIGENOUS
GAMES 2017
TORONTO • ONTARIO



2017 JEUX
AUTOCHTONES
DE L'AMÉRIQUE DU NORD
TORONTO • ONTARIO



CITY OF HAMILTON
ARTS AWARDS



27



City Manager's Office
Wednesday, June 6, 2017

Culture & Diversity

Our Cultural Community

Downtown core revitalization continues

Public Art Master Plan

Continued implementation of the Cultural Plan

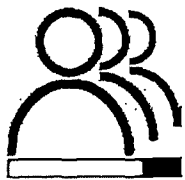


Improvement financial performance and reduced levy support from the City

Incubator for young entrepreneurs

New vibrancy and expanded mix of vendors

Our People & Performance













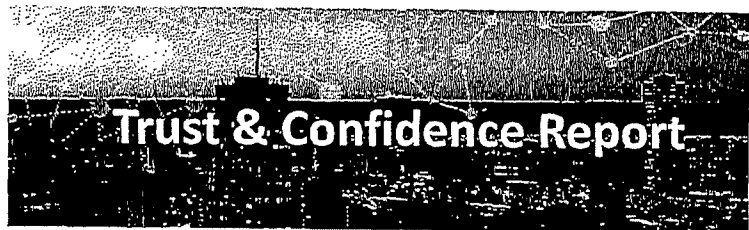
Hamiltonians have a high level of trust and confidence in their City government

28

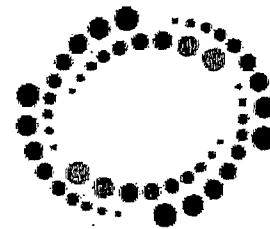
Our People & Performance Transparency & Accountability



 HAMILTON FIRE DEPARTMENT	 FOOD SAFETY	 ONTARIO WORKS	 WASTE COLLECTION & DIVERSION PROGRAMS
 WATER SUPPLY & DISTRIBUTION	 CITY FINANCES	 BUILDING - ONTARIO BUILDING CODE ADMINISTRATION & ENFORCEMENT	 HSR TRANSIT
 HOUSING SERVICES	 LOCAL ECONOMY & ECONOMIC DEVELOPMENT		



2018 - 2021 BUSINESS PLANS



CONTINUOUS IMPROVEMENT

**Results-Based
Accountability™**

Our People & Performance

Our Staff

**OUR PEOPLE AND
PERFORMANCE PLAN**

JUMP
OUR PEOPLE SURVEY THE CONVERSATION

Regularly meet with Leadership

- Extended Management Team (EMT) Meetings (2x/year – Supervisors & above)
- Corporate Leadership Team (CLT) Meetings (3x/year – Directors & above)
- Senior Leadership Team (SLT) Meetings (bi-weekly)

City Manager Awards

to recognize and celebrate nominated groups and individuals for their outstanding contributions to City-wide programs and exemplary leadership



30

Our People & Performance

Operational Reviews

Established a Corporate Security Office

Finding Alternate Revenue Sources

Smart City Challenge

Tax Competiveness

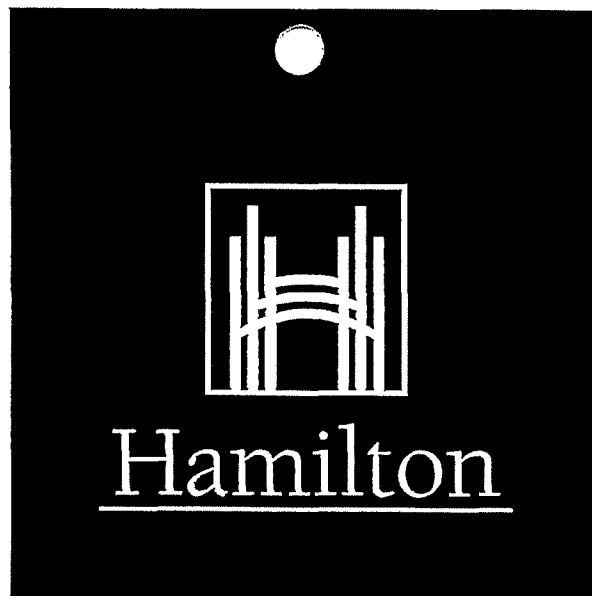
Credit Rating

Reserves

Yearly Average Inflationary Tax Increase (Avg. 2.3%)

Overall Average Tax increase and How We Compare

31



THANK YOU



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
 Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	June 20, 2018
SUBJECT/REPORT NO:	18-28 King Street East, Extension of Conditional Approval, Hamilton Heritage Property Grant Program and GORE Building Improvement Grant Program (PED16253(b)) (Ward 2)
WARD(S) AFFECTED:	Ward 2
PREPARED BY:	Carlo Gorni (905) 546-2424 Ext. 2755
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That the deadline for the submission of a separate, completed Hamilton Heritage Property Grant Program (HHPGP) Application for each 18, 20, 22, 24 and 28 King Street East, for the previously approved conditional grant commitment to an upset limit of \$850 K for the Hughson Business Space Corporation (Linda Barnett, David Blanchard, Ronald Quinn and William Rogan) the registered owner, be extended to no later than July 31, 2019, conditional upon the receipt of a Building Permit Application being submitted to the City for the redevelopment of 18-28 King Street East no later than January 31, 2019;
- (b) That the deadline for the submission of a separate, completed GORE Building Improvement Grant Program (GBIGP) Application for each 18, 20, 22, 24 and 28 King Street East, for the previously approved conditional grant commitment to an upset limit of \$250 K under the GORE Building Improvement Grant Program (GBIGP) for Hughson Business Space Corporation (Linda Barnett, David Blanchard, Ronald Quinn and William Rogan), the registered owner, be extended to no later than July 31, 2019, conditional upon the receipt of a Building Permit Application being submitted to the City for the redevelopment of 18-28 King Street East no later than January 31, 2019;

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SUBJECT: 18-28 King Street East, Extension of Conditional Approval, Hamilton Heritage Property Grant Program and GORE Building Improvement Grant Program (PED16253(b)) (Ward 2) - Page 2 of 7

- (c) That, should the Hughson Business Space Corporation (Linda Barnett, David Blanchard, Ronald Quinn and William Rogan) the registered owner of 18, 20, 22, 24 and 28 King Street East not submit a Building Permit Application for the redevelopment of 18-28 King Street East by January 31, 2019, staff be directed to report back to the General Issues Committee for direction as to whether or not the conditional grant commitments, under the Hamilton Heritage Property Grant Program (HHPGP) and GORE Building Improvement Grant Program (GBIGP), for those properties should continue to be valid.

EXECUTIVE SUMMARY

At its meeting on December 8, 2017, City Council approved the following motion:

- (a) That the deadline for the submission of a separate, completed Hamilton Heritage Property Grant Program (HHPGP) Application for each 18, 20, 22, 24 and 28 King Street East, for the previously approved conditional grant commitment to an upset limit of \$850 K for the Hughson Business Space Corporation (Linda Barnett, David Blanchard, Ronald Quinn and William Rogan) the registered owners, be extended to no later than December 31, 2018, conditional upon the receipt of a Building Permit Application being submitted to the City for the redevelopment of 18-28 King Street East no later than June 1, 2018;
- (b) That the deadline for the submission of a separate, completed GORE Building Improvement Grant Program (GBIGP) Application for each 18, 20, 22, 24 and 28 King Street East, for the previously approved conditional grant commitment to an upset limit of \$250 K under the GBIGP for Hughson Business Space Corporation (Linda Barnett, David Blanchard, Ronald Quinn and William Rogan), the registered owners, be extended to no later than December 31, 2018, conditional upon the receipt of a Building Permit Application being submitted to the City for the redevelopment of 18-28 King Street East no later than June 1, 2018; and,
- (c) That, should the Hughson Business Space Corporation (Linda Barnett, David Blanchard, Ronald Quinn, and William Rogan) the registered owners of 18, 20, 22, 24 and 28 King Street East not submit a Building Permit Application for the redevelopment of 18-28 King Street East by June 1, 2018, staff be directed to report back to the General Issues Committee for direction as to whether or not the conditional grant commitments, under the HHPGP and GBIGP, for those properties should continue to be valid.

This followed a previous Council decision made at its meeting on December 11, 2013 where it approved grant commitments under the HHPGP and the GBIGP in the total amount of \$1,100 M for Hughson Business Space Corporation (Linda Barnett, David Blanchard, Ronald Quinn and William Rogan) the registered owners of 18, 20,

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SUBJECT: 18-28 King Street East, Extension of Conditional Approval, Hamilton Heritage Property Grant Program and GORE Building Improvement Grant Program (PED16253(b)) (Ward 2) - Page 3 of 7

22, 24 and 28 King Street East subject to complete applications for each property being submitted no later than December 31, 2014.

At the same meeting, City Council approved the designation of 18-22 King Street East and 24 and 28 King Street East under Part IV of the *Ontario Heritage Act*.

Subsequent to that December 11, 2013 meeting, City Council had extended the deadline for submission of completed applications under the HHPGP and GBIGP on an annual basis while negotiations took place with the Applicant on the future development of 18-28 King Street East.

Prior to the aforementioned December 8, 2017 Council meeting, Hughson Business Space Corporation had advised staff that they now plan to restore the five properties at 18, 20, 22, 24 and 28 King Street East and anticipated submitting applications under the HHPGP and GBIGP in Q2/2018. Staff recommended at that time that the grants be subject to a building permit being submitted by June 1, 2018.

While Hughson Business Space Corporation has not submitted a Building Permit Application to meet the June 1, 2018 deadline they submitted a revised Site Plan Amendment Application on May 2, 2018 that includes the preservation of the facades at 18, 20, 22, 24 and 28 King Street East. 30 King Street East, which is currently vacant, is to have a new building that will be integrated into 18-28 King Street East. This development will result in 568.46 sq m of commercial space on the ground floor and 21 residential units on the upper floors.

Staff is recommending that an extension to the current deadlines be granted to Hughson Business Space as outlined above.

Alternatives for Consideration – See Page 7

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: HHPGP: Funding for approved grants under the HHPGP is contained in the Main Street Program Reserve (102048) and Capital Project ID No. 8201641800; \$850 K has been set-aside in the accounts to cover the grant commitment.

GBIGP: Funding in the amount of \$250 K for the approved grants under the GBIGP has been set-aside in Capital Project ID No. 8201703620.

Staffing: Administration of the HHPGP and GBIGP can be accommodated within the Urban Renewal Section of the Economic Development Division and the Development Planning, Heritage and Design Section of the Planning

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SUBJECT: 18-28 King Street East, Extension of Conditional Approval, Hamilton Heritage Property Grant Program and GORE Building Improvement Grant Program (PED16253(b)) (Ward 2) - Page 4 of 7

Division, Planning and Economic Development Department, as well as the Taxation Division of the Corporate Services Department.

Legal: *The Planning Act* (Section 28) allows Municipalities that have provisions in their Official Plan relating to community improvement, such as the City of Hamilton, to designate by by-law, a community improvement project area, and then to prepare a Community Improvement Plan for the project area. A Municipality may then make grants and loans, in conformity with the approved Community Improvement Plan, that would otherwise be prohibited under the *Municipal Act* (Section 106(1)), to the registered/assessed owners or tenants of land and buildings, or their respective assignees, within the designated project area. An amendment to the Community Improvement Plan requires a statutory public meeting with notice requirements in accordance with the *Planning Act*.

The Downtown and Community Renewal Community Improvement Plan includes summaries of the financial incentive programs. The detailed terms and conditions of the programs are appendices to the Plan.

HISTORICAL BACKGROUND

The property owner appealed the heritage designation to the Provincial Conservation Review Board (CRB). The CRB hears disputes on matters relating to the protection of properties considered to hold cultural heritage value to a Municipality and makes recommendations.

At the General Issues Committee meeting on April 6, 2016, Hughson Business Space Corporation's Legal Counsel and architect presented a plan on how their client would like to proceed with development of 18-28 King Street East. Their proposal was to retain the façade of 18-22 King Street East with a new penthouse addition, and to demolish 24 and 28 King Street East to accommodate a new five storey mixed-use building. The Applicant indicated that they would be prepared to withdraw their objection to the Notices of Intent to Designate 18-22 and 24-28 King Street East once they have obtained their building permits to support the concept.

Prior to the aforementioned December 8, 2017 Council meeting, Hughson Business Space Corporation met with the Ward Councillor and senior staff and advised them that they now planned to restore all five addresses and anticipated submitting applications under the HHPGP and GBIGP in Q2/2018. Staff recommended at that time that the grants be subject to a building permit being submitted by June 1, 2018.

While a Building Permit Application was not received by the June 1, 2018 deadline, Hughson Business Space Corporation has submitted a revised Site Plan Amendment

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SUBJECT: 18-28 King Street East, Extension of Conditional Approval, Hamilton Heritage Property Grant Program and GORE Building Improvement Grant Program (PED16253(b)) (Ward 2) - Page 5 of 7

Application for a mixed use commercial/residential redevelopment at 18-30 King Street East. This revised Application includes the preservation of 18, 20, 22, 24 and 28 King Street East. 30 King Street East, which is currently vacant, is to have a new building that will be integrated into 18-28 King Street East. This development will result in 568.46 sq m of commercial space on the ground floor and 21 residential units on the upper floors.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Report PED16253(b) relates to conditional grant commitments that will be processed under the HHPGP and GBIGP which is contained within the Downtown and Community Renewal Community Improvement Plan.

The Downtown and Community Renewal Community Improvement Plan provides the framework for City Programs and initiatives in a manner that meets the legislative requirements of the *Planning Act* intended to stimulate private sector investment and redevelopment to focus Municipal action and investment that promotes and enhances Hamilton's various downtowns, commercial districts, mixed use corridors and neighbourhoods targeted for community development.

RELEVANT CONSULTATION

Staff from the Development Planning, Heritage and Design Section of the Planning and Economic Development Department were consulted and concur with the recommendations included in Report PED16253(b).

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The rationale for extending the above noted deadlines remains the same.

As outlined in Report PED16253(a), historically significant properties are important to the urban revitalization and regeneration of our community. Both the HHPGP and GBIGP are intended to encourage and support private investment in the conservation of historically significant properties and help to offset the additional costs associated with specialized materials and skills for conservation projects. They also offer a financial incentive for undertaking basic structural rehabilitation before cosmetic improvements can be addressed, particularly for buildings that have fallen into disrepair over a number of years.

Grants under the HHPGP and GBIGP are based on Municipal addresses, identifying multiple and separate units with ground floor street frontages and entranceways. The maximum grant under the HHPGP per Municipal address is \$150 K for restoration/conservation/stability work on a building and \$20 K for heritage

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SUBJECT: 18-28 King Street East, Extension of Conditional Approval, Hamilton Heritage Property Grant Program and GORE Building Improvement Grant Program (PED16253(b)) (Ward 2) - Page 6 of 7

assessments/reports/studies for a total of \$170 K. The maximum grant under the GBIGP per Municipal address is \$50 K.

Prior to the occupants vacating 18-28 King Street East the properties were identified as follows:

Property			Units/Locations		
1	PIN	171670074	1	18 King Street East	was H&R Block/Cash Money
	ROLL	251802015150070	2	20 King Street East	was Town Convenience
	ADDRESS	18-22 King Street East	3	22 King Street East	was Mahal Restaurant
2	PIN	171670112	4	24 King Street East	was Steel House Grill
	ROLL	251802015150100			
	ADDRESS	24 King Street East			
3	PIN	171670112	5	28 King Street East	was South Side
	ROLL	251802015150130			
	ADDRESS	28 King Street East			

Appendix "A" to Report PED16253(b) identifies the location of 18-28 King Street East.

Based on the above, the Applicant would be eligible to submit five applications under the HHPGP and the GBIGP. The five Municipal addresses are: 18, 20, 22, 24 and 28 King East.

In order to be eligible for the full amount of \$150 K per Municipal address under the HHPGP for the restoration/conservation/stability work, the Applicant would have to spend a minimum of \$560 K per Municipal address on eligible items under the Program (\$2.8 M in total for the five Municipal addresses). To be eligible for the additional \$20 K per Municipal address for heritage assessments/reports/studies, the Applicant would have to spend a minimum of \$20 K per Municipal address (\$100 K for the five Municipal addresses).

In order to be eligible for the full amount of \$50 K per Municipal address under the GBIGP the Applicant would have to spend \$100 K per Municipal address or, \$500 K for the five Municipal addresses.

In Report PED16253(a), Council was informed that eligibility for these grants was contingent on the Applicant providing evidence that the continued use of the property

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SUBJECT: 18-28 King Street East, Extension of Conditional Approval, Hamilton Heritage Property Grant Program and GORE Building Improvement Grant Program (PED16253(b)) (Ward 2) - Page 7 of 7

would be five separate entrances at ground level. The proposed use of the property would also have to conform to Zoning By-law 05-200.

The current conditional Site Plan Control approval is for façade retention of 18-22 King Street with a fifth storey addition, demolition of 24 and 28 King Street East and redevelopment of 24-30 King Street East with a five storey building to create a mixed use development consisting in total of 387.5 sq m of commercial space on the ground floor and 14 residential units above. However, staff is currently reviewing a revised Site Plan Application which was submitted on May 2, 2018. The current development proposal is to retain the façades of 18-28 King Street East with a new penthouse addition and a new building integrated at 30 King Street East to create a mixed use development consisting of 21 residential units on the upper floors and 568.46 sq m of commercial space on the ground floor.

Allowing the Applicants further time as recommended to work with staff to satisfy all conditions attached to the site plan application should ultimately lead to a building that is truer to the heritage character of the historic Gore Park area.

ALTERNATIVES FOR CONSIDERATION

Declining the extension of the conditional grant commitment under the HHPGP and the GBIGP is not a recommended alternative as it could jeopardize the restoration of significant properties within the Downtown Core particularly in light of City Council's initiative to designate the properties under the *Ontario Heritage Act*.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

Healthy and Safe Communities

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

APPENDICES AND SCHEDULES ATTACHED

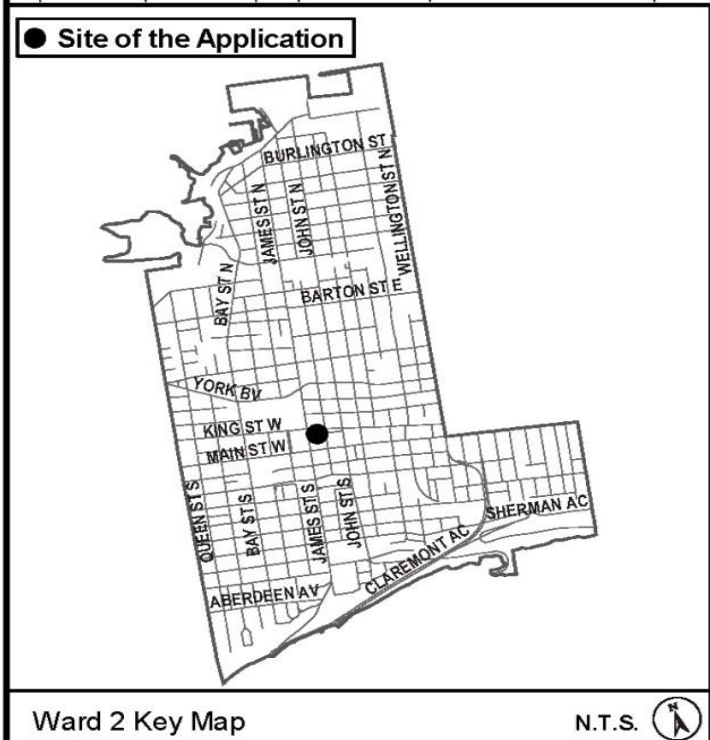
Appendix "A" to Report PED16253(b) - Location Map

CG:dt


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Location Map




PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

File Name/Number: 18-22, 24 & 28 King Street East	Date: Nov. 4, 2013
Appendix "A"	Scale: N.T.S.
Planner/Technician: HM/DB	

Subject Property

 18-22, 24 & 28 King Street East

N.T.S. 



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Growth Management Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	June 20, 2018
SUBJECT/REPORT NO:	Proposed Sale of Enbridge Pipelines Inc. Line 10 Pipeline to Westover Express Pipeline Limited (wholly owned subsidiary of United Refining Company) (PED18130) (Wards 12 and 14) (Outstanding Business List)
WARD(S) AFFECTED:	Wards 12 and 14
PREPARED BY:	Guy Paparella (905) 546-2424 Ext. 5807
SUBMITTED BY:	Tony Sergi Senior Director, Growth Management Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATIONS

- (a) That Council authorize City staff to raise potential municipal issues of concern to the City of Hamilton relating to the sale of Enbridge Line 10 Pipeline directly with Enbridge Pipelines Inc. and the proposed purchaser of Line 10, Westover Express Pipeline Limited, and to submit a Letter of Comment outlining these concerns to the National Energy Board (NEB) if provided the opportunity to do so by NEB;
- (b) That the municipal issues of concerns referred to in recommendation (a) may include:
- (i) that National Energy Board mandate that Westover Express Pipeline Limited to be bound to comply with all regulatory requirements, approvals, agreements, easements and permits set out by National Energy Board and with the City of Hamilton;
 - (ii) that National Energy Board require Westover Express Pipeline Limited to assume, by way of an Agreement, the responsibilities and obligations of Enbridge Pipelines Inc. under an existing Licence Agreement dated May 9, 2017, as amended, and ancillary agreements as they relate to the Line 10 Pipeline crossings of City of Hamilton right-of-ways;

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SUBJECT: Proposed Sale of Enbridge Pipelines Inc. Line 10 Pipeline to Westover Express Pipeline Limited (United Refining Company) (PED18130) (Wards 12 and 14) - Page 2 of 7

- (iii) that representatives of Westover Express Pipeline Limited meet with the Hamilton Fire Department prior to the handover of operations of Line 10 Pipeline to provide for review and input into their emergency response and emergency resource plan for the Westover Site and Line 10 Pipeline; and,
- (iv) that the onsite emergency response resources currently maintained at the Line 10 Pipeline Westover Site by Enbridge Pipelines Inc. be maintained at the current or enhanced level after handover of operations to Westover Express Pipeline Limited;
- (c) That subject to the approval of the sale of Line 10 by Enbridge Pipelines Inc. to Westover Express Pipeline Limited by the National Energy Board, the General Manager of Public Works be authorized to negotiate and execute, on behalf of the City of Hamilton, a Crossing Licence Agreement for the Line 10 Pipeline and any ancillary documents which set out the roles, responsibilities and obligations of the parties with respect to the Line 10 Pipeline where it crosses City-owned right-of-ways, in a form satisfactory to the City Solicitor and with content satisfactory to the General Manager of Public Works and General Manager of Planning and Economic Development, as applicable;
- (d) That the matter respecting Proposed Sale of Enbridge Pipelines Inc. Line 10 Pipeline to Westover Express Pipeline Limited, a wholly owned subsidiary of the United Refining Company, be identified as complete and removed from the Planning Committee Outstanding Business List.

EXECUTIVE SUMMARY

City staff have informed representatives of Enbridge Pipelines Inc. of direction provided by Council on April 26, 2018, to investigate any potential impacts the proposed sale of the Enbridge Pipelines Inc. Line 10 Pipeline to Westover Express Pipeline Limited may have to existing City agreements and / or easements and any potential disruption. City Staff requested a response to the City's concerns and received a reply from Enbridge Pipelines Inc. (see Appendix "A" attached to Report PED18130). In addition, City staff have reviewed the full and joint application to the National Energy Board (NEB) seeking to transfer ownership of Line 10 Pipeline from Enbridge Pipelines Inc. to Westover Express Pipeline Limited (Westover Express), a wholly owned subsidiary of United Refining Company (United) of Warren, Pennsylvania, USA (see online at <https://apps.neb-one.gc.ca/REGDOCS/Item/Filing/A91854>).

Currently the roles, responsibilities and obligations of the parties with respect to Enbridge Line 10 Pipeline where it crosses City-owned right-of-ways is governed by a Master Licence Agreement dated May 9, 2017, as amended, and ancillary permits

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SUBJECT: Proposed Sale of Enbridge Pipelines Inc. Line 10 Pipeline to Westover Express Pipeline Limited (United Refining Company) (PED18130) (Wards 12 and 14) - Page 3 of 7

(which include Access Permits, Noise Exemption Permit, and Waterline Crossing Permission). Given that the Master Agreement applies to a number of pipeline crossings unrelated to the Line 10 Pipeline sale, a new Licence Agreement dedicated to the Line 10 Pipeline crossing will need to be entered into with Westover Express Pipeline Limited if the sale is approved by the NEB.

There are no existing Easement agreements relating to the Line 10 Pipeline. There are a number of existing ancillary permits and consent agreements with Enbridge Pipelines Inc. relating to the Line 10 Pipeline. All are listed in Appendix "A" attached to Report PED18130. If the sale is approved, staff will ensure that the subject matter of the ancillary permits or agreements is either addressed in the new Crossing Licence Agreement with Westover, where appropriate, or that the prospective purchaser, Westover Express Pipeline Limited, obtains its own permits, as needed.

Additionally, Council directed that City Staff request that representatives from Enbridge Pipelines Inc. be invited to provide an update to General Issues Committee (GIC). In response to this request Enbridge states that it is their understanding that the document submitted to the City on May 9, 2018 (see Appendix "A" attached to Report PED18130) addresses the questions expressed by members of Council. Therefore, they do not see the need to attend a GIC unless further questions remain which cannot be answered through written correspondence.

Further, as it is Enbridge's understanding that the request to appear before the GIC was initiated by Councillor Matthew Green, Enbridge's Director of Eastern Region Operation, Mr. Jeff Paetz, would be available to personally meet with Councillor Green as his schedule permits to answer any remaining questions he may have regarding the proposed sale of Line 10 to Westover Express Pipeline. Enbridge indicated that its Senior Community Engagement Strategist, Mr. Herb Shields, will contact Councillor Green's office to extend this offer.

Approval of this Report will authorize City staff to raise issues of municipal concern with Enbridge and Westover Express, and to submit a Letter of Comment to NEB to be considered in the application to approve the sale of the Line 10 Pipeline, if given the opportunity to do so by the NEB. Approval of this Report will also authorize the General Manager of Public Works to negotiate and execute a Crossing Licence Agreement with Westover Express which will govern the relationship of the parties as it relates to the crossing of Line 10 Pipeline with City-owned roadways. An agreement will set out the roles and responsibilities of the parties, and help to ensure that issues such as liability, insurance and notice requirements are adequately addressed.

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SUBJECT: Proposed Sale of Enbridge Pipelines Inc. Line 10 Pipeline to Westover Express Pipeline Limited (United Refining Company) (PED18130) (Wards 12 and 14) - Page 4 of 7

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: N/A

Staffing: N/A

Legal: Enbridge Pipelines Inc. and Westover Express Pipeline Limited brought a joint application for Sale and Purchase of the Line 10 Pipeline under subsection 21(1) and paragraphs 74(1)(a) and (b) of the *National Energy Board Act*. In determining whether to issue approval of the sale, the NEB will consider whether it continues to be in public interest to operate the Line 10 facilities having regard to whether the facilities:

- i) would be constructed and operated in a safe and an environmentally sound manner; and,
- ii) are required for the present and future public convenience and necessity.

While NEB does not set up formal process for comment on section 74 applications, the City may submit a letter of comment to the Secretary of NEB for consideration by NEB in this application. If the sale is approved, the Line 10 Pipeline will continue to be regulated by the NEB after the sale and will be subject to the same operating and maintenance requirements under the new owner, Westover Express.

Currently the roles, responsibilities and obligations of the Enbridge Pipelines Inc. and the City of Hamilton with respect to Enbridge Line 10 Pipeline where it crosses City-owned roadways are governed by a Master Licence Agreement dated May 9, 2017, as amended, and ancillary agreements and permits. Given that the Master Licence Agreement applies to a number of pipeline crossings unrelated to the Line 10 Pipeline or its sale (i.e. crossings related to Lines 7, 8, 9, and 11), a new Licence Agreement dedicated to the Line 10 Pipeline crossing will need to be entered into with Westover Express Pipeline Limited if the sale is approved by the NEB. The terms and conditions of this new agreement are anticipated to be similar to the terms of the existing Master Licence Agreement with Enbridge, with such modifications as are necessary to reflect the new ownership. If the sale is approved, the existing Master Licence Agreement with Enbridge Pipelines Inc. will also need to be amended to remove its references to the Line 10 Pipeline, which would be covered under a separate agreement with Westover Express.

There are no existing Easement agreements relating to the Line 10 Pipeline. There are a number of existing permits and consent agreements with Enbridge Pipelines Inc. relating to the Line 10 Pipeline which are listed in Appendix “A” attached to Report PED18130. If the sale is approved, staff will ensure that the subject matter of the

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SUBJECT: Proposed Sale of Enbridge Pipelines Inc. Line 10 Pipeline to Westover Express Pipeline Limited (United Refining Company) (PED18130) (Wards 12 and 14) - Page 5 of 7

ancillary permits or agreements is either addressed in the new Crossing Licence Agreement with Westover, where appropriate, or that the prospective purchaser, Westover Express Pipeline Limited, obtains its own permits, as needed.

HISTORICAL BACKGROUND

Enbridge's Line 10 Pipeline is 143 km of 12" and 20" pipe that transports crude oil from Enbridge's terminal in Westover, Ontario to United's Kiantone Pipeline in West Seneca, New York. Enbridge has elected to sell Line 10 to Westover Express Pipeline Limited, incorporated in British Columbia, Canada, a company which is one hundred percent owned subsidiary of United. Enbridge and Westover Express have brought a joint application for sale and purchase of Line 10 to the NEB.

At its meeting of April 25, 2018, Hamilton City Council approved Item 5.1, which reads as follows:

5.1 Correspondence from Enbridge Pipelines Inc. respecting the Proposed Sale of Enbridge Line 10 Pipeline to United Refining Company Notification of Future Assignment of Permanent Pipeline Crossings.

Recommendation: Be received and referred to staff to report to the General Issues Committee respecting any potential impacts the proposed sale of the pipeline may have on existing City agreements and / or easements and any potential disruption and that representatives from Enbridge Pipelines Inc. be invited to provide an update to Committee.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS - *Not Applicable*

RELEVANT CONSULTATION

Staff consulted with Healthy and Safe Communities, Legal Services and Public Works in the preparation of this Report who provided comments on this Report.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Westover Express Pipeline Limited and United Refining Company:

Westover Express Pipeline Limited, a British Columbia corporation, is a wholly owned subsidiary of United. United is an independent refiner and marketer of petroleum products based out of Warren, Pennsylvania, USA. It currently owns and operates the Kiantone interstate pipeline in United States. Their oil refinery in Warren has a processing capacity of 70,000 barrels of oil per day which produces gasoline including

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SUBJECT: Proposed Sale of Enbridge Pipelines Inc. Line 10 Pipeline to Westover Express Pipeline Limited (United Refining Company) (PED18130) (Wards 12 and 14) - Page 6 of 7

ethanol blends, diesel fuel and other petroleum products. United distributes its oil products through its line of owned and operated convenience stores, totalling about 375 throughout upstate New York, Pennsylvania, and Northeast Ohio. The convenience stores operate under the names Kwik Fill, Red Apple and Country Fair which also operates under the Citgo brand name. United is not based in Canada; the proposed purchase of Line 10 Pipeline will be through its wholly owned Canadian subsidiary Westover Express.

NEB Application A91854 Review:

The sale, purchase or transfer of Line 10 Pipeline does require the approval of the NEB even though it is strictly a financial transaction. The transfer of Line 10 Pipeline is not an expansion application before the NEB. No changes or amendments to the operational parameters of Line 10 or the NEB approved capacity of 74,500 barrels per day are included in the application for approval of the sale and purchase. There are no environmental permits or approvals required since there is no physical impact to the Line 10 Pipeline asset. In addition, Enbridge advises that no changes to Enbridge's workforce are expected as a result. Municipal property taxes will be paid by Westover Express after the transfer date.

Westover Express will be bound to comply with all regulatory requirements and approvals set out by the NEB for Line 10.

Enbridge Pipelines Inc. Correspondence of May 9, 2018 Review:

Appendix "A" attached to Report PED18130 is Enbridge's response to the concerns raised by the City of Hamilton.

Enbridge has committed to ensure a seamless transition of ownership of Line 10 to Westover Express. Enbridge advises that under the terms of the transfer agreement, Enbridge will continue to maintain and operate Line 10 Pipeline until at least the fall of 2022 in accordance with the regulatory requirements and standards set by the NEB and expected by all stakeholders along the Line 10 corridor. Enbridge and Westover have stated they will ensure that all current agreements or commitments made to the City of Hamilton, Line 10 Pipeline landowners, indigenous communities, Municipal and Provincial Agencies are honoured. The agreements and permits with the City of Hamilton are listed on pages 3 and 4 of Appendix "A" attached to Report PED18130. Enbridge further states that they do not anticipate any impacts or changes to the ongoing relationship with the City of Hamilton.

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SUBJECT: Proposed Sale of Enbridge Pipelines Inc. Line 10 Pipeline to Westover Express Pipeline Limited (United Refining Company) (PED18130) (Wards 12 and 14) - Page 7 of 7

Enbridge states that its continued operation of Line 10 until 2022 will provide time for Westover Express to ensure it will meet all NEB requirements when it becomes operator.

ALTERNATIVES FOR CONSIDERATION – *Not Applicable*

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” – Enbridge Letter of Response to the City of Hamilton

Appendix “B” – Line 10 Pipeline Replacement

GP/as/sd

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Enbridge Pipelines Inc.
Western Research Park
1086 Modeland Road
Building 1050, First Floor
Sarnia, ON N7S 6L2
www.enbridge.com

May 9, 2018

Guy Paparella
Director of Growth Planning
Planning and Economic Development Department
71 Main Street West, 6th Floor
Hamilton, Ontario L8P 4Y5

Mr. Paparella,

Thank you for sharing the details of the recent City of Hamilton Council review of our notification letter of April 4, 2018 on the proposed sale of Enbridge's Line 10 crude oil pipeline to Westover Express Pipeline Limited (Westover Express), a wholly owned Canadian subsidiary of United Refining Company (United) in Warren, Pennsylvania.

Enbridge appreciates this opportunity to address the questions raised by the City. To provide further clarification on this matter:

Enbridge and Westover Express filed a joint application to the National Energy Board (NEB) seeking approval to transfer ownership of Line 10 to Westover Express on May 8, 2018. The full application can be viewed online at the NEB by following this link:

<https://apps.neb-one.gc.ca/REGDOCS/Item/Filing/A91854>).

Enbridge is exercising an option to sell the Line 10 pipeline to United, a U.S.-based refiner, under the terms of an agreement first announced in 2014. Line 10 is a 143-km pipeline that transports crude oil from Canada to United's Kiantone Pipeline in West Seneca, NY, and serves its refinery in Warren, Pennsylvania. The sole purpose of Line 10 is to deliver feedstock to United's refinery and the sale of Line 10 from Enbridge to United's wholly owned subsidiary, Westover Express, supports the business objectives of both parties.

The sale and purchase of Line 10 is strictly a financial transaction. There are no environmental permits triggered because there is no physical impact to the asset. The sale and purchase of Line 10 does require NEB approval. The Line 10 Canada/USA border crossing is under the jurisdiction of the U.S. Department of State, which has granted a permit and will conduct a review of the ownership transfer. The Line 10 sale and purchase does not require other approvals by any U.S. permitting entity, with the exception of an approval from New York State to transfer easement ownership for the pipeline Right of Way from Enbridge to Westover Express.

Line 10 is just one of five pipeline assets operated and maintained by Enbridge in the Hamilton area and no changes to Enbridge's workforce in Canada are expected as a result of the transfer of ownership.

Enbridge is committed to ensuring a seamless transition of ownership of Line 10 to Westover Express. Under the terms of our agreement, Enbridge will continue to operate and maintain the pipeline until at least the fall of 2022. As the sale process unfolds, Enbridge will continue to operate Line 10 in accordance with regulatory requirements and to the standards our stakeholders along the Line 10 corridor expect and deserve.

Additional details:

1. Enbridge and Westover Express will ensure that current agreements or commitments made to the City of Hamilton, Line 10 landowners, Indigenous communities, municipal and provincial agencies will be honoured. We anticipate no impacts or changes to the ongoing relationship between Enbridge and the City of Hamilton.
2. Enbridge will be responsible for the Municipal property taxes till the date of transfer. After the transfer date MPAC and the City of Hamilton will be notified of the asset change. Westover Express will then be responsible for Municipal property taxes after the transfer date.
3. Enbridge is exercising an option to sell the Line 10 pipeline to Westover Express, incorporated in British Columbia, Canada and a wholly owned subsidiary of United. The sale and purchase of Line 10 and transfer of NEB orders and certificates for Line 10 require NEB approval under Sections 21 and 74 of the NEB Act: <http://laws-lois.justice.gc.ca/eng/acts/N-7/index.html>
4. When Enbridge representatives presented to the GIC in April, 2017 regarding the Line 10 Westover Segment Replacement Project, Enbridge had not exercised its option to sell Line 10. The option to sell Line 10 wasn't exercised until October 2017.
5. Assets included in the sale of Line 10 include the mainline pipe, the mainline pump station at Westover, sectionalizing valves along the pipeline, sending and receiving traps, and pipeline instrumentation.
6. Enbridge will be transferring the easements it holds solely for Line 10 to Westover Express. Enbridge and Westover Express have agreed to terms for use of the Right of Way shared by Line 10 and Enbridge's Line 11.
7. The sale of Line 10 is not an expansion application. No changes to the operational parameters of Line 10 or the approved capacity of 74,200 barrels per day are included in this application for approval of the sale and purchase.

8. Westover Express will be bound, as is Enbridge, to comply with all regulatory requirements set out in NEB regulations

City of Hamilton – Enbridge - All agreements and permits as of May 3, 2018

City of Hamilton Access Permit #17-190	No expiry	City of Hamilton Access Permit is for using ingress/egress roads for construction purposes.
City of Hamilton Noise Exemption Permit (File No. 18-106807)	April 30, 2018	City of Hamilton Noise Exemption Permit is for deactivation and line fill of Line 10 around Westover Terminal and Nanticoke Junction.
City of Hamilton Temporary Lane Closure Permit (RO-000018987)	December 1, 2018	City of Hamilton (Blanket) Temporary Lane Closure Permit is for occupying portions of the impacted travelled roads for construction purposes, particularly for construction of the ingress/egress routes. This permit was renewed by the contractor on November 28, 2017.
City of Hamilton License Agreement	No expiry	License Agreement is for the permanent installation of the pipeline under municipal roads. This agreement does not expire.
Amending Agreement to License Agreement dated May 9, 2017	No expiry	Amending agreement is for the permanent installation of the pipeline under the City's municipal watermain in the Upper James Street right-of-way.
Amending Agreement to License Agreement dated May 9, 2017	No expiry	Amending agreement for approximately 4.2 kilometres of Concession Road 6 West from Kirkwall Road to the Enbridge's Westover Terminal located at 1430 Concession Road 6 West.
Email consent for TEC-2130-WL-115.01 and TEC-2183-WL-189.07.	No expiry	Email consent is for temporary equipment crossings over a municipal watermain in the Airport Road East and Cormorant Road rights-of-way.
Email consent for municipal drainage crossing.	No expiry	Email consent is for a permanent pipeline installation under a municipal drain pipe, under Fiddlers Green Road, and it doesn't expire.
Single Trip Overload Permit (Permit OS-000023656)	March 28, 2018	For hauling mobile crane parts down City roads during spring thaw.
Email consent for municipal waterline crossing (TEC-2130-WL-193)	No expiry	For the pipeline crossing of a municipal waterline.
City of Hamilton Permit to Remove or Injure Trees (Permit #08-2016) – Obtained by Environment	December 31, 2017	To remove or injure trees on municipal lands during construction.
City of Hamilton Access Permit #16-176	No expiry	To access T72 from T74 (Butter Rd) for stage 4 archaeological studies.

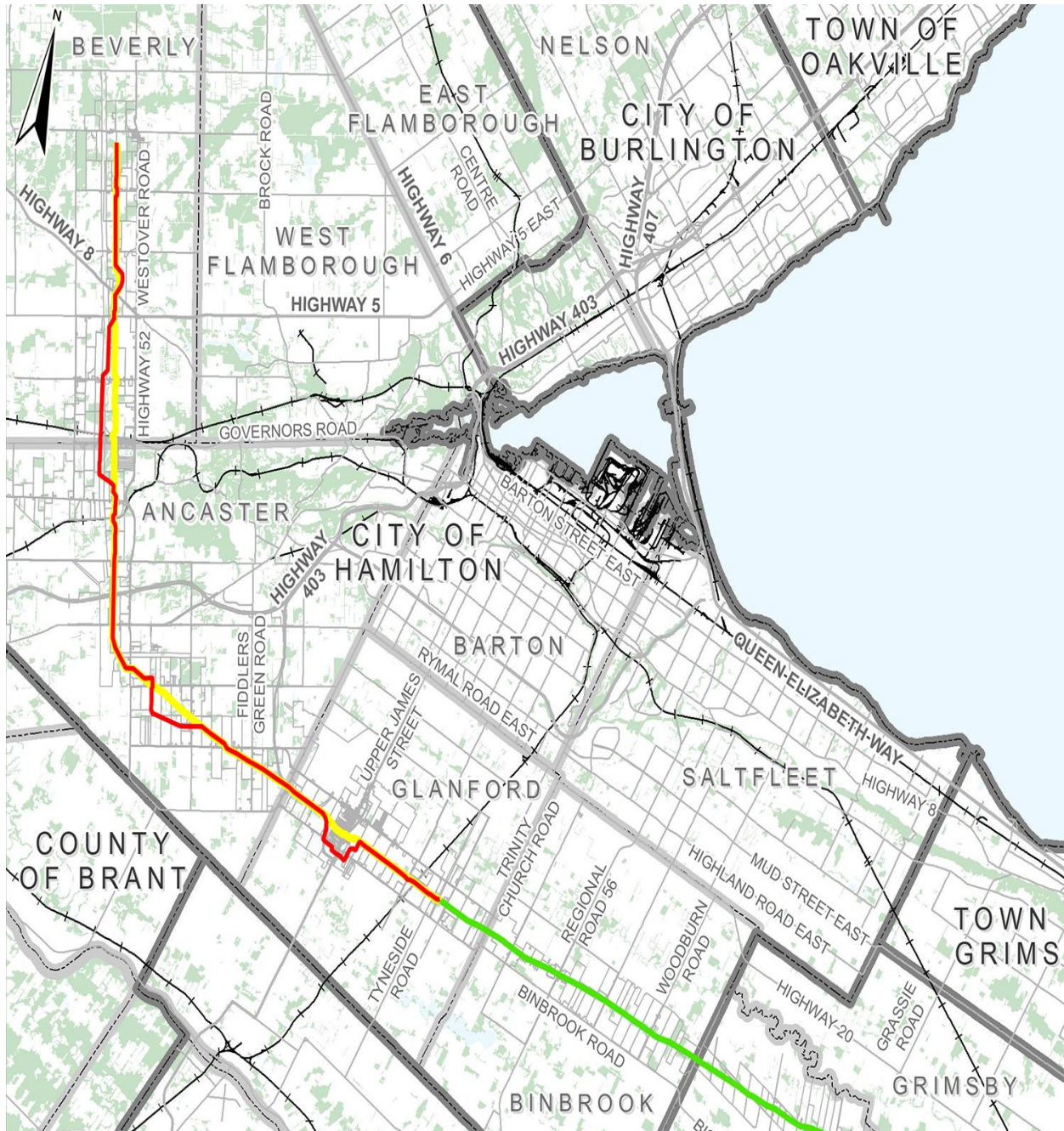
City of Hamilton Access Permit #16-175	No expiry	To access T73 from T74 (Butter Rd) for stage 4 archaeological studies.
Road Occupancy Permit (Permit RO-000017105)	January 13, 2017	To temporary park vehicles/equipment on Butter Rd for access to stage 4 archaeological surveys.
Road Occupancy Permit (Permit RO-000014764)	June 2016	To temporary park vehicles/equipment on White Church (at Highway 6) Rd for access to stage 4 archaeological surveys.
Email Consent	No expiry	Access to drill geotech borehole on T94 (White Church Rd undeveloped road allowance)
Road Occupancy Permit (Permit RO-000014384)	May 31, 2016	To temporarily park vehicles/equipment off Concession Rd 4 for access for geotechnical studies.
Road Occupancy Permit (Permit RO-000016784)	December 9, 2016	To temporarily park vehicles/equipment off Concession Rd 2 for access for geotechnical studies.
Road Occupancy Permit (Permit RO-000016447)	November 30, 2016	To temporarily park vehicles/equipment off Book Rd for access for geotechnical studies.
Road Occupancy Permit (Permit RO-000014387)	May 31, 2016	To temporarily park vehicles/equipment off Powerline Rd for access for geotechnical studies.
Road Occupancy Permit (Permit RO-000014385)	May 31, 2016	To temporarily park vehicles/equipment off Highway 5 for access for geotechnical studies.
Road Occupancy Permit (Permit RO-000014386)	May 31, 2016	To temporarily park vehicles/equipment off Orkney Rd for access for geotechnical studies.

We trust that this information will adequately address the interest of City Council in this matter. Please let me know if you wish to meet with Enbridge representatives or if additional information is required to help you prepare your update for Council.

Sincerely,



Jeff Paetz
 Director of Operations
 Eastern Region
 Enbridge Pipelines Inc.
 1-519-339-0511
jeff.paetz@enbridge.com





CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Tourism and Culture Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	June 20, 2018
SUBJECT/REPORT NO:	Waterdown Rotary Memorial Park Skating Loop Public Art Project (PED18127) (Ward 15)
WARD(S) AFFECTED:	Ward 15
PREPARED BY:	Ken Coit (905) 546-2424 Ext. 6281
SUBMITTED BY:	Anna M. Bradford Director, Tourism and Culture Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

That staff be directed to undertake the planning, selection and implementation of a public art work for Waterdown Memorial Park to be funded by transfers of \$20,000 from the Public Art Reserve (108044), \$40,000 from the Waterdown Rotary Memorial Park Skating loop project (PID 7101454202) and \$15,000 from the Waterdown Memorial Hall project (PID 7101741701 Community Halls Retrofits).

EXECUTIVE SUMMARY

The recommendation, if approved implements Priority Public Art Project 5.3.13 Waterdown Memorial Park Skating Loop as identified in the Council approved Public Art Master Plan 2016 (PED16221).

Previously public art projects had been identified for both the park and for Waterdown Memorial Hall. During the public consultation for the Public Art Master Plan staff identified Waterdown Memorial Park as the preferred location for public art in Ward 15 due to its' popularity and as a result of constraints that made implementing a successful public art project at Waterdown Memorial Hall difficult. Identifying one preferred location will allow staff to focus already allocated funding and resources to accent this valuable public space in Waterdown with a functional and interactive art work reflective of the community.

Alternatives for Consideration – Not Applicable

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**SUBJECT: Waterdown Rotary Memorial Park Skating Loop Public Art Project
(PED18127) (Ward 15) - Page 2 of 4**

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The recommendation does not require any new funding as the budget required is being provided from the consolidation of two existing projects with supplementation from the public art reserve.

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

The Waterdown Rotary Memorial Park Skating Loop project was completed in 2016. The site was identified as a location for public art in the early design stage, and partial funding was set aside in the project budget.

Renovations and an addition to Waterdown Memorial Hall were completed in 2016. The site was identified as a location for public art in the early design stage and funding set aside in the project budget. During the detailed design phase, it was determined that there was not an appropriate location for public art on the site or in the building.

Council approved the Public Art Master Plan 2016 at its meeting on November 23, 2016, identifying the Waterdown Memorial Park as the priority site for public art in Ward 15.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The recommendation is in keeping with the Council approved Public Art Master Plan 2016 which identifies the Waterdown Memorial Public Art project as a Priority Project with a minimum recommended budget of \$75,000.

The recommendation is in keeping with the following goals and recommendations of the Council approved Cultural Plan, Transforming Hamilton Through Culture 2013:

Goal: Quality of Life Quality of Place

Recommendation: Develop and animate public spaces and places.

6.4 Incorporate public art throughout the City as outlined in the Public Art Master Plan.

Goal: Neighbourhood Revitalization

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**SUBJECT: Waterdown Rotary Memorial Park Skating Loop Public Art Project
(PED18127) (Ward 15) - Page 3 of 4**

Recommendation: Identify and develop culture as a key asset in neighbourhoods.

RELEVANT CONSULTATION

Manager, Strategic Planning, Capital & Compliance – Public Works Department

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The recommendation, if approved implements Priority Public Art Project 5.3.13 Waterdown Memorial Park Skating Loop as identified in the Council approved Public Art Master Plan 2016.

Public art projects were identified in early consultation with community stakeholders and the Ward Councillor for both the Waterdown Memorial Park Skating Loop and Waterdown Memorial Hall projects. Tourism and Culture staff worked with Facilities staff on the planning of these projects and funding for public art was included in each project budget.

During detailed design of the Memorial Hall project, it was determined that there was not enough room for a proposed public art mural to be included in the new entrance lobby nor was there sufficient space available for an exterior free standing art work due to the existing memorial wall and heritage fountain.

Also, during the public consultation for the Public Art Master Plan, it was determined that the Memorial Park site was best suited for a major scale public art project instead of the smaller one as initially proposed. As a result, staff is recommending that the public art projects at Memorial Hall be cancelled and that the funding and resources be reallocated to the proposed larger public art project at Memorial Park. As the combined funds are insufficient to meet the funding threshold for the proposed Memorial Park major scale artwork, additional funds will be sourced from the Public Art Reserve.

The Public Art Master Plan 2016 (item 5.3.13) provides the following direction for this project:

“This newly constructed skating loop is a place for families and the community to come together to enjoy winter in one of the area’s busiest parks. There are opportunities here for an artwork that is functional or aesthetic. Public art that is interactive would be well suited to the site.

Scale: Major – Minimum Budget \$75,000 (shared with park capital budget)”

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**SUBJECT: Waterdown Rotary Memorial Park Skating Loop Public Art Project
(PED18127) (Ward 15) - Page 4 of 4**

ALTERNATIVES FOR CONSIDERATION

N/A

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement & Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Built Environment and Infrastructure

Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

APPENDICES AND SCHEDULES ATTACHED

N/A

KC:ro



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Tourism and Culture Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	June 20, 2018
SUBJECT/REPORT NO:	Downtown Public Art (PED18061) (Wards 2 and 3)
WARD(S) AFFECTED:	Wards 2 and 3
PREPARED BY:	Ken Coit (905) 546-2424 Ext. 6281
SUBMITTED BY:	Anna M. Bradford Director, Tourism and Culture Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

That Downtown Public Art Capital Project 7101858812 be established, and funded in the amount of \$936,350 from the Downtown Public Arts Reserve (108049), for the planning, administration and implementation of public art projects in the Downtown Hamilton Community Improvement Project Area, as listed in Appendix "A" to Report PED18061, be approved.

EXECUTIVE SUMMARY

Staff is seeking approval for the creation of a new capital account for Downtown Public Art and that \$936,350 of the Downtown Public Art Reserve be transferred to the capital account to fund up to eight Downtown Public Art projects.

The Downtown Public Art Reserve is funded through voluntary contributions for which developers receive a dollar for dollar exemption in Development Charges (DC) for eligible developments within the Downtown Hamilton Community Improvement Project Area (DHCIPA).

Approving the capital account and the transfer of funds will provide non-levy funding to implement public art projects in the downtown. Applying the reserve funding will allow for existing tax levy public art funding and resources to be focused on additional public art projects beyond the DHCIPA.

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SUBJECT: Downtown Public Art (PED18061) (Wards 2 and 3) - Page 2 of 4

Alternatives for Consideration – Not Applicable**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The Downtown Public Art Reserve funds public art projects in the Downtown Hamilton Community Improvement Plan Area (DHCIPA). The Downtown Public Art Reserve is funded through contributions by developers with new developments within the DHCIPA as part of development charges.

The Downtown Public Art Reserve was established with a cash balance ceiling of \$1,000,000. As of March 21, 2018, the Downtown Public Art Reserve has a balance of \$985,569. If the transfer of \$936,350 is approved, the Downtown Public Art Reserve will have a balance of \$49,219.

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

In February 2012, Council approved the creation of a Downtown Public Art Reserve through Report FCS12015. The Terms and Conditions for the Use of the Downtown Public Art Reserve Fund outline a number of requirements, goals, and guidelines on the use of these funds for City staff and contributors. These include requirements that the Reserve funds be spent on public art projects that improve the quality of public space, animate street life, and reflect the evolving community across the DHCIPA as determined through a public consultation process in keeping with current City of Hamilton Public Art policies.

In May 2014 Council approved the Terms and Conditions for the Use of the Downtown Public Art Reserve Policy and the Downtown Public Art Reserve Policy (RESCUL-005), through Report PED14096. The Reserve was established with a cash balance ceiling of \$1,000,000.

In February 2017 Council approved funding two public art projects in the DHCIPA for \$107,043 through reports PED17022 and PED17024. With this spending, the reserve balance is currently \$985,569.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The Recommendation in Report PED18061 is in keeping with the Council approved Public Art Master Plan 2016.

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SUBJECT: Downtown Public Art (PED18061) (Wards 2 and 3) - Page 3 of 4

The Recommendations in Report PED18061 are in keeping with the following goals and recommendations of the Council approved Cultural Plan, Transforming Hamilton through Culture 2013:

Goal: Build Community Identity, Pride, and Image;

Recommendation: Recognize and celebrate achievement in culture;

Action: 9.1 Work with sectoral stakeholders to develop or enhance recognition programs and events.

Goal: Encourage Welcoming Communities;

Recommendation: Develop and facilitate cultural programming;

Action: 10.5 Encourage and support the community to develop events, programs, and celebrations of Hamilton.

RELEVANT CONSULTATION

Manager, Finance & Admin (Corp Serv, PED, CMO)

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Since the inception of the Downtown Public Art Reserve developers in the DHCIPA have contributed \$1,092,612.16. These contributions speak to the growing interest in development in the downtown, support for improving public space through public art and art in public places projects and confidence in the City's public art program.

The Downtown Public Art capital 7101858812 will provide Tourism and Culture staff with new non-levy funding and resources to move forward immediately with up to eight public art and art in public places projects in the downtown. Using the Downtown Public Art Reserve will then allow for existing tax levy supported public art funding and resources to be focused on a range of public art projects in other areas of the city.

The projects proposed for funding are identified in the council approved Public Art Master Plan 2016 and include a variety of projects such as; a large scale work for the parkette at James Street North and Wilson Street, smaller functional projects like bike racks by artists and pilot projects such as artist wraps for traffic signal boxes. A complete list of projects to be funded is attached as Appendix "A" to Report PED18061.

If approved, work on these projects will begin in summer 2018 with completion expected from 2019 to 2021 depending on the scale and complexity of the works selected. Art will

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SUBJECT: Downtown Public Art (PED18061) (Wards 2 and 3) - Page 4 of 4

be chosen, and projects implemented as per the council approved Call for Artists Policy and the Public Art Master Plan 2016.

ALTERNATIVES FOR CONSIDERATION

N/A

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**Community Engagement and Participation**

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

Clean and Green

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

Built Environment and Infrastructure

Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrate

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED18061 - Public Art Projects in the Downtown Hamilton Community Improvement Project Area

KC:ro

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**DOWNTOWN PUBLIC ART IMPLEMENTATION AND
FUNDING PLAN 2017-2021**

REVISED

Appendix "A" to Report PED18061

Page 1 of 1

7-May-18

Project	Proposed Initiation	Public Art Capital funding in place	Downtown Public Art Reserve Funding	Other /specific project funding in place	Project Total	Notes/Comments
PROJECTS IDENTIFIED IN PUBLIC ART MASTER PLAN 2016						
Bike Racks by Artists - James Street North	2018		\$91,500		\$91,500	Identified by the Ward 2 participatory budget process
Central Memorial Recreation Centre Area Mural	2018	\$17,500	\$3,850		\$21,350	Ward 2 Area Rating
King William Art Walk Public Art Project	2018	\$190,000	\$41,800		\$231,800	\$100,000 transferred from the Downtown Public Art Reserve (108049) to the King William Art Walk Public Art Project (7101558508). PED17024
Arts District Public Art - Wilson and James N	2019		\$427,000		\$427,000	
Gore Park - Veterans' Place Peace Project	2020		\$116,000	\$250,000	\$366,000	Funding from the Gore Park project
PROJECTS IDENTIFIED BY COMMUNITY AND OTHER STUDIES						
Functional art - street furniture to augment bike rack project	2019		\$91,500		\$91,500	A competition to select a series of pieces that could then be installed around the downtown as needed or requested by local business and developers
Traffic Signal box wraps by artists - Graffiti prevention	2019		\$91,500		\$91,500	
Temporary Art in Public Places pilot project	2019		\$73,200		\$73,200	Funding to community partners to implement temporary (seasonal) art in public places projects in public spaces in the downtown. May be tied to events.
TOTAL		\$207,500	\$936,350	\$250,000	\$1,393,850	

AVAILABLE FUNDING IN DOWNTOWN PUBLIC ART RESERVE

			Downtown Public Art Reserve			
Reserve Funds as of March 15, 2018			\$985,569			

Contribution to fund identified projects			\$936,350			
TOTAL			\$936,350			
Amount remaining			\$49,219			



**Hamilton-Wentworth District School Board
Liaison Committee
REPORT 18-002
Wednesday, May 23, 2018
1:00 p.m.
Room 264, City Hall
71 Main Street West, Hamilton**

Present:	Mayor F. Eisenberger (Co-Chair) Todd White, Chair, HWDSB (Co-Chair) Councillor D. Conley W. Hicks, Trustee, HWDSB
Also Present:	C. Bingham, Trustee, HWDSB P. Deathe, Trustee, HWDSB
Absent with Regrets:	Councillor J. Partridge – Leave of Absence G. Van Geffen, Trustee HWDSB

THE HAMILTON-WENTWORTH DISTRICT SCHOOL BOARD LIAISON COMMITTEE PRESENTS REPORT 18-002 AND RESPECTFULLY RECOMMENDS:

1. **Dominic Agostino Riverdale Community Hub Proposal (HSC18029) (Ward 5) (Item 12.2) (Attached hereto as Appendix “A”)**
 - (a) That the Dominic Agostino Riverdale Community Hub Proposal attached as Appendix A to Report HSC18029, be approved; and,
 - (b) That the contents of Report HSC18029 and Appendices remain confidential.

FOR INFORMATION:

(a) APPROVAL OF THE AGENDA (Item 1)

The Committee Clerk advised there were no changes to the agenda.

The agenda for the May 23, 2018 meeting of the Hamilton-Wentworth District School Board Liaison Committee was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)**(i) March 22, 2018 (Item 3.1)**

The Minutes of the March 22, 2018 meeting of the Hamilton-Wentworth District School Board Liaison Committee were received, as presented.

(d) CONSENT ITEMS (Item 5)**(i) Joint Property Asset Committee Minutes – February 5, 2018 (Item 5.1)**

The Joint Property Asset Committee Minutes dated February 5, 2018 were received.

(e) DISCUSSION ITEMS (Item 8)**(i) Status of City of Hamilton and HWDSB Property/Facility Agreements (Item 8.1)**

Dave Anderson, Senior Facilities Officer, HWDSB, addressed the Committee regarding the status of the City of Hamilton and HWDSB Property/Facility Agreements.

The update on the status of City of Hamilton and HWDSB Property/Facility Agreements, was received.

(ii) New School Construction (Item 8.2)

Dave Anderson, Senior Facilities Officer, HWDSB, addressed the Committee regarding New School Construction, with the aid of a PowerPoint presentation. A copy of the presentation has been retained for the official record.

The update respecting New School Construction, was received.

A copy of the presentation is available online at www.hamilton.ca

(f) PRIVATE & CONFIDENTIAL (Item 12)

(i) Closed Session Minutes – March 22, 2018 (Item 12.1)

- (a) That the Closed Session Minutes of the March 22, 2018 Hamilton-Wentworth District School Board Liaison Committee meeting, be approved as presented; and,
- (b) That the Closed Session Minutes of the March 22, 2018 Hamilton-Wentworth District School Board Liaison Committee meeting, remain confidential.

The Committee moved into Closed Session respecting Item 12.2 pursuant to Section 239(2), Sub-section (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

(ii) Dominic Agostino Riverdale Community Hub Proposal (HSC18029) (Ward 5) (Item 12.2)

Staff was provided with direction in Closed Session.

For disposition of this matter, refer to Item 1.

Committee reconvened in Open Session at 1:39 p.m.

(g) ADJOURNMENT (Item 13)

There being no further business, the meeting be adjourned at 1:39 p.m.

Respectfully submitted,

Mayor F. Eisenberger, Co-Chair,
Hamilton Wentworth District School
Board Liaison Committee

T. White, Co-Chair,
Hamilton Wentworth District School
Board Liaison Committee

Lisa Chamberlain
Legislative Coordinator
Office of the City Clerk

CITY OF HAMILTON

NOTICE OF MOTION

General Issues Committee Date: June 20, 2018

MOVED BY COUNCILLOR M. GREEN.....

Outdoor Furniture at City Hall

WHEREAS, a community place can strengthen the positive connection between people and the places they share;

WHEREAS, the Hamilton City Hall Forecourt has a strong connection and history as an important social, cultural and community place;

WHEREAS, the Hamilton City Hall Forecourt has become an engaging and interactive civic commons for passive and interactive programming including the popular Hamilton sign;

WHEREAS, activities such as Music Mondays have provided comfortable outdoor non-permanent seating for attendees to the concerts; and,

WHEREAS, the outdoor non-permanent seating is owned by the City and stored at City Hall.

THEREFORE, BE IT RESOLVED:

- (a) That City Hall Facilities staff be directed to provide this non-permanent, outdoor furniture on the Hamilton City Hall Forecourt for citizens to use at any time during operating hours every Monday to Friday, June to September; and,
- (b) That staff be directed to include a placemaking-based analysis and recommendations for the Hamilton City Hall Forecourt as part of the upcoming Animation Stratgey.

CITY OF HAMILTON

MOTION

General Issues Committee Date: June 20, 2018

MOVED BY COUNCILLOR M. GREEN.....

SECONDED BY MAYOR / COUNCILLOR

That the Rules of Order be waived to allow for the introduction of a Motion respecting Outdoor Furniture at City Hall.

CITY OF HAMILTON

MOTION

General Issues Committee Date: June 20, 2018

MOVED BY COUNCILLOR M. GREEN.....

SECONDED BY MAYOR / COUNCILLOR

Outdoor Furniture at City Hall

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- (b) That staff be directed to include a placemaking-based analysis and recommendations for the Hamilton City Hall Forecourt as part of the upcoming Animation Strategy.



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	June 20, 2018
SUBJECT/REPORT NO:	Disposition of City Owned Lands–Car Park Lot 76–75 Catharine Street South, Hamilton (PED17227(a)) (Ward 2)
WARD(S) AFFECTED:	Ward 2
PREPARED BY:	Frank Albrecht (905) 546-2424 Ext. 2656
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

Discussion of Confidential Appendix “B” to this Report PED17227(a) in Closed Session is subject to the following requirement(s) of the City of Hamilton’s Procedural By-Law and the *Ontario Municipal Act, 2001*;

- A proposed or pending acquisition or disposition of land for City purposes

RECOMMENDATION

- (a) That an Offer to Purchase for the sale of the property attached as Appendix “A” to Report PED17227(a), which is scheduled to close on or before November 4, 2018, be approved, in accordance with the terms and conditions attached as Appendix “B” to Report PED17227(a);
- (b) That \$51,941.09 from the sale proceeds be credited to Account No. 45408-812036 (Property Sales and Purchases) for recovery of expenses including Real Estate, Appraisal, Property Management and Legal administration fees;
- (c) That the balance of the net proceeds from the sale of the property at 75 Catharine Street South (Car Park Lot 76) be credited to Parking Capital Reserve Account No. 108021;
- (d) That the City Solicitor be authorized and directed to complete this transaction on behalf of the City, including paying any necessary expenses, amending the closing, due diligence and other dates, and amending and waiving terms and conditions on such terms as the City Solicitor considers reasonable;

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OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Disposition of City Owned Lands–Car Park Lot 76–75 Catharine Street South, Hamilton (PED17227(a)) (Ward 2) - Page 2 of 4

- (e) That the Mayor and City Clerk be authorized to execute any necessary ancillary documents, respecting the Offer to Purchase and Sale of 75 Catharine Street South, attached as Appendix “A” to Report PED17227(a), in a form satisfactory to the City Solicitor;
- (f) That Appendix “B” attached to Report PED17227(a), respecting the Property Disposition of 75 Catharine Street South, remain confidential until completion of the real estate transaction.

EXECUTIVE SUMMARY

This Report seeks Council approval for the sale of property known as 75 Catharine Street South–(Car Park Lot 76), in accordance with City policy. On November 15, 2016 under Item 7 of Report PED16020, Council declared the property surplus and directed Real Estate of the Economic Development Division to sell the lands in accordance with City’s real estate policies and procedures.

On December 8, 2017 Council approved Item 8.22 of General Issues Committee Report 17-025 acceptance of a conditional offer. The real estate transaction did not close. As a consequence, the Real Estate Section has offered the property for sale and has received an acceptable offer, in accordance to the terms and conditions attached as Confidential Appendix “B” to Report PED17227(a).

Alternatives for Consideration – N/A

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Staff is recommending that the sale proceeds be deposited to the Parking Capital Reserve for the following reasons:

- The City’s 2016 Reserve Report (FCS17070) states that the current contributions to the reserve are not sufficient to sustain the required capital improvements for Hamilton Municipal Parking System (HMPS);
- While not shown as commitments against the reserve balance at this time, replacing and or increasing parking spaces will require increased funding from this reserve; and,
- Car Park Lot 76 has averaged approximately \$17 K in surpluses over the last two years (revenues less direct expenses). By selling off profitable municipal parking lots, the overall annual surplus (2016 was \$616 K) which HPMS generates, will be reduced.

Staffing: N/A

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SUBJECT: Disposition of City Owned Lands–Car Park Lot 76–75 Catharine Street South, Hamilton (PED17227(a)) (Ward 2) - Page 3 of 4

Legal: Legal Services Division will be required to assist in the preparation of the necessary closing documents.

HISTORICAL BACKGROUND

Council Direction:

On November 15, 2016, Council under Item 7 of Report PED16020 declared 12 of the 16 City-owned parking lots including Car Park Lot 76 (75 Catharine Street South) surplus to the requirements of the City. In accordance with the protocol established by Council for the disposition of the property, staff consulted with the Ward Councillor on a disposition strategy that included offering the property to the open market as an unrestricted sale.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Portfolio Management Strategy–Real Estate Management Plan

City Council, at its meeting of November 24, 2004, adopted the City's Portfolio Management Strategy Plan, which established a formalized process to be consistently applied across all areas of the City to guide the management of the City's real property. In accordance with the City's Portfolio Management Strategy, By-law 14-202, property no longer required for Municipal programs is declared surplus by Council and is disposed of in accordance with this policy.

RELEVANT CONSULTATION

- Legal Services Division, City Manager's Office;
- Planning Division and Hamilton Municipal Parking System, Planning and Economic Development Department;
- Portfolio Management Committee; and,
- Ward Councillor.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Following circulation to relevant stakeholders, responses confirmed there was no long-term municipal need for the subject property. Subsequently, Council approved Item 7 of Report PED16020 declaring the property surplus to Municipal needs. The sale of the property will aid in the achievement of revitalization of Downtown Hamilton and planning goals of re-development of Downtown Hamilton surface parking lots. Additionally, the re-development of the vacant lands will increase property tax assessment.

The sale of Car Park Lot 76 will result in the loss of 55 parking spaces. To ensure adequate future parking availability in the Downtown, Council approved Report

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SUBJECT: Disposition of City Owned Lands–Car Park Lot 76–75 Catharine Street South, Hamilton (PED17227(a)) (Ward 2) - Page 4 of 4

PED13014 directing staff through a Request For Interest (RFI) to secure 800-1,000 parking spaces as identified in the Downtown Hamilton Parking Study and Parking Garage Assessment Report compiled by MMM Group Limited. To date, no long-term capital and operating funding has been identified. HMPs and Finance recommend the net sale proceeds from the sale of this property and future parking lot sales be allocated to the Parking Capital Reserve to establish a long-term funding plan in the securement of the 800-1,000 parking spaces.

Staff considers the terms and conditions of this sale to be fair, reasonable and at market value.

ALTERNATIVES FOR CONSIDERATION

Should Council decide not to approve the sale of surplus lands, the parcel will remain in City ownership with commensurate ongoing liabilities.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A”-Location Map

Appendix “B”-Confidential Terms and Conditions

FA:sd

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Appendix "A" to Report PED17227(a)



● Site Location



Key Map - Ward 2

N.T.S.



Location Map



PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

File Name/Number:
Car Park #76 - 75 Catharine St S

Date:
November 1, 2017

Appendix "A"

Scale:
N.T.S.

Planner/Technician:
FA/LAL

Subject Property



75 Catharine Street South