



City of Hamilton
GENERAL ISSUES COMMITTEE REVISED

Meeting #: 18-016
Date: August 13, 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 *)	
2. DECLARATIONS OF INTEREST	
3. APPROVAL OF MINUTES OF PREVIOUS MEETING	
3.1 July 9, 2018	7
4. DELEGATION REQUESTS	
4.1 Vic Durdjevic, Nikola Tesla Educational Corporation, respecting an Event at the Hamilton Steam and Technology Museum on August 26, 2018	30
(For the August 13, 2018 GIC)	
4.2 Dr. Patrick Deane, President, McMaster University, to provide the Annual Address respecting McMaster University	49
(For the December 12, 2018 GIC)	
*4.3 Pauline Kajiura, Information Hamilton, respecting a Request for Funding	50
(For a future GIC)	

- *4.4 PJ Mercanti, Joe Mercanti, Scott Warren and Jasper Kujavsky, Carmen's Group, respecting Item 8.4 - Report PED18168, Sports, Entertainment and Convention Venues 51

(For the August 13, 2018 GIC)

5. CONSENT ITEMS

- 5.1 Various Sub-Committee/Advisory Committee Minutes:
- 5.1.a Hamilton-Wentworth District School Board, March 22, 2018 75
- 5.1.b Business Improvement Area Advisory Committee, June 12, 2018 79
- 5.2 King West Business Improvement Area (BIA) Revised Board of Management (PED14258(a)) (Ward 2) 83
- 5.3 Stoney Creek Business Improvement Area (BIA) Revised Board of Management (PED16110(b)) (Ward 9) 85
- 5.4 Westdale Village Business Improvement Area (BIA) Revised Board of Management (PED16015(c)) (Ward 1) 87
- 5.5 Ottawa Street Business Improvement Area (BIA) Revised Board of Management (PED16062(b)) (Wards 2 and 3) 89
- 5.6 City of Music Logo - Delegated Authority (PED18146) (City Wide) 91

6. PUBLIC HEARINGS / DELEGATIONS

- 6.1 Giorgio Cotroneo, Stoney Creek Resident, respecting Suggestions as to How to Make Hamilton Greater (Referred to GIC by the Planning Committee on July 10, 2018) (no copy)

7. STAFF PRESENTATIONS

- 7.1 Mayor's Blue Ribbon Task Force on Skills Development - Progress Report and Update (PED15164) (City Wide) 96

8. DISCUSSION ITEMS

- 8.1 Advisory Committee for Persons with Disabilities Report 18-007, July 10, 2018 144

8.2	City Wide Transportation Master Plan Review and Update	
8.2.a	City Wide Transportation Master Plan Review and Update - Supplementary Report (PED18137(a)) (City Wide)	154
8.2.b	City Wide Transportation Master Plan Review and Update (PED18137) (City Wide) (Tabled at the	166
	Due to Bulk, Appendix "A" to Report PED18137 is available on- line only.	
8.3	City Manager Recruitment Process (HUR18013) (City Wide)	342
8.4	Sports, Entertainment and Convention Venues Review (PED18168) (City Wide)	346

9. MOTIONS

10. NOTICES OF MOTION

11. GENERAL INFORMATION / OTHER BUSINESS

11.1 Amendments to the Outstanding Business List:

11.1.a Items to be Removed:

- 11.1.a.a REVISED: City Manager's 2017 Performance Review (Public and confidential portions of the Performance Review - No longer required)
- 11.1.a.b Recovery of the City of Hamilton Costs for the Implementation of Cannabis Legalization (Addressed as Item 6, GIC Report 18-015, FCS18052)

11.1.b Proposed New Due Dates:

- 11.1.b.a Feasibility of a Fashion Incubator at the Former Eastmount School Site (PED17114 TABLED pending additional information)

Current Due Date: June 20, 2018

Proposed New Due Date: January 16, 2019

11.1.b.b Former Eastmount Park Elementary School Site -
Opportunities for Not-for-Profit Community Groups

Current Due Date: June 20, 2018

Proposed New Due Date: January 16, 2019

12. PRIVATE AND CONFIDENTIAL

12.1 Closed Session Minutes, July 9, 2018

Pursuant to Section 8.1, Sub-sections (b), (c), (e) and (f) of the City's Procedural By-law 14-300; and, Section 239(2), Sub-sections (b), (c), (e), (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; litigation or potential litigation, including matters before administrative tribunals, affecting the City; 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.

12.2 Potential Litigation Relating to Sewer Damage (LS14035(c)/PW14114(c)) (Wards 10 and 11)

Pursuant to Section 8.1, Sub-sections (e) and (f) of the City's Procedural By-law 14-300, and Section 239(2), Sub-sections (e) and (f) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City; and, the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

12.3 Partial Acquisition of Industrial Land - Rymal Road East (PED18176)
(Ward 11)

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 New Cellular Ground Tower Lease at Sherwood Park, Stoney Creek
(PED18179) (Ward 10)

358

Report PED18179 and its Appendix "A" are public information.

Discussion of Appendix "B" to Report PED18179, 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.

12.5 Waste Management System Development - Materials Recycling Facility
Operations Contract (PW16059(e)/LS18047)

Pursuant to Section 8.1, Sub-sections (e) and (f) of the City's Procedural By-law 14-300; and, Section 239(2), Sub-sections (e), (f), (i) and (k) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City; 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.

*12.6 Chedoke Creek Contamination (PW18076/LS18049) (City Wide)

Pursuant to Section 8.1, Sub-sections (e) and (f) of the City's Procedural By-law 14-300; and, Section 239(2), Sub-sections (e), (f) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City; the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; 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.

13. ADJOURNMENT



GENERAL ISSUES COMMITTEE MINUTES 18-015

9:30 a.m.

Monday, July 9, 2018

Council Chambers

Hamilton City Hall

71 Main Street West

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

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

- 1. Cannabis Legislation and Human Resources Implications (HUR18011) (City Wide) (Item 5.2)**

(Green/Whitehead)

That Report HUR18011, respecting Cannabis Legislation and Human Resources Implications, be received.

CARRIED

- 2. Cannabis Dispensaries (PED18141) (City Wide) (Item 5.3)**

(Pearson/Whitehead)

That Report PED18141, respecting Cannabis Dispensaries, be received.

CARRIED

- 3. Our Citizen Survey: 2018 Summary of Results (CM18016) (City Wide) (Item 7.2)**

(Mayor/B. Johnson)

That Report CM18016, respecting the Our Citizen Survey: 2018 Summary of Results, be received.

CARRIED

4. Downtown Entertainment Assets Operating Agreements (CM18013) (City Wide) (Item 7.3(b))**(Eisenberger/Conley)**

- (a) That a 6-month extension of the existing Management Agreement between the City of Hamilton and Global Spectrum Facility Management, L.P. (Global Spectrum), which is set to expire on December 31, 2018, be approved;
- (b) That a 6-month extension of the existing Facility Operating Agreement between the City of Hamilton, the Hospitality Centre Corporation and Mercanti Banquet & Convention Centre Ltd. (Carmen's Group), which is set to expire on December 31, 2018, be approved;
- (c) That the Mayor and the City Clerk be authorized and directed to execute any documents required to give effect to a 6-month extension to the Management Agreement between the City of Hamilton and Global Spectrum Facility Management, L.P. (Global Spectrum);
- (d) That the Mayor and the City Clerk be authorized and directed to execute any documents required to give effect to a 6-month extension to the Facility Operating Agreement between the City of Hamilton, the Hospitality Centre Corporation and Mercanti Banquet & Convention Centre Ltd. (Carmen's Group);
- (e) That staff be directed to invite Global Spectrum to submit two proposal(s):
 - (i) A 5-year extension of the existing Management Agreement between the City of Hamilton and Global Spectrum Facility Management, L.P.; and,
 - (ii) A second proposal which also includes the scope of work outlined in the Facility Operating Agreement between the City of Hamilton, the Hospitality Centre Corporation and Mercanti Banquet & Convention Centre Ltd. (Carmen's Group);
- (f) That staff be directed to invite Carmen's Group to submit two proposals:
 - (i) A 5-year extension of the existing Facility Operating Agreement between the City of Hamilton, the Hospitality Centre Corporation and Mercanti Banquet & Convention Centre Ltd.; and,
 - (ii) A second proposal which also includes the scope of work outlined the Management Agreement between the City of Hamilton and Global Spectrum Facility Management, L.P. (Global Spectrum);

- (g) That staff be directed to evaluate any proposal(s) the City receives using the criteria and methodology used by KPMG during the HECFI review and outlined in Appendix "A" and report back to General Issues Committee with a staff recommendation on how best to proceed with the management of these entertainment assets;
- (h) That a contribution to an upset limit of \$100,000 from the Tax Stabilization Reserve (#110046) be used to fund an independent third-party review of the staff recommendation.

CARRIED

5. Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application, 107 MacNab Street North, Hamilton - ERG18-02 (PED18131) (Ward 2) (Item 8.1)

(Farr/A. Johnson)

- (a) That Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application - ERG-18-02, submitted by City and Company Inc. (Bryan Dykstra), owner of the property at 107 MacNab Street North, Hamilton, for an Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant not to exceed \$784,074 for the actual cost of the remediation and eligible program costs over a maximum of ten years, be authorized and approved in accordance with the terms and conditions of the ERASE Redevelopment Agreement;
- (b) That the Mayor and City Clerk be authorized and directed to execute the ERASE Redevelopment Agreement, together with any ancillary documentation required, respecting the Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application - ERG-18-02, submitted by City and Company Inc. (Bryan Dykstra), owner of the property at 107 MacNab Street North, Hamilton, for an Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant, in a form satisfactory to the City Solicitor; and,
- (c) That the General Manager of the Planning and Economic Development Department be authorized to approve and execute any grant amending agreements, together with any ancillary amending documentation, if required, respecting the Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant Application - ERG-18-02, submitted by City and Company Inc. (Bryan Dykstra), owner of the property at 107 MacNab Street North, Hamilton, for an Environmental Remediation and Site Enhancement (ERASE) Redevelopment Grant provided that the terms and conditions of the ERASE Redevelopment Grant (ERG), as approved by City Council, are maintained.

CARRIED

6. **City of Hamilton Estimated Costs for Implementation of Cannabis Legalization (FCS18052) (City Wide) (Item 8.3)**

(Merulla/Whitehead)

That Report FCS18052, respecting the City of Hamilton Estimated Costs for Implementation of Cannabis Legalization, be received.

CARRIED

7. **Funding for Hamilton Heritage Property Grant Program and Extension of Other Financial Incentive Programs (PED18162) (City Wide) (Item 8.4)**

(Whitehead/Farr)

- (a) That the amended Barton-Kenilworth Commercial Corridor Building Improvement Grant Program (BKCCBIGP) as set out as Appendix "A" in Report PED18162, be enacted;
- (b) That the amended Barton-Kenilworth Tax Increment Grant Program (BKTIGP), as set out in Appendix "B" to Report PED18162, be enacted;
- (c) That the Hamilton Heritage Conservation Grant Program (HHCGP) as set out in Appendix "C" to Report PED18162 be deemed to have been extended from April 9, 2017 and that all applications approved by staff subsequent to April 9, 2017, be retroactively approved;
- (d) That funding for the Barton-Kenilworth Commercial Corridor Building Improvement Grant Program (BKCCIGP) and the Hamilton Heritage Conservation Grant Program (HHCGP) be considered as part of the 2019 Capital Budget process; and,
- (e) ***That funds, in an amount not to exceed a total of \$900,000, be transferred, as required, to the Hamilton Heritage Property Grant Capital Project Account No. 8201641800 to process and fund the applications received to-date as well as additional applications anticipated in 2018, to be funded as follows:***
 - (i) ***Economic Development Investment Fund Reserve Account No. 112221 in an amount not to exceed \$200,000;***
 - (ii) ***Economic Development Initiatives Capital Project Account No. 3621708900 in an amount not to exceed \$100,000;***
 - (iii) ***Downtown Hamilton Residential Loan Program Reserve Account No. 108036 in an amount not to exceed \$250,000;***
 - (iv) ***Community Heritage Fund Loan Reserve Account No. 102049 in an amount not to exceed \$50,000;***

- (v) ***Barton Kenilworth Rebate Project Account No. 8201703701 in an amount not to exceed \$100,000;***
- (vi) ***King Street West Business Improvement Area (BIA) Gateway Project Account No. 8201703707 in an amount not to exceed \$137,549.59;***
- (vii) ***2016 Commercial Property Improvement Grant (CPIG) Project Account No. 8201603510 in an amount not to exceed \$46,410; and,***
- (viii) ***Hamilton Technology Centre Capital Project Account No. 8121741301 in an amount not to exceed \$16,040.41.***

MOTION, AS AMENDED, CARRIED

8. Temporary Delegated Authority-Financial Incentive Programs Administered by Urban Renewal Section and Real Estate Transactions (PED18135) (City Wide) (Item 8.5)

(Farr/Whitehead)

- (a) That, notwithstanding the delegation powers provided as found in the following by-laws:
 - (i) By-law 10-052 enacts a By-law to delegate authority to the General Manager, Planning and Economic Development Department, for certain grants and loans under the Downtown and Community Renewal Community Improvement Plan and the following amendments to it:
 - (1) By-law 11-274 amends By-law 10-052 authorizing the General Manager of the Planning and Economic Development Department to also approve grants under the Gore Building Improvement Grant Program and the Commercial Façade Property Improvement Grant Program;
 - (2) By-law 14-085 amends By-law 10-052 authorizing the General Manager of the Planning and Economic Development Department to approve grants under the Hamilton Heritage Conservation Grant Program;
 - (3) By-law-16-127 amends By-law 10-052 authorizing the General Manager of the Planning and Economic Development Department to approve grants under the Barton/Kenilworth Commercial Corridor Building Improvement Grant Program; and,

- (4) By-law 17-142 amends By-law 10-052 authorizing the General Manager of the Planning and Economic Development Department to approve rebates under the Barton/Kenilworth Planning and Building Fee Rebate Program;

the General Managers of Corporate Services Department, and Planning and Economic Development Department, be authorized to approve loans/grants under the following Financial Incentive Programs administered by the Urban Renewal Section on a temporary basis from October 1, 2018 until the inaugural meeting of the newly elected Council:

- (i) Hamilton Downtown Barton and Kenilworth Multi-Residential Property Investment Program;
 - (ii) Hamilton Tax Increment Grant Program;
 - (iii) Office Tenancy Assistance Program;
 - (iv) Commercial Corridor Housing Loan and Grant Program;
 - (v) Hamilton Community Heritage Fund Loan Program;
 - (vi) ERASE Redevelopment Grant Program;
 - (vii) LEED Grant Program;
 - (viii) Downtown Hamilton/West Harbourfront Remediation Loan Program; and,
 - (ix) Barton Kenilworth Tax Increment Grant Program;
- (b) That the City Manager, in cooperation with the General Manager of the Planning and Development Department and the General Manager of Finance and Corporate Services Department, be authorized to approve real estate transactions that have values in excess of existing delegations (\$250 K) on a temporary basis from October 1, 2018, until the inaugural meeting of the newly elected Council, subject to any transaction being in conformity with the City's Portfolio Management Strategy and confirmation of an approved budget by the General Manager of Finance and Corporate Services Department for any acquisition;

- (c) That the City Manager and the City Clerk be appointed as the authorized signing officers for the City of Hamilton for approved real estate transactions that have values in excess of existing delegations (\$250 K) on a temporary basis from October 1, 2018 until the inaugural meeting of the newly elected Council; and,
- (d) That staff of the Planning and Economic Development Department, Economic Development Division, be directed to report back to the newly elected Council, through the General Issues Committee, in February 2019 on details of the financial incentives that were approved by the General Managers of the Finance and Corporate Services Department, Planning and Economic Development Department and real estate transactions approved by the City Manager.

CARRIED

9. Waiver of City Facility and Park Rental Fees for 2019 Winterfest Events (Item 9.1)

(Collins/Merulla)

WHEREAS, Winterfest is a community-driven event that is funded by the City of Hamilton;

WHEREAS, community Winterfest event organizers are mostly volunteers with access to minimal budgets; and,

WHEREAS, the City of Hamilton would like to encourage broad community participation in the 2019 Winterfest events;

THEREFORE, BE IT RESOLVED:

That all City facility and park rental fees for community organizers, for the 2019 Winterfest events, be waived.

CARRIED

10. Objection to Consideration of Licensed Cannabis Producer Status for 286/288 Green Mountain Road and 398 Upper Centennial Parkway, Stoney Creek (Item 9.2)

(B. Johnson/Conley)

WHEREAS, the properties known as 286/288 Green Mountain Road and 398 Upper Centennial Parkway, Stoney Creek, are currently operating and or applying to operate as a marijuana growing and or harvesting facility;

WHEREAS, these properties do not meet the Health Canada regulation set back of 150 meters from 'sensitive uses' of which, in this case, are residential homes; and,

WHEREAS, the odour, property conditions and operations of these properties have a negative impact and affect the quality of life for the local neighbouring residents;

THEREFORE, BE IT RESOLVED:

That the City of Hamilton advise Health Canada, in writing, that the City of Hamilton does not support 286/288 Green Mountain Road or 398 Upper Centennial Parkway, Stoney Creek, being considered or granted "Licensed Producer" status.

CARRIED

11. Acquisition of 194 First Road West for Extension of Lormont Boulevard (PED18163) (Ward 9) (Item 12.2)

(Conley/Pearson)

- (a) That an Option to Purchase between the City of Hamilton and Rosa Elmer, scheduled to close on or before August 16, 2018, for the purchase of land described as Part of Lot 26, Concession 7, former Twp. of Saltfleet, Municipally known as 194 First Road West, shown in Appendix "A" to Report PED18163, based substantially on the financial details set out in Appendix "B" of Report PED18163, and on such other terms and conditions deemed appropriate by the General Manager of the Planning and Economic Development Department, be approved and completed;
- (b) That the City Solicitor be authorized and directed to complete the transaction on behalf of the City, including paying any necessary expenses, amending the closing, and other dates, and amending and waiving terms and conditions to such terms as considered reasonable, as it relates to the Option to Purchase between the City of Hamilton and Rosa Elmer, scheduled to close on or before August 16, 2018, for the purchase of land described as Part of Lot 26, Concession 7, former Twp. of Saltfleet, Municipally known as 194 First Road West;
- (c) That the Mayor and City Clerk be authorized to execute any necessary documents, respecting the Option to Purchase between the City of Hamilton and Rosa Elmer, scheduled to close on or before August 16, 2018, for the purchase of land described as Part of Lot 26, Concession 7, former Twp. of Saltfleet, municipally known as 194 First Road West, in a form satisfactory to the Solicitor; and,
- (d) That the Report PED18163, respecting the Acquisition of 194 First Road West, Hamilton and its appendices remain confidential until completion of the real estate transaction.

CARRIED

12. Lease Negotiations - Phase 1, Jackson Square Ground Lease (PED18126/LS18036) (Ward 2) (Item 12.3)**(Farr/Merulla)**

That Report PED18126/LS18036, respecting the Lease Negotiations of Phase 1, Jackson Square, remain confidential and until completion of the Real Estate transaction.

CARRIED**13. Expropriation of 55 Queenston Road (City Motor Hotel) - Proposed Partial Settlement (LS12009(d)) (Ward 4) (Item 12.4)****(Merulla/Collins)**

(a) That Report LS12009(d), respecting the Expropriation of 55 Queenston Road (City Motor Hotel) - Proposed Partial Settlement, remain confidential; and,

(b) That, upon execution by all of the parties, the Minutes of Settlement, attached as Appendix "A" to Report LS12009(d), be released as a public document.

CARRIED**14. Property Acquisition to Support the Transit Maintenance and Storage Facility (PW18045(a)) (Ward 3) (Item 12.5(a))****(Whitehead/Merulla)**

(a) That Report PW18045(a), respecting the Property Acquisition to Support the Transit Maintenance and Storage Facility, be referred to the July 13, 2018 meeting of Council, pending additional information to be brought forward to Council; and,

(b) That That Report PW18045(a), respecting the Property Acquisition to Support the Transit Maintenance and Storage Facility remain confidential until completion of the real estate transaction.

CARRIED**15. Property Acquisition to Support the Transit Maintenance and Storage Facility (PED18115/PW18045) (Item 12.5(b))****(A. Johnson/Farr)**

That Report PED18115/PW18045, respecting a Property Acquisition to Support the Transit Maintenance and Storage Facility, be received.

CARRIED

**16. Hamilton Tiger-Cats Soccer at Tim Hortons Field (PW18066) (City Wide)
(Item 12.6)****(Merulla/Jackson)**

That Report PW18066, respecting Hamilton Tiger-Cats Soccer at Tim Hortons Field, remain confidential until such time as an agreement is executed by all parties.

CARRIED**17. Parking System Upgrade (PED17224(a)/LS17037(a)) (City Wide) (Item 12.7)****(Merulla/Collins)**

That Report (PED17224(a)/LS17037(a)), respecting a Parking Systems Upgrade, remain confidential.

CARRIED**18. Waste Management System Development – Materials Recycling Facility Operations Contract (PW16059(d)) (City Wide) (Item 12.8)****(Pearson/Partridge)**

(a) That Report PW16059(d), respecting the Waste Management System Development – Materials Recycling Facility Operations Contract, be received; and,

(b) That Report PW16059(d), respecting the Waste Management System Development – Materials Recycling Facility Operations Contract remain confidential in its entirety, with the exception of sub-sections (b), (c) and (d) which may be released at such time as a final agreement has been fully executed by all parties.

CARRIED**19. Ward 7 Vacant Seat Coverage (LS18043) (Ward 7) (Item 12.9)****(Pearson/Conley)**

That Report LS18043, respecting Ward 7 Vacant Seat Coverage remain confidential.

CARRIED

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

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

1. DELEGATION REQUESTS (Item 4)

- 4.1 Larry Di Ianni, Global Spectrum, respecting Report CM18013 - Downtown Entertainment Assets Operating Agreements
- 4.2 PJ Mercanti, Scott Warren, Joe Mercanti, Tom Paquette and Jasper Kujavsky, the Carmen's Group, respecting Report CM18013 - Downtown Entertainment Assets Operating Agreements
- 4.3 Riley O'Connor, Live Nation Entertainment, respecting Report CM18013 - Downtown Entertainment Assets Operating Agreements

2. CONSENT ITEMS (Item 5)

- 5.3 Cannabis Dispensaries (PED18141) (City Wide)

3. PRESENTATIONS (Item 7)

- 7.3(a) Correspondence from PJ Mercanti, CEO, Carmen's Group, respecting the Future Management of Hamilton's Downtown Entertainment Venues (Referred to GIC by Council at its meeting of June 17, 2018)

Recommendation: Be received and referred to the consideration of Item 7.3(b) – Report CM18013, Downtown Entertainment Assets Operating Agreements.

4. DISCUSSION ITEMS (Item 8)

- 8.2 Downtown Entertainment Assets Operating Agreements (CM18013) (City Wide)

As there is now a staff presentation to accompany this report, the matter has been moved to Item 7.3(b).

- 8.5 Temporary Delegated Authority-Financial Incentive Programs Administered by Urban Renewal Section and Real Estate Transactions (PED18135) (City Wide)

5. PRIVATE & CONFIDENTIAL (Item 12)

- 12.7 Parking System Upgrade (PED17224(a)/LS17037(a)) (City Wide)

Pursuant to Section 8.1, Sub-sections (e) and (f) of the City's Procedural By-law 14-300, and Section 239(2), Sub-sections (e) and (f) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City; and, the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

- 12.8 Waste Management System Development – Materials Recycling Facility Operations Contract (PW16059(d)) (City Wide)

Pursuant to Section 8.1, Sub-sections (e) and (f) of the City's Procedural By-law 14-300, and Section 239(2), Sub-sections (e), (f), (i) and (k) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City; 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.

- 12.9 Ward 7 Vacancy Coverage (LS18043) (Ward 7)

Pursuant to Section 8.1, Sub-sections (b), (e) and (f) of the City's Procedural By-law 14-300, and Section 239(2), Sub-sections (b), (e) and (f) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to personal matters about an identifiable individual, including City Employees; litigation or potential litigation, including matters before administrative tribunals, affecting the City; and, the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

12.10 Service Contract (no copy)

Pursuant to Section 8.1, Sub-section (b) of the City's Procedural By-law 14-300, and Section 239(2), Sub-section (b) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to personal matters about an identifiable individual, including City Employees.

(Pearson/B. Johnson)

That the agenda for the July 9, 2018 General Issues Committee meeting be approved, as amended.

CARRIED**(b) DECLARATIONS OF INTEREST (Item 2)**

Mayor F. Eisenberger declared an interest to Item 5.2, respecting Report HUR18011, Cannabis Legislation and Human Resources Implications, as his family has an interest in a legal marijuana grow operation.

Mayor F. Eisenberger declared an interest to Item 5.3, Report PED18141, Cannabis Dispensaries, as his family has an interest in a legal marijuana grow operation.

Mayor F. Eisenberger declared an interest to Item 8.3, Report FCS18052, City of Hamilton Estimated Costs for the Implementation of Cannabis Legislation, as his family has an interest in a legal marijuana grow operation.

(c) APPROVAL OF MINUTES OF THE PREVIOUS MEETING (Item 3)**(i) June 20, 2018 (Item 3.1)****(A. Johnson/Jackson)**

That the Minutes of the June 20, 2018 meeting of the General Issues Committee be approved, as presented.

CARRIED**(d) DELEGATION REQUESTS (Item 4)****(i) Larry Di Ianni, Global Spectrum, respecting Report CM18013 - Downtown Entertainment Assets Operating Agreements (Item 4.1)****(B. Johnson/Partridge)**

That the delegation request, submitted by Larry Di Ianni, Global Spectrum, respecting Report CM18013 - Downtown Entertainment Assets Operating

Agreements, be approved to appear before the General Issues Committee on July 9, 2018.

CARRIED

- (ii) **PJ Mercanti, Scott Warren, Joe Mercanti, Tom Paquette and Jasper Kujavsky, the Carmen's Group, respecting Report CM18013 - Downtown Entertainment Assets Operating Agreements (Item 4.2)**

(B. Johnson/Partridge)

That the delegation request submitted by PJ Mercanti, Scott Warren, Joe Mercanti, Tom Paquette and Jasper Kujavsky, of the Carmen's Group, respecting Report CM18013 - Downtown Entertainment Assets Operating Agreements, be approved to appear before the General Issues Committee on July 9, 2018.

CARRIED

- (iii) **Riley O'Connor, Live Nation Entertainment, respecting Report CM18013 - Downtown Entertainment Assets Operating Agreements (Item 4.3)**

(B. Johnson/Partridge)

That the delegation request submitted by Riley O'Connor, Live Nation Entertainment, respecting Report CM18013 - Downtown Entertainment Assets Operating Agreements, be approved to appear before the General Issues Committee on July 9, 2018.

CARRIED

(e) CONSENT ITEMS (Item 5)

- (i) **Business Improvement Area Advisory Committee Minutes, May 8, 2018 (Item 5.1)**

(Pearson/Whitehead)

That the May 8, 2018 Minutes of the Business Improvement Area Advisory Committee, be received.

CARRIED

(f) PUBLIC HEARINGS / DELEGATIONS (Item 6)

- (i) **Eileen Higdon, Hamilton Fringe Festival, to Promote the Hamilton Fringe Festival (Item 6.1)**

Eileen Higdon, of the Hamilton Fringe Festival, addressed Committee provided a verbal presentation promoting the 2018 Hamilton Fringe Festival.

(Pearson/Farr)

That the presentation provided by Eileen Higdon, of the Hamilton Fringe Festival, respecting the 2018 Hamilton Fringe Festival, be received.

CARRIED

A copy of the handout provided by Eileen Higdon, of the Hamilton Fringe Festival, is available on-line or through the Office of the City Clerk.

(ii) Larry Di Ianni and Tim Murphy, Global Spectrum, respecting Report CM18013 - Downtown Entertainment Assets Operating Agreements (Item 6.2)

Larry Di Ianni and Tim Murphy addressed Committee and provided a verbal presentation, on behalf of Global Spectrum, respecting the Downtown Entertainment Assets Operating Agreements.

(Pearson/Conley)

That the presentation provided by Larry Di Ianni and Tim Murphy, on behalf of Global Spectrum, respecting Report CM18013 - Downtown Entertainment Assets Operating Agreements, be received.

CARRIED

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

(iii) PJ Mercanti, Scott Warren, Joe Mercanti, Tom Paquette and Jasper Kujavsky, the Carmen's Group, respecting Report CM18013 - Downtown Entertainment Assets Operating Agreements (Item 6.3)

PJ Mercanti, Scott Warren, Joe Mercanti, Tom Paquette and Jasper Kujavsky, of the Carmen's Group, addressed Committee and provided a verbal presentation respecting Report CM18013 - Downtown Entertainment Assets Operating Agreements.

(Pearson/Conley)

That the presentation provided by PJ Mercanti, Scott Warren, Joe Mercanti, Tom Paquette and Jasper Kujavsky, of the Carmen's Group, respecting Report CM18013 - Downtown Entertainment Assets Operating Agreements, be received.

CARRIED

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

(iv) Riley O'Connor, Live Nation Entertainment, respecting Report CM18013 - Downtown Entertainment Assets Operating Agreements (Item 6.4)

Riley O'Connor, Live Nation Entertainment, addressed Committee and provided a verbal presentation respecting Report CM18013 - Downtown Entertainment Assets Operating Agreements.

(Whitehead/Jackson)

That the presentation provided by Riley O'Connor, Live Nation Entertainment, respecting Report CM18013 - Downtown Entertainment Assets Operating Agreements, be received.

CARRIED

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

(Eisenberger/Whitehead)

That, as the delegates are present for Items 7.3(a) – correspondence from PJ Mercanti, CEO, Carmen's Group, respecting the Future Management of Hamilton's Downtown Entertainment Venues; and, 7.3(b) – Report CM18013, Downtown Entertainment Assets Operating Agreements, those items be moved up on the agenda to be addressed before Item 7.1.

(Eisenberger/Whitehead)

That the Motion requesting to move Items 7.3(a) – correspondence from PJ Mercanti, CEO, Carmen's Group, respecting the Future Management of Hamilton's Downtown Entertainment Venues; and, 7.3(b) – Report CM18013, Downtown Entertainment Assets Operating Agreements, those items be moved up on the agenda to be addressed before Item 7.1, be withdrawn.

CARRIED

(g) STAFF PRESENTATIONS (Item 7)

(i) Advisory Committee for Persons with Disabilities Report 18-006 (Item 7.1)

Mary Sinclair and other members of the Advisory Committee for Persons with Disabilities addressed Committee and provided a PowerPoint respecting a Guide to Finding Housing in Hamilton for Persons with Disabilities.

(A. Johnson/Merulla)

That the presentation provided by members of the Advisory Committee for Persons with Disabilities, respecting a Guide to Finding Housing in Hamilton for Persons with Disabilities, be received.

CARRIED

(Merulla/Eisenberger)

WHEREAS, a Special General Issues Committee has been scheduled for September 11, 2018 to consider the financial implications that the *Accessibility for Ontarians with Disabilities Act* (AODA) has on the City of Hamilton;

WHEREAS, the Advisory Committee for Persons with Disabilities is charged with the responsibilities related to accessibility issues for persons with disabilities in the city of Hamilton; and,

WHEREAS, on July 9, 2018, the Advisory Committee for Persons with Disabilities provided a presentation to the General Issues Committee respecting a Guide to Finding Housing in Hamilton for People with Disabilities;

THEREFORE, BE IT RESOLVED:

That the Guide to Finding Housing in Hamilton for People with Disabilities, presented by the Advisory Committee for Disabilities, be referred to staff for the appropriate assessment and a report back to the Special General Issues Committee meeting, scheduled for September 11, 2018, where the implications of the *Accessibility for Ontarians with Disabilities Act* (AODA) are being discussed.

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.

**(ii) Our Citizen Survey: 2018 Summary of Results (CM18016) (City Wide)
(Item 7.2)**

(Farr/A. Johnson)

That Report CM18016, respecting the Our Citizen Survey: 2018 Summary of Results, be lifted from the TABLE.

CARRIED

John Hertel and Brigitte Minard, addressed Committee and provided a PowerPoint presentation respecting Report CM18016, the Our Citizen Survey: 2018 Summary of Results.

(Pearson/Partridge)

That the presentation respecting Report CM18016, the Our Citizen Survey: 2018 Summary of Results, 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.

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

- (iii) Correspondence from PJ Mercanti, CEO, Carmen's Group, respecting the Future Management of Hamilton's Downtown Entertainment Venues (Item 7.3(a))**

(Conley/Pearson)

That the correspondence from PJ Mercanti, CEO, Carmen's Group, respecting the Future Management of Hamilton's Downtown Entertainment Venues, be received.

CARRIED

- (iv) Downtown Entertainment Assets Operating Agreements (CM18013) (City Wide) (Item 7.3(b))**

John Hertel and Ryan McHugh addressed Committee and provided a PowerPoint presentation respecting Report CM18013, Downtown Entertainment Assets Operating Agreements.

(Conley/Pearson)

That the presentation, respecting Report CM18013, Downtown Entertainment Assets Operating Agreements, 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.

The Main Motion CARRIED on the following Standing Recorded Vote:

Yeas:	D. Conley, M. Pearson, B. Johnson, J. Partridge, F. Eisenberger, C. Collins, S. Merulla, J. Farr, A. Johnson, L. Ferguson
Total:	10
Nays:	M. Green
Total:	1
Absent:	R. Pasuta, A. VanderBeek, T. Whitehead, T. Jackson
Total:	4

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

(h) DISCUSSION ITEMS (Item 8)**(i) Funding for Hamilton Heritage Property Grant Program and Extension of Other Financial Incentive Programs (PED18162) (City Wide) (Item 8.4)****(Whitehead/Farr)**

That sub-section (e) of Report PED18162, respecting Further Funding of Hamilton Heritage Property Grant Program and Extension of Certain Other Financial Incentive Programs, be deleted in its entirety and replaced to read as follows:

~~(e) That funds be transferred as required to the Hamilton Heritage Property Grant Capital Project Account No. 8201641800 to process and fund applications received to date as well as additional applications anticipated in 2018.~~

(e) *That funds, in an amount not to exceed a total of \$900,000, be transferred, as required, to the Hamilton Heritage Property Grant Capital Project Account No. 8201641800 to process and fund the applications received to-date as well as additional applications anticipated in 2018, to be funded as follows:*

(i) *Economic Development Investment Fund Reserve Account No. 112221 in an amount not to exceed \$200,000;*

(ii) *Economic Development Initiatives Capital Project Account No. 3621708900 in an amount not to exceed \$100,000;*

(iii) *Downtown Hamilton Residential Loan Program Reserve Account No. 108036 in an amount not to exceed \$250,000;*

(iv) *Community Heritage Fund Loan Reserve Account No. 102049 in an amount not to exceed \$50,000;*

(v) *Barton Kenilworth Rebate Project Account No. 8201703701 in an amount not to exceed \$100,000;*

(vi) *King Street West Business Improvement Area (BIA) Gateway Project Account No. 8201703707 in an amount not to exceed \$137,549.59;*

(vii) 2016 Commercial Property Improvement Grant (CPIG) Project Account No. 8201603510 in an amount not to exceed \$46,410; and,

(viii) Hamilton Technology Centre Capital Project Account No. 8121741301 in an amount not to exceed \$16,040.41.

AMENDMENT CARRIED

For disposition of this matter, please refer to Item 7.

(i) PRIVATE & CONFIDENTIAL (Item 12)

(i) Closed Session Minutes – June 20, 2018 (Item 12.1)

(Whitehead/Farr)

(a) That the Closed Session Minutes of the June 20, 2018 General Issues Committee meeting, be approved; and,

(b) That the Closed Session Minutes of the June 20, 2018 General Issues Committee meeting remain confidential.

CARRIED

(Farr/Conley)

That Committee move into Closed Session respecting Items 12.2 to 12.10, pursuant to Section 8.1, Sub-sections (b), (c), (e) and (f) of the City's Procedural By-law 14-300; and, Section 239(2), Sub-sections (b), (c), (e), (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; litigation or potential litigation, including matters before administrative tribunals, affecting the City; 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) Acquisition of 194 First Road West for Extension of Lormont Boulevard (PED18163) (Ward 9) (Item 12.2)

Staff was provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 11.

(iii) Lease Negotiations - Phase 1, Jackson Square Ground Lease (PED18126/LS18036) (Ward 2) (Item 12.3)

Staff was provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 12.

(iv) Expropriation of 55 Queenston Road (City Motor Hotel) - Proposed Partial Settlement (LS12009(d)) (Ward 4) (Item 12.4)

Staff was provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 13.

(v) Property Acquisition to Support the Transit Maintenance and Storage Facility (PW18045(a)) (Ward 3) (Item 12.5(a))

Staff was provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 14.

(vi) Hamilton Tiger-Cats Soccer at Tim Hortons Field (PW18066) (City Wide) (Item 12.6)

(Merulla/Farr)

(a) That the presentation provided in Closed Session, respecting Report PW18066, Hamilton Tiger-Cats Soccer at Tim Hortons Field, be received; and,

(b) That the presentation provided in Closed Session, respecting Report PW18066, Hamilton Tiger-Cats Soccer at Tim Hortons Field, remain confidential

CARRIED

Staff was provided with direction in Closed Session.

For further disposition of the above matter, please refer to Item 16.

(vii) Parking System Upgrade (PED17224(a)/LS17037(a)) (City Wide) (Item 12.7)

Staff was provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 17.

(viii) Waste Management System Development – Materials Recycling Facility Operations Contract (PW16059(d)) (City Wide) (Item 12.8)

(Pearson/Partridge)

(a) That the presentation provided in Closed Session, respecting Report PW16059(d), Waste Management System Development – Materials Recycling Facility Operations Contract, be received;

(b) That the presentation provided in Closed Session, respecting Report PW16059(d), Waste Management System Development – Materials Recycling Facility Operations Contract, remain confidential.

CARRIED

Staff was provided with direction in Closed Session.

For further disposition of this matter, please refer to Item 18.

(ix) Service Contract (12.10)

There was nothing to report in Open Session respecting the Service Contract matter.

(j) ADJOURNMENT (Item 13)

(Merulla/VanderBeek)

That there being no further business, the General Issues Committee be adjourned at 5:05 p.m.

Respectfully submitted,

L. Ferguson, 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 Wednesday, July 18, 2018 - 9:13 am

==Committee Requested==

Committee: General Issues Committee

==Requestor Information==

Name of Individual: Vic Durdjevic

Name of Organization: Nikola Tesla Educational Corporation

Contact Number: 905-541-3469

Email Address: vic.ntec@gmail.com

Mailing Address:

55 King St E

Hamilton, ON L8M 1A4

Reason(s) for delegation request:

Follow up to the presentation of February 7, 2018, when council endorsed the celebration and approved the use of Hamilton Museum of Steam and Technology for the event. As the City of Hamilton through the work of the museum is an active participant this will provide GIC with an update for the celebrations on August 26th, 2018.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes

HAMILTON

TESLA ELECTRIC CITY FESTIVAL



CELEBRATING 120 YEARS OF ELECTRICITY

SUNDAY AUG 26 2018 11AM - 5PM



FREE
ADMISSION:

Courtesy of Nikola Tesla Educational Corporation and the Hamilton Museum of Steam & Technology

HAMILTON MUSEUM OF STEAM & TECHNOLOGY

900 WOODWARD AVENUE | HAMILTON, ON



FESTIVAL IS DEDICATED TO THE ARRIVAL OF HYDRO-ELECTRIC POWER TO HAMILTON

The Hamilton Spectator

HAMILTON, CANADA, FRIDAY, AUGUST 26, 1898.

POWER TURNED ON

Cataract Company's Powerful Machinery Set in Motion at Decew's Falls Yesterday Afternoon.

The Current Reaches Hamilton and Makes Things Lively at the Sub-Station.

Volts, Numbering 22,000, Are Converted to 2,400 Volts—The Start Was Most Successful.

Yesterday was an important day for the directors of the Cataract Power company. It marked the near completion of the company's plans for supplying city business men with power for their works and factories. Out at Decew's falls—23 miles away—were gathered representatives of the company and Manager Leyden, and the big machinery was set in motion without a hitch. The water from the Welland canal was turned into the penstock, and 200 feet below the big turbines revolved and set the generators in motion to turn out electrical power and send it along the wires to Hamilton.

At the city end—in the sub-station on Victoria avenue north—yesterday afternoon were waiting a small party of interested citizens, among them John Patterson, J. Moodie and J. Moodie, Jr. At 4 o'clock the power flowed into the two transformers and a 30 horse power motor, giving ample indication that the work so far was a success. From 4 to 10 o'clock the power continued, the visible evidence, besides the motor, being an immense star inside and a maple leaf outside the building, both in incandescent lamps, and an arc lamp.

BOSS LOCAL ITEMS

The power being brought from the generating station is 22,000 volts, the highest potential known in Canada. By means of the two transformers this is reduced to 2,400 volts for city use. When all the connections are complete the power will be carried from the transformers along ducts in the floor of the station, through which air is blown by a fan. From there it will be carried to the wires, and into the premises of those who have purchased power. The company's biggest customer is the Hamilton Electric Light and Power company, and the Cataract managers will get their lines into the works as soon as possible. They hope to have everything in working order within a few weeks.

The power at the Victoria avenue station will be turned on again this afternoon.

It is intended to have a formal opening of the works as soon as things have been fixed up in ship-shape order.

DECEW I POWER GENERATING STATION



120 YEARS LATER & STILL GOING STRONG

Hamilton
1st building with
Hydro

Cataract Power
Co. Ltd

366 Victoria Ave N



NIKOLA TESLA EDUCATIONAL PRESENTATION TO GIC FEBRUARY 7TH, 2018

- COUNCIL WAS SUPPORTIVE OF INITIATIVE TO CELEBRATE HAMILTON 120TH ANNIVERSARY OF ELECTRIC CITY
- COUNCIL APPROVED USING HAMILTON MUSEUM OF STEAM AND TECHNOLOGY

HAMILTON

TESLA ELECTRIC CITY FESTIVAL



SUNDAY AUG 26 2018 11AM - 5PM

HAMILTON MUSEUM OF STEAM & TECHNOLOGY

900 WOODWARD AVENUE | HAMILTON, ON

FESTIVAL IS GEARED TO FAMILIES AND ESPECIALLY KIDS.

EVERYONE IS INVITED TO LEARN AND PARTICIPATE IN A FUN FILLED DAY

GENERAL ADMISSION IS FREE AND PLENTY OF OTHER FREE ACTIVITIES



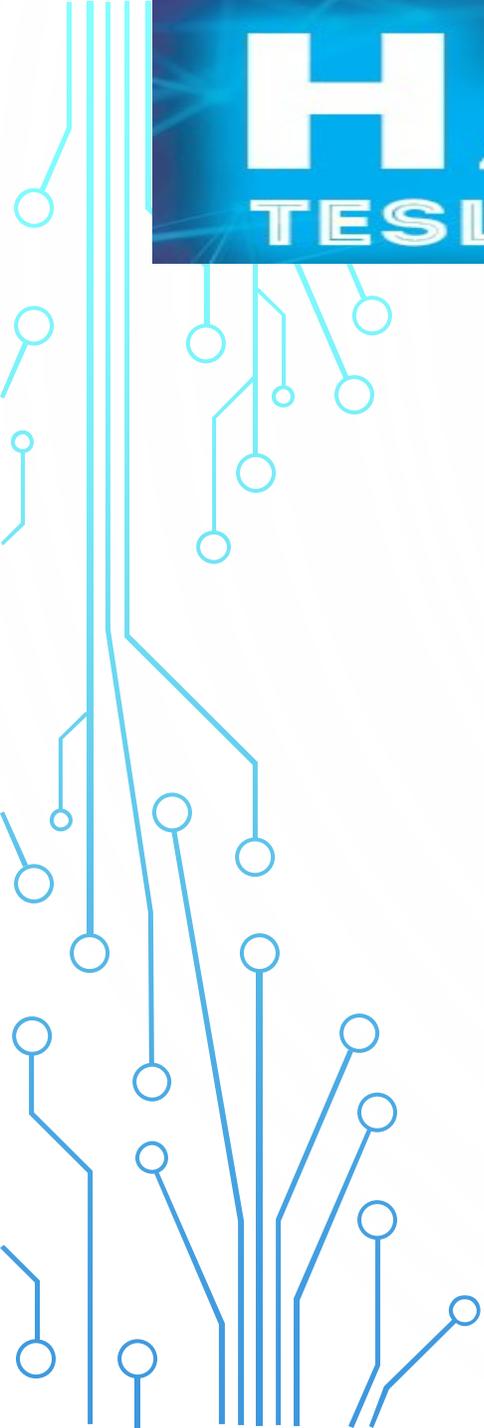
HAMILTON

TESLA ELECTRIC CITY FESTIVAL



FREE ELEMENTS:

- 1000 BACK TO SCHOOL PACKAGES COMPLEMENTS OF STAEDTLER
- TRAIN RIDES
- ADMISSION TO MUSEUM
- MAKE & TAKE ZONE,
- LIMITED NUMBER OF GLIDER BUILD WORKSHOP
- MILL ONE PRINT CONTEST
- LEARN ABOUT SAFETY AND CONNECT WITH OUR LAW ENFORCEMENT
- LIVE MUSICAL ENTERTAINMENT
- FREE PRESENTATION



HAMILTON

TESLA ELECTRIC CITY FESTIVAL



EDUCATIONAL OPPORTUNITY, LEARN ABOUT;

- HAMILTON'S HISTORY AS THE LEADER IN INNOVATION,
- ELECTRIC CITY
- NIKOLA TESLA
- HOW HYDRO ELECTRIC GENERATORS WORK,
- WHY HAMILTON APPROVED RENAMING TO NIKOLA TESLA BOULEVARD
- WHO WERE THE FIVE JOHNS & WHY THEY ARE SO IMPORTANT
- HOW TESLA TECHNOLOGY IS INSPIRING STUDENTS

HAMILTON

TESLA ELECTRIC CITY FESTIVAL

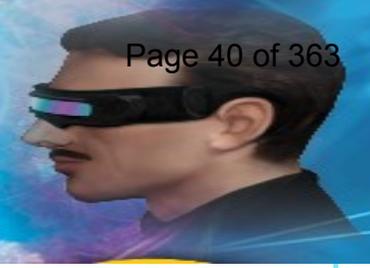


EDUCATIONAL OPPORTUNITY, NIKOLA TESLA TECHNOLOGY

- AC ELECTRICITY SYSTEM OF GENERATORS, TRANSFORMERS & MOTORS
- TESLA COIL AND WIRELESS POWER TRANSFER
- WIRELESS COMMUNICATIONS
- ROBOTICS
- REMOTE CONTROLS
- FREQUENCY
- HEALING
- CLEAN ENERGY
- TESLA'S TECHNOLOGY AT ROOT OF CURRENT DAY LIFE

HAMILTON

TESLA ELECTRIC CITY FESTIVAL



COMMUNITY EVENT WITH THE SUPPORT OF;

- CITY OF HAMILTON
- HAMILTON MUSEUM OF STEAM AND TECHNOLOGY
- VENDORS WHO IN ADDITION TO PAYING FOR THEIR BOOTHS ARE SPONSORING RADIO ADS,

COMMUNITY HAS RALLIED TO PROVIDE SUPPORT

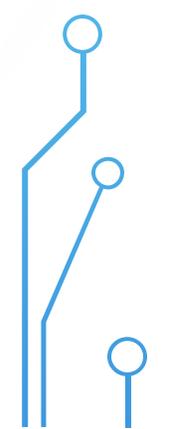
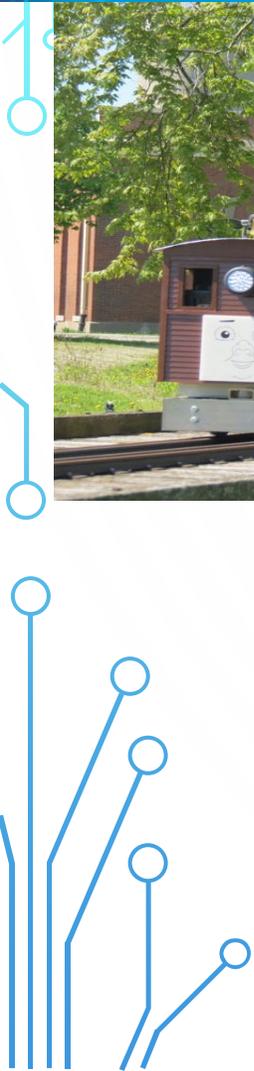


EVER WANTED TO TAKE AN EV FOR A DRIVE

- **PLUG'N DRIVE WILL BE HERE TO EXPLAIN HOW THESE VEHICLE WORK**
- **EV OWNERS WILL BE SHOWING OFF THEIR EV'S AND ANSWERING QUESTIONS**
- **HOW ABOUT A RIDE IN A TESLA MODEL X – HERE'S YOUR OPPORTUNITY – FREE RIDES.**

HAMILTON

TESLA ELECTRIC CITY FESTIVAL



One of the largest, if not the largest event ever at the Hamilton Museum of Steam & Technology





- NTEC continues to advocate for New North Secondary School to be named Nikola Tesla,
- Working to create the education material for students,
- Awarding additional awards and scholarships,
- Fundraising for the Public Art Project titled “Hamilton the Electric City, Nikola Tesla and the 5 Johns”
- Hosting the Tesla Electric City Gala as a fundraiser for the above project

All Important initiative to uncover Hamilton’s history and inspire the students.

Hamilton Celebration

Mayor , Councillor's and all Hamiltonians are invited to attend & show support for initiative



HAMILTON

TESLA ELECTRIC CITY FESTIVAL



CELEBRATING 120 YEARS OF ELECTRICITY

SUNDAY AUG 26 2018 11AM - 5PM



FREE
ADMISSION:

Courtesy of Nikola Tesla Educational Corporation and the Hamilton Museum of Steam & Technology

HAMILTON MUSEUM OF STEAM & TECHNOLOGY
900 WOODWARD AVENUE | HAMILTON, ON



Register at

Tinyurl.com/htesla

**HAMILTON THE ELECTRIC CITY,
NIKOLA TESLA AND THE 5 JOHNS**



Nikola Tesla
1856-1943

Nikola Tesla was a Serbian-American inventor, electrical engineer, mechanical engineer, physicist, and futurist who is best known for his contributions to the design of the modern alternating current electricity supply system.



John Patterson left, and Sir John Morison Gibson were two of five businessmen who saw the future of hydroelectric power.

By 1896, five businessmen known as "The Five Johns" (John Patterson, Sir John Morison Gibson, John Dickenson, John Moodie and John Sutherland) figured out a way to bring Nikola Tesla's AC electricity to the city of Hamilton. They consulted with and received Nikola Tesla's approval on their plans.

On **August 25th, 1898**, the "POWER TURNED ON" in Hamilton. AC electricity was sent by transmission lines from a hydro-electric power-generating station at Decew Falls, St. Catharines, a distance of 35 miles away.

Prior to this, a direct-current power-generating station produced local power, but it could not be transmitted over long distances. The Five Johns achieved this feat using AC hydro-electric power and Hamilton became known as "The Electric City".

The availability of affordable electricity led to numerous major industries establishing plants in the city of Hamilton, including Westinghouse, Otis Elevator, International Harvester, Dofasco, Stelco and Procter & Gamble.



**A Proud Sponsor of the
Tesla Electric City Festival**

Located in Hamilton, Ontario, the Nikola Tesla Educational Corporation is a registered Not-For-Profit charity (815431374 RRO001) whose mission is to promote Nikola Tesla as an inspiration to students of all ages.

NTEC's objective is to advance education on all levels of learning by issuing awards and scholarships to students who demonstrate academic excellence in topics related to Nikola Tesla and his works. To date, they have presented over 170 awards to students, primarily from Hamilton.

With your support, NTEC has annually contributed a \$10,000 Nikola Tesla Scholarship to McMaster University. NTEC is also a platinum sponsor of the Bay Area Science and Engineering Fair (BASEF).

NTEC is well-known for raising funds to rename Burlington Street to Nikola Tesla Boulevard on July 10th, 2016. The new street name is visible along the Queen Elizabeth Way where over 250,000 people commute daily.

The City of Hamilton recognized Nikola Tesla's contribution and have approved funding and a prime location for a public art project titled "Hamilton the Electric City: Nikola Tesla & The 5 Johns".

NTEC continues to inspire future generations by starting a petition to name a secondary school in the Hamilton Wentworth District School Board after Nikola Tesla. Over 10,000 people have signed the petition in support of this initiative.

Support NTEC and their mission by volunteering, sponsoring or donating to the cause. Donations can be made on the website or by attending NTEC events.

905 541 3469
TESLAEDUCATIONAL.CA

- TESLAEDUCATIONAL
- NTEC_HAMILTON

**HAMILTON
TESLA ELECTRIC CITY FESTIVAL**

CELEBRATING 120 YEARS OF ELECTRICITY

**SUNDAY
26 AUG
2018
11AM - 5PM**

HAMILTON MUSEUM OF STEAM & TECHNOLOGY

900 WOODWARD AVENUE | HAMILTON, ON

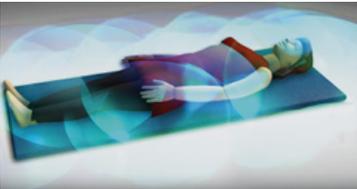


**FREE
ADMISSION:**

COURTESY OF NIKOLA TESLA
EDUCATIONAL CORPORATION AND
THE HAMILTON MUSEUM OF STEAM & TECHNOLOGY



1ST 1000 KIDS GET FREE SCHOOL SUPPLIES*
Must pre-register at res.aeducational.ca



HISTORY • INVENTION • INNOVATION • FUN • FOOD • LIVE ENTERTAINMENT • MARKET PLACE • MAKERS • DEMONSTRATORS

Celebrating 120 years of electricity in the City of Hamilton, the Tesla Electric City Festival hosts a fun-filled family-friendly event that features demonstrations, performances and display exhibitors across the spectrum of Tesla's latest innovations that influenced and shaped our world today. Be Inspired in the MAKE & TAKE ZONE by hobbyist's, Makers and Inventors! The Hamilton Museum of Steam & Technology holds space for engineers, artists, scientists and crafters.

Enjoy crowd engaging performances, buskers, workshops and live music throughout the day. Take a self-guided museum experience, and ride the popular miniature steam train rides presented by the Hamilton Model Engineering Club and the Golden Horseshoe Live Steamers.



TESLA COIL

Electrical resonant transformer circuit designed by Nikola Tesla in 1891. Used commercially for wireless telegraphy until the 1920's. Mostly used today to demonstrate principles of high-frequency electricity.



ENJOY A DAY OF ART AND CRAFTS
SPONSORED BY JOSHUA CREEK HERITAGE CENTRE



JOIN IN THE MUSIC MEET DR. WEIRD, ROBERT AND HIS PLANT BAND XOGEN



TOUR THE GROUNDS, SHOP AROUND, RIDE THE TRAIN AND BUILD A PLANE! PLANE WORKSHOPS COURTESY OF SOGGI

HAMILTON MUSEUM OF STEAM TECHNOLOGY

Canada's early industrial revolution is The historic Hamilton Waterworks is a Civil and Power Engineering Landmark. Housed in a 150-year-old Waterworks, this National Historic Site preserves two 70-ton steam powered water pumping engines, perhaps the oldest surviving Canadian-built engines.

HAMILTON

TESLA ELECTRIC CITY FESTIVAL

SUNDAY AUG 26 2018 11AM - 5PM



4.2

Form: Request to Speak to Committee of Council

Submitted on Monday, July 30, 2018 - 11:18 am

==Committee Requested==

Committee: General Issues Committee

==Requestor Information==

Name of Individual: Patrick Deane, President, McMaster University

Name of Organization: McMaster University

Contact Number: 905-525-9140 x20847

Email Address: scheewac@mcmaster.ca

Mailing Address:

Gilmour Hall, Room 238, 1280 Main Street West
Hamilton, Ontario L8S 4L8

Reason(s) for delegation request: Inaugural Annual Address to the 2018-2022 Hamilton City Council (for the December 12, 2018 GIC)

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

4.3

Form: Request to Speak to Committee of Council

Submitted on Thursday, August 9, 2018 - 4:04 pm

==Committee Requested==

Committee: General Issues Committee

==Requestor Information==

Name of Individual: Pauline Kajiura**Name of Organization:** Information Hamilton**Contact Number:** 905-528-8127**Email Address:** pkajiura@hpl.ca**Mailing Address:**

P.O. Box 2700

55 York Blvd., 5th Floor

Hamilton, ON L8N 4E4

Reason(s) for delegation request: Information Hamilton manages the only comprehensive collection of information about community and government services in the city. They share this information with institutions and the public in various ways including The Red Book of Hamilton website, guide booklets, directories, e-tools, and data sharing with local and provincial information systems. The organization, in its 49th year, requires maintaining funding and will ask the GIC to consider directing city resources toward an exploration of Information Hamilton's sustained future.

Will you be requesting funds from the City? Yes**Will you be submitting a formal presentation? Yes**

4.4

Form: Request to Speak to Committee of Council

Submitted on Friday, August 10, 2018 - 7:45 am

==Committee Requested==

Committee: General Issues Committee

==Requestor Information==

Name of Individual: PJ Mercanti, Joe Mercanti, Scott Warren, Jasper Kujavsky

Name of Organization: Carmen's Group

Contact Number: 905-387-9491

Email Address: pjmercanti@carmensgroup.com

Mailing Address:

77 James Street South
Suite 300
Hamilton, Ontario
L8R 2K3

Reason(s) for delegation request: To speak to the future of Hamilton's sports, entertainment, convention and hospitality facilities.

Will you be requesting funds from the City? No

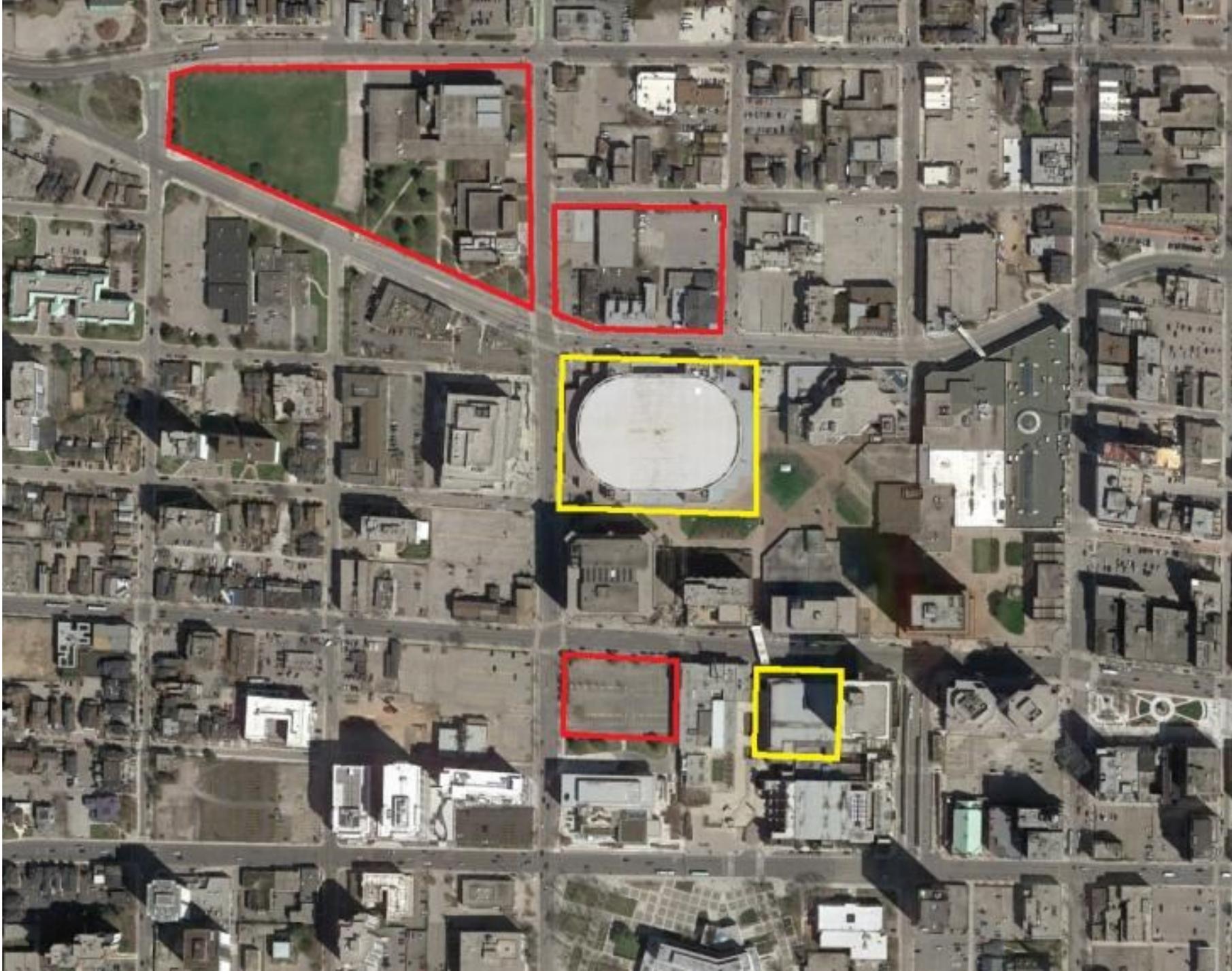
Will you be submitting a formal presentation? Yes

FirstOntario Centre ARENA RENOVATION STUDY



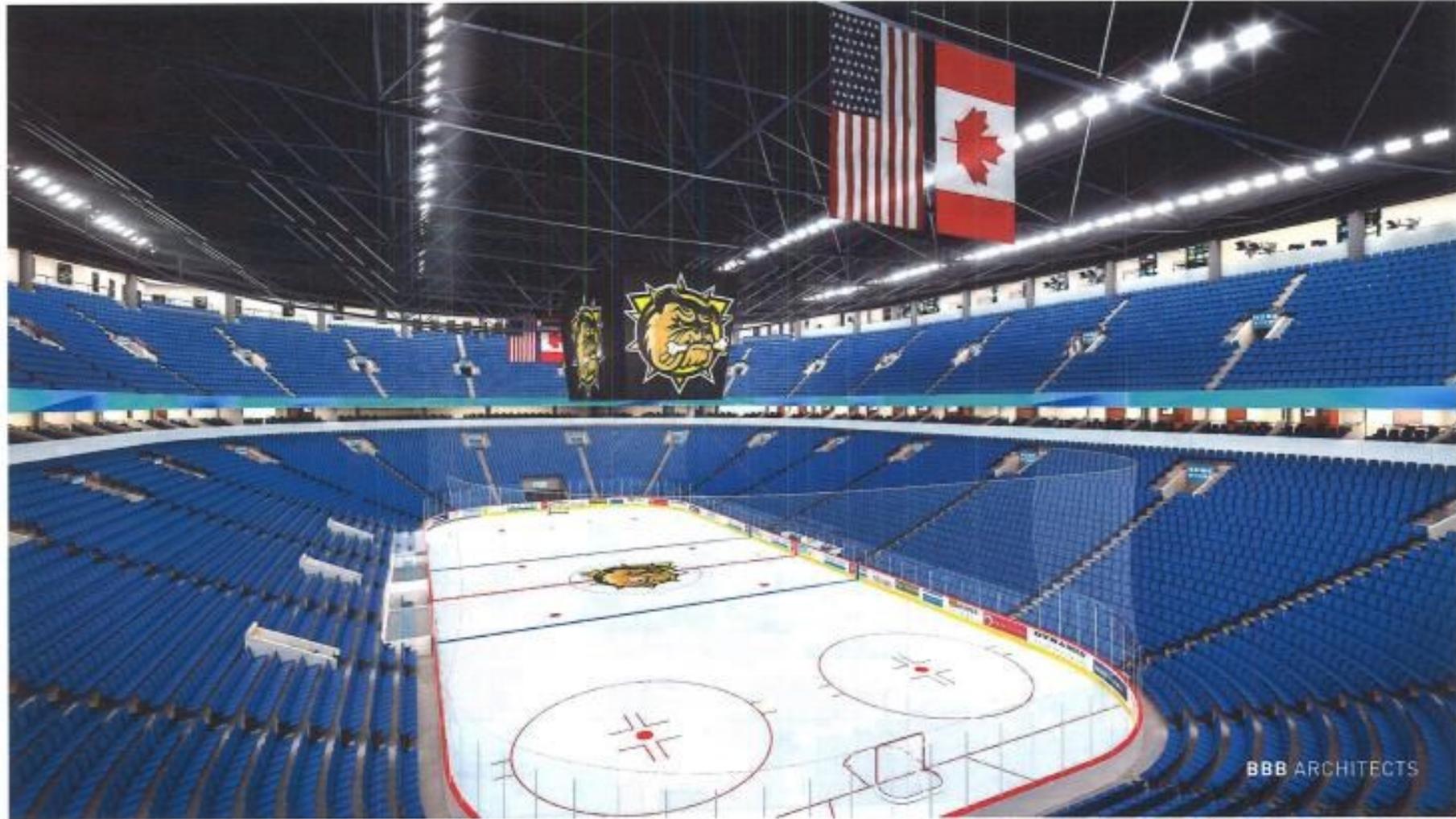
BBB ARCHITECTS

SCI Stadium Consultants International







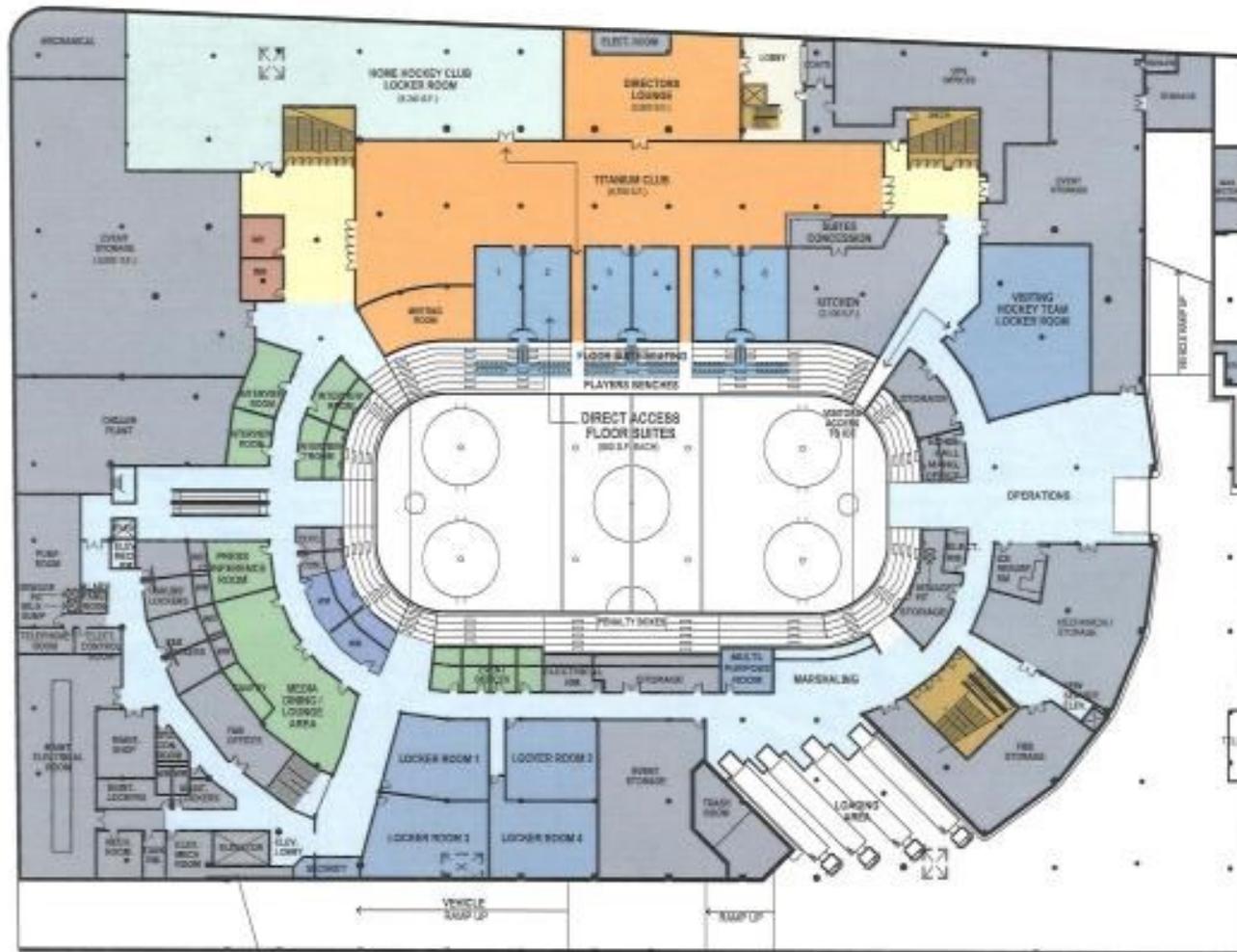


BBB ARCHITECTS

OPTION 2 - INTERIOR PERSPECTIVE



OPTION 2 - INTERIOR PERSPECTIVE



FirstOntario
Centre



Hamilton

OPTION 1 - ARENA
RENOVATION STUDY

L1 - EVENT LEVEL



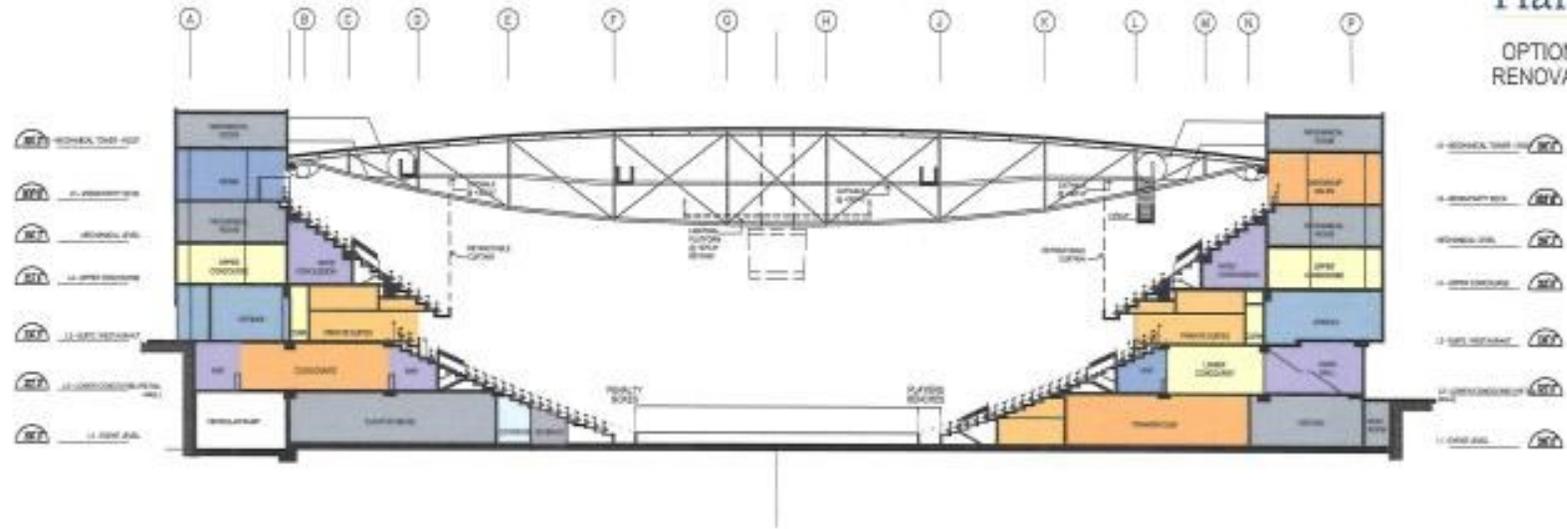
BBB ARCHITECTS
SCI, STADIUM CONSULTANTS
INTERNATIONAL, INC.

FirstOntario
Centre



Hamilton

OPTION 2 - ARENA
RENOVATION STUDY



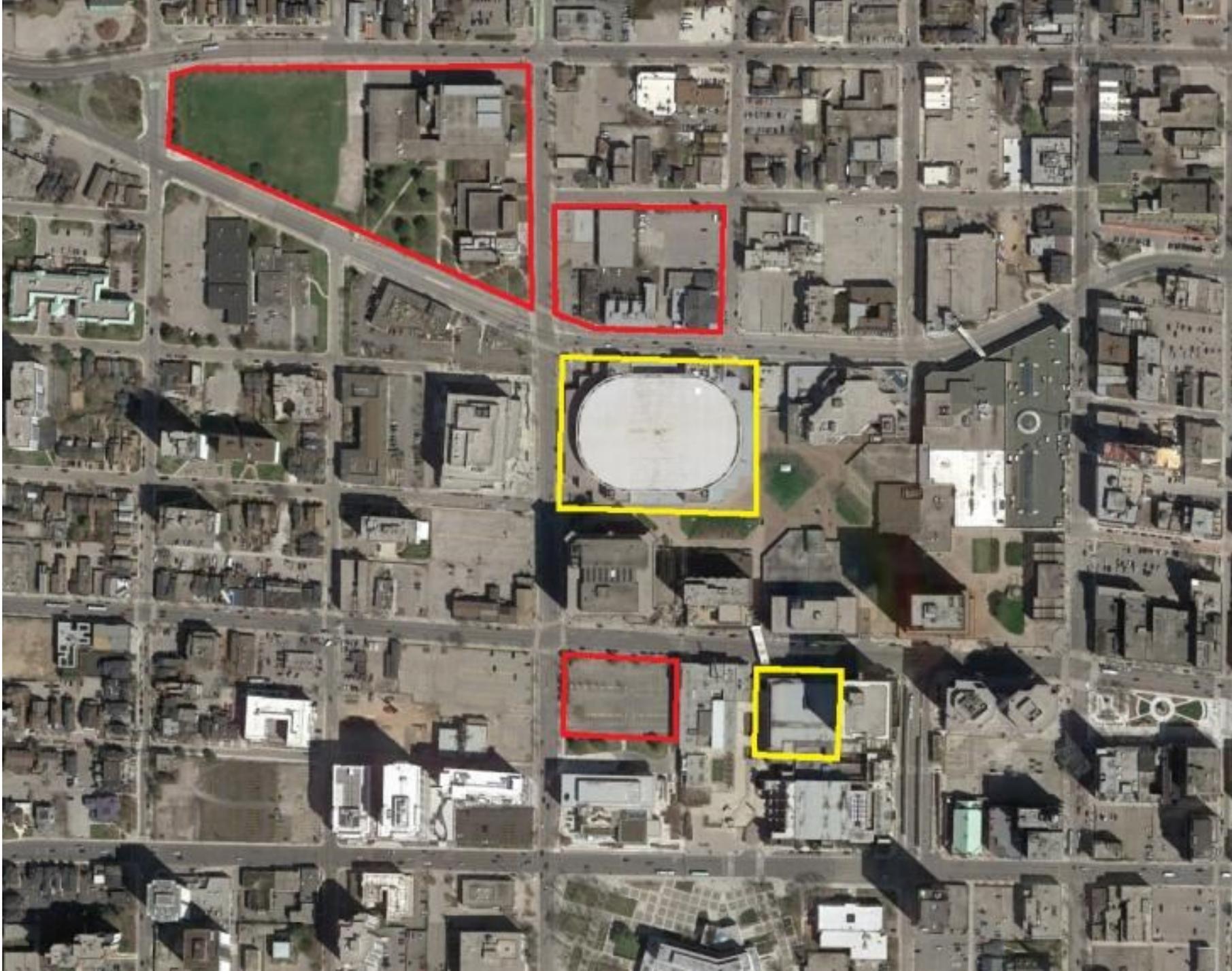
SECTION



JULY 12, 2016
BBB ARCHITECTS
SCI STADIUM CONSULTANTS
INTERNATIONAL INC.



OPTION 2 - EXTERIOR PERSPECTIVE







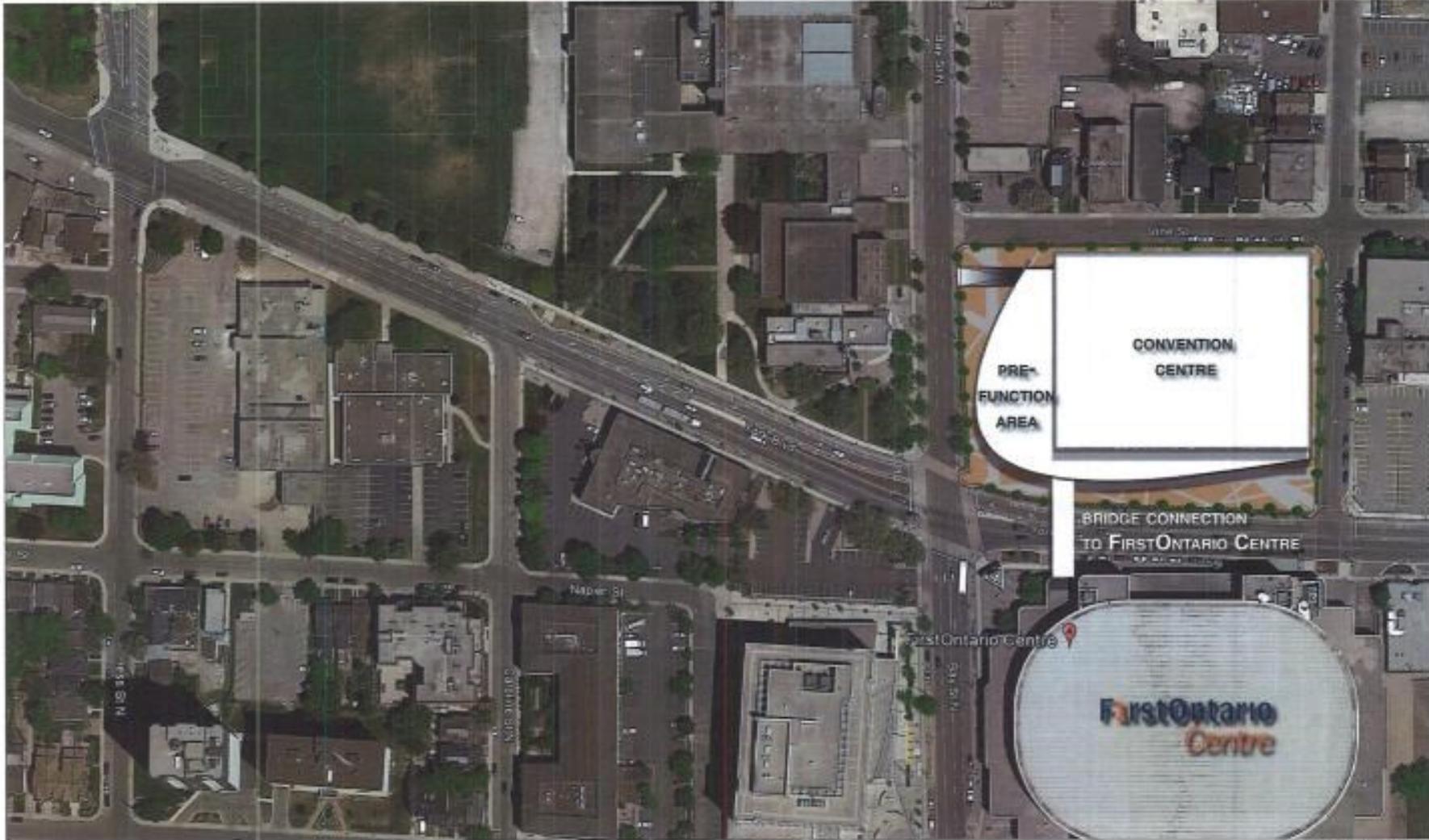
OPTION 1



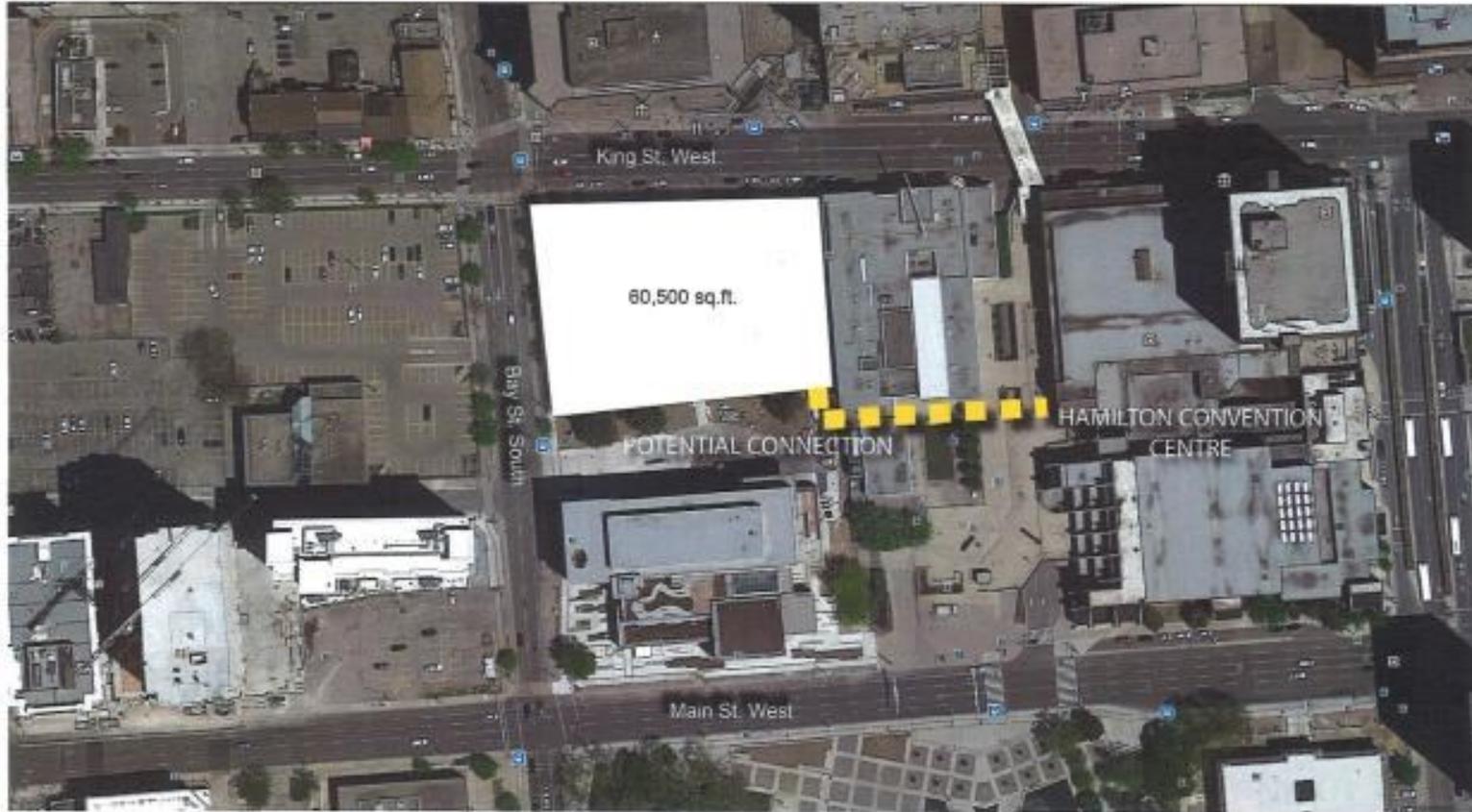
OPTION 2



OPTION 1a

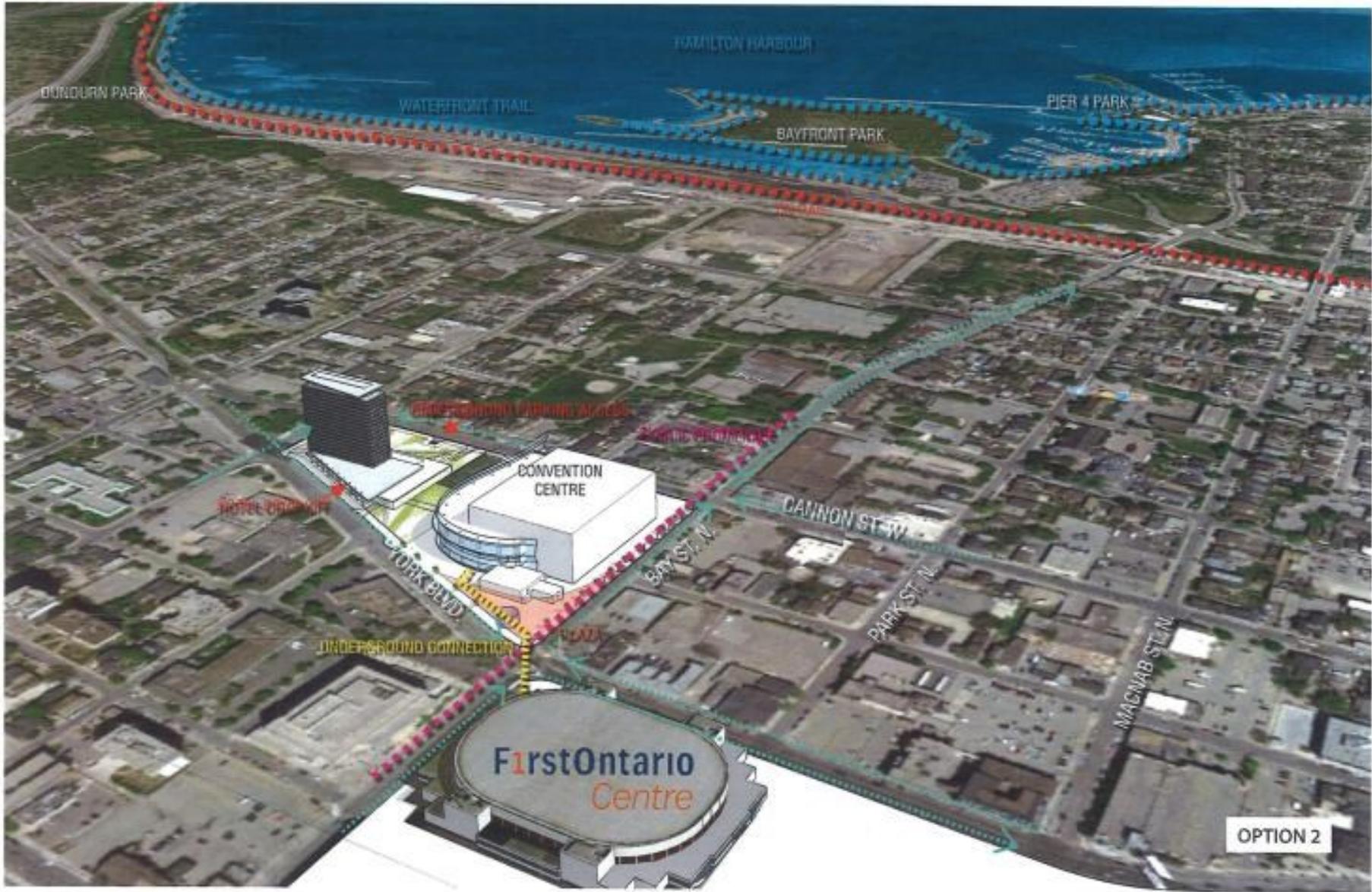


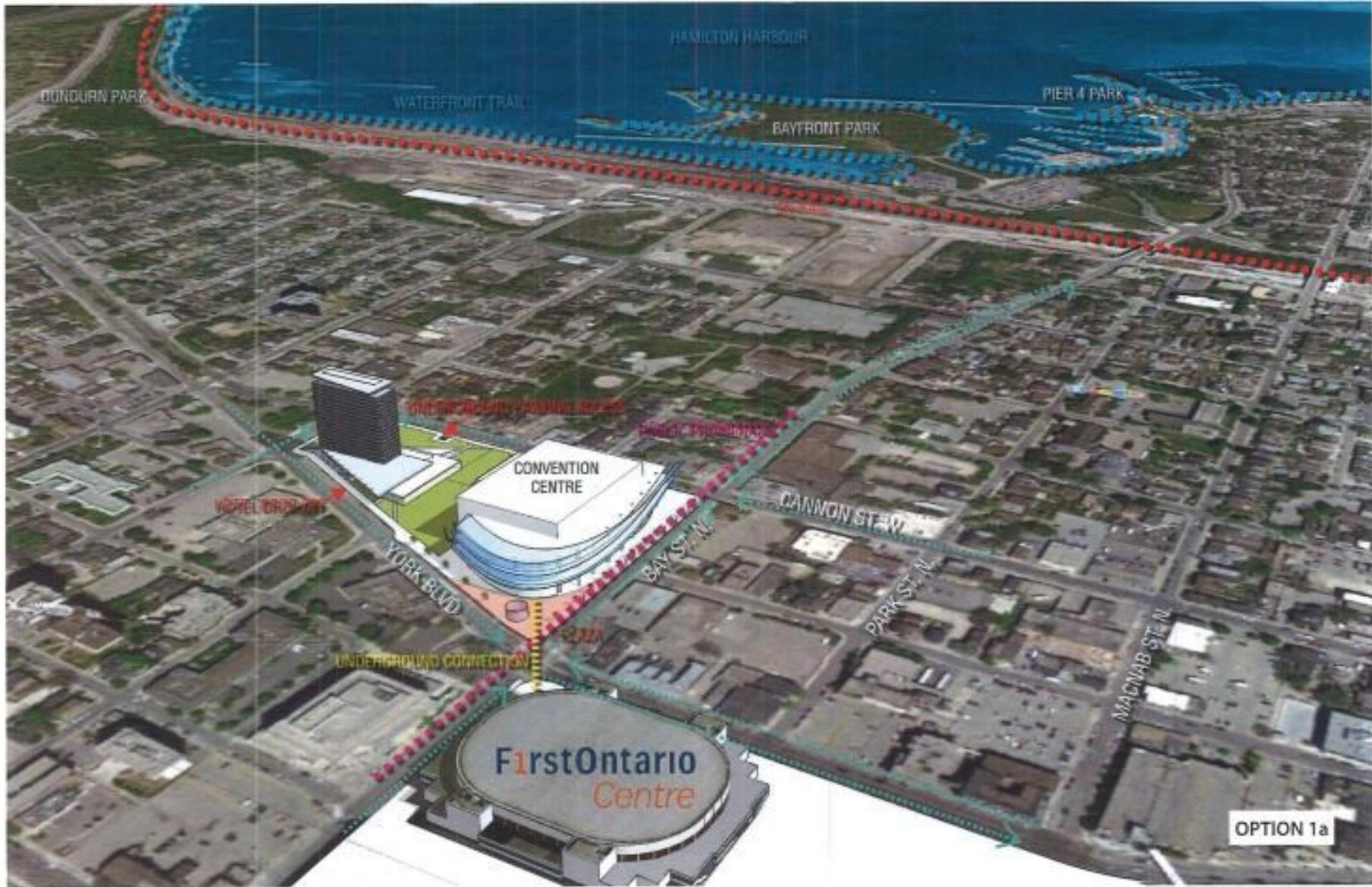
OPTION 3



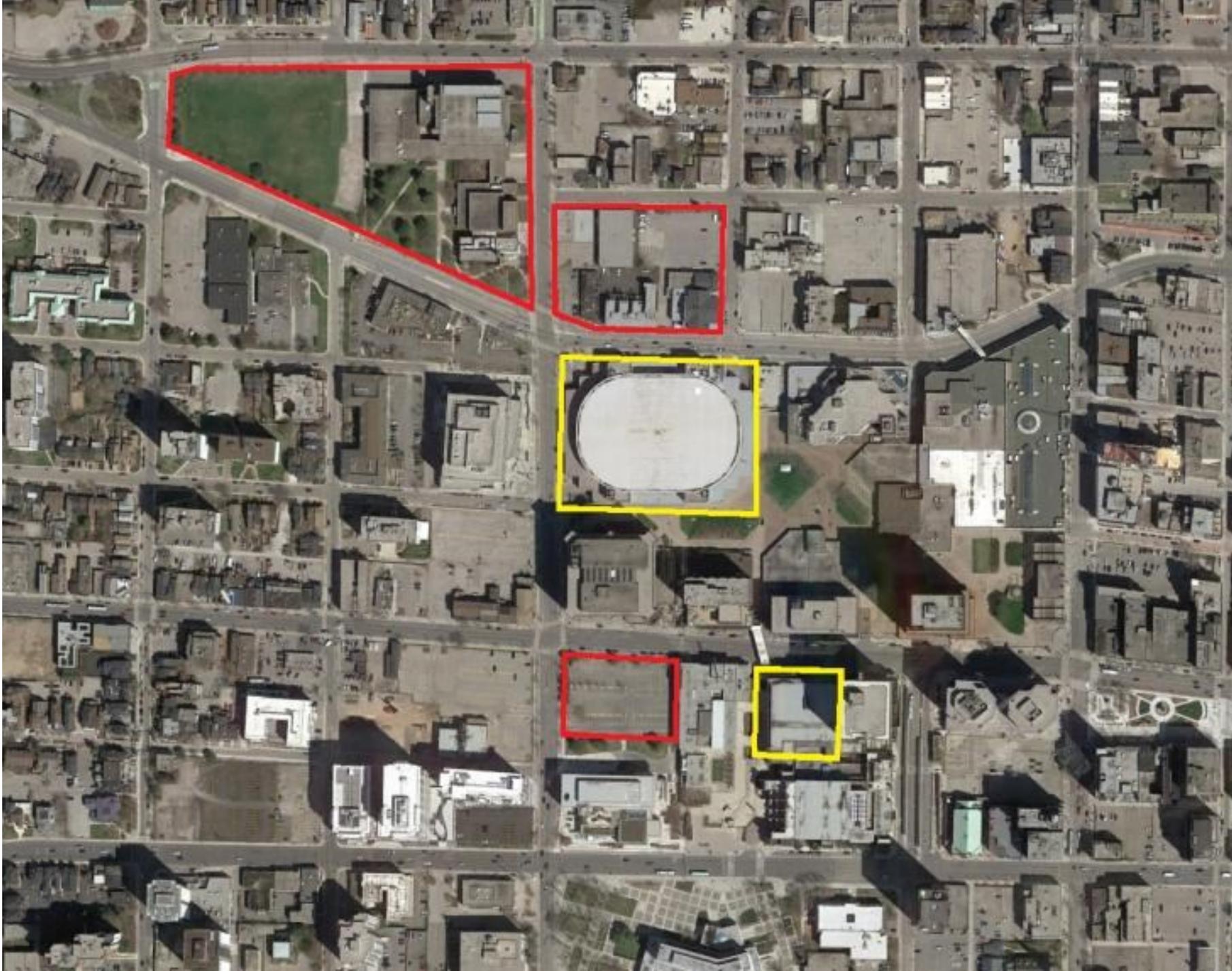
OPTION 4













**Hamilton-Wentworth District School Board
Liaison Committee
MINUTES 18-001
Thursday, March 22, 2018
9:30 a.m.
Room 340D, 20 Education Court, Hamilton**

Present:	Todd White, Chair, HWDSB (Co-Chair) Mayor F. Eisenberger (Co-Chair) Councillor J. Partridge G. Van Geffen, Trustee, HWDSB C. Prosic and O. Hopen, Student Trustees, HWDSB
Absent with Regrets:	Councillor D. Conley P. Deathe, Trustee, HWDSB

FOR INFORMATION:

(a) APPROVAL OF THE AGENDA (Item 1)

The Committee Clerk advised there were no changes to the agenda.

(Partridge/Van Geffen)

That the agenda for the March 22, 2018 meeting of the Hamilton-Wentworth District School Board Liaison Committee be approved, as presented.

CARRIED

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

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

(i) October 12, 2017 (Item 3.1)

(Van Geffen/Eisenberger)

That the Minutes of the October 12, 2017 meeting of the Hamilton-Wentworth District School Board Liaison Committee be received, as presented.

CARRIED

(d) CONSENT ITEMS (Item 5)**(i) Joint Property Asset Committee Minutes – June 5, 2017 (Item 5.1)****(Partridge/Van Geffen)**

That the Joint Property Asset Committee Minutes dated June 5, 2017 be received.

CARRIED**(ii) Joint Property Asset Committee Minutes – October 2, 2017 (Item 5.2)****(Van Geffen/Eisenberger)**

That the Joint Property Asset Committee Minutes dated October 2, 2017 be received.

CARRIED**(e) DISCUSSION ITEMS (Item 8)****(i) New School Construction (Item 8.1)**

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.

(Partridge/Van Geffen)

That the update respecting New School Construction, be received.

CARRIED

A copy of the presentation is available online at www.hamilton.ca

(ii) Status of City of Hamilton and HWDSB Property/Facility Agreements (Item 8.2)

Dave Anderson, Senior Facilities Officer, HWDSB, addressed the Committee regarding the status of the City of Hamilton and HWDSB Property/Facility Agreements.

(Van Geffen/Eisenberger)

That the update on the status of City of Hamilton and HWDSB Property/Facility Agreements, be received.

CARRIED

(iii) Parent and Family Literacy Centres and EarlyON Programs (Item 8.3)

Grace Mater, Director of Children's Services, and Sharon Stephanian, Superintendent of Education, addressed the Committee respecting the Parent and Family Literacy Centres and EarlyON Programs.

(Van Geffen/Eisenberger)

That the update on the Parent and Family Literacy Centres and EarlyON Programs, be received.

CARRIED**(f) GENERAL INFORMATION/OTHER BUSINESS (Item 11)****(i) Mental Health Workers in Schools (Added Item 11.1)**

Manny Figueiredo, Director of Education, advised the Committee that the Province has made a historic investment in Mental Health services for youth. The Board will be hiring more mental health workers and all secondary school students will have access to this resource.

(ii) Ward Boundaries (Added Item 11.2)

Greg Van Geffen, Trustee, provided an update on the Ward Distribution issue. The HWDSB is holding a public information night on March 28, 2018 to present the preferred model and two alternative models for changes to the ward distribution.

(g) PRIVATE & CONFIDENTIAL (Item 12)**(Partridge/Van Geffen)**

That the Committee move into Closed Session respecting Item 12.1 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.

CARRIED**(i) Dominic Agostino Riverdale Community Hub Proposal – Community Centre Expansion and Affordable Housing (Item 12.1)**

Staff was provided with direction in Closed Session with nothing further to report in Open Session.

Committee reconvened in Open Session at 11:31 a.m.

(h) ADJOURNMENT (Item 13)

(Eisenberger/Van Geffen)

That, there being no further business, the meeting be adjourned at 11:32 a.m.

CARRIED

Respectfully submitted,

T. White, Co-Chair,
Hamilton Wentworth District School
Board Liaison Committee

Mayor F. Eisenberger, Co-Chair,
Hamilton Wentworth District School
Board Liaison Committee

Lisa Chamberlain
Legislative Coordinator
Office of the City Clerk



Hamilton

BUSINESS IMPROVEMENT AREA ADVISORY COMMITTEE MINUTES 18-006

8:00 a.m.

Tuesday, June 12, 2018

Room 264

Hamilton City Hall

71 Main Street West

Present: Susie Braithwaite – International Village BIA (Acting Vice-Chair)
Cristina Geissler – Concession Street BIA
Rachel Braithwaite – Barton Village BIA
Kerry Jarvi – Downtown Hamilton BIA
Susan Pennie – Waterdown BIA
Jennifer Mattern – Ancaster BIA
Lisa Anderson – Dundas BIA
Bender Chug – Main West Esplanade BIA

Absent: Tracy MacKinnon - Westdale Village BIA and Stoney Creek BIA
Tony Greco – Locke Street BIA
Maggie Burns – Ottawa Street BIA
Anne Marie Bergen – King West BIA
Councillor Matthew Green (Chair)

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

The Committee Clerk advised that there were no changes to the agenda.

(R. Braithwaite/Geissler)

That the agenda for the June 12, 2018 Business Improvement Area Advisory Committee meeting be approved, as presented.

CARRIED

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

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

(i) May 8, 2018 (Item 3.1)

(R. Braithwaite/Jarvi)

That the May 8, 2018 Minutes of the Business Improvement Area Advisory Committee be approved, as presented.

CARRIED

(d) STAFF PRESENTATIONS (Item 7)

(i) 2018 Graffiti Management Strategy Update (Item 7.1)

Sarah Linfoot-Fusina, Policy/Program Analyst and Peter Wobschall, Supervisor, Program Development addressed Committee respecting the 2018 Graffiti Management Strategy Update.

(Mattern/R. Braithwaite)

That the information from Sarah Linfoot-Fusina, Policy/Program Analyst and Peter Wobschall, Supervisor, Program Development, respecting the 2018 Graffiti Management Strategy Update, be received.

CARRIED

(e) DISCUSSION ITEMS (Item 8)

(i) Business Improvement Area Parking Formula Discussion (Item 8.1)

The Committee discussed the potential for changing the current Parking Formula for the Business Improvement Areas. Additionally, concern over parking revenue that is lost due to construction in the Business Improvement Areas was discussed. Susie Braithwaite, International Village Business Improvement Area will contact staff regarding this matter and report back to Committee.

(R. Braithwaite/Geissler)

That the discussion respecting the Business Improvement Area Parking Formula, be received.

CARRIED

(ii) Pedestrian Kiosks (No copy) (Item 8.2)

The Committee discussed Pedestrian Kiosks in the Business Improvement Areas and the need for them to be unified across the City (on the one side), but accessible for the Business Improvement Area use (on the other side).

Jennifer Mattern, Ancaster Business Improvement Area will bring a sample of the kiosk map to the next meeting for Committee to review and discuss the needs of the Business Improvement Areas.

(R. Braithwaite/Pennie)

That the discussion respecting Pedestrian Kiosks, be received.

CARRIED

(Anderson/Geissler)

(a) That staff be directed to provide a timeline for the input and execution of the City side of the Pedestrian Kiosks; and

(b) That staff be directed to consider putting a process in place for the Business Improvement Areas that would allow them to be able to gain access, manage, and update the Business Improvement Area side of the Pedestrian Kiosks.

CARRIED

(e) GENERAL INFORMATION/OTHER BUSINESS (Item 11)

(i) Ontario's Main Street Revitalization Initiative (FCS18045) (City Wide) (Item 11.1)

(Geissler/R. Braithwaite)

That Report FCS18045, respecting Ontario's Main Street Revitalization Initiative, be received for information.

CARRIED

(ii) Update from Carlo Gorni, BIA Coordinator (Item 11.2)

Carlo Gorni advised the Committee that the second Business Improvement Area Levy cheques have been sent out and should have been received or will be received shortly by the Business Improvement Areas.

(Geissler/Chug)

That the update from Carlo Gorni, BIA Coordinator, be received.

CARRIED

(iii) Statements by Members (Item 11.3)

BIA Members used this opportunity to discuss matters of general interest.

(Mattern/Geissler)

That the updates from Committee Members, be received.

CARRIED

(f) ADJOURNMENT (Item 13)

(Anderson/Pennie)

That there being no further business, the Business Improvement Area Advisory Committee be adjourned at 9:09 a.m.

CARRIED

Respectfully submitted,

Susie Braithwaite, Acting Vice-Chair
Business Improvement Area
Advisory Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
 Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	August 13, 2018
SUBJECT/REPORT NO:	King West Business Improvement Area (BIA) Revised Board of Management (PED14258(a)) (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

That the following individual be appointed to the King West Business Improvement Area (BIA) Board of Management:

Gordon Hazelwood

EXECUTIVE SUMMARY

Appointment to the King West Business Improvement Area (BIA) Board of Management.

Alternatives for Consideration – N/A

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: N/A

Staffing: N/A

Legal: The *Municipal Act 2001*, Sections 204-215 governs BIAs. Section (204) Subsection (3) stipulates, “A Board of Management shall be composed of, (a) one or more Directors appointed directly by the Municipality; and (b) the remaining Directors selected by a vote of the membership of the improvement area and appointed by the Municipality”. Section 204

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

SUBJECT: King West Business Improvement Area (BIA) Revised Board of Management (PED14258(a)) (Ward 2) - Page 2 of 2

Subsection (12) stipulates, "...if a vacancy occurs for any cause, the Municipality may appoint a person to fill the vacancy for the unexpired portion of the term and the appointed person is not required to be a member of the improvement area."

HISTORICAL BACKGROUND

The Board of Management of the King West BIA elected Gordon Hazelwood at its meeting held June 11, 2018. Should Council adopt the recommendation in Report PED14258(a), Mr. Hazelwood would replace Ms. Lia Hess who has resigned from the Board.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

N/A

ANALYSIS AND RATIONALE FOR RECOMMENDATION

N/A

ALTERNATIVES FOR CONSIDERATION

N/A

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

N/A

CG:dt

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CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	August 13, 2018
SUBJECT/REPORT NO:	Stoney Creek Business Improvement Area (BIA) Revised Board of Management (PED16110(b)) (Ward 9)
WARD(S) AFFECTED:	Ward 9
PREPARED BY:	Julia Davis (905) 546-2424 Ext. 2632
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

That the following individual be appointed to the Stoney Creek Business Improvement Area (BIA) Board of Management:

Doug Sutherland

EXECUTIVE SUMMARY

Appointment to the Stoney Creek Business Improvement Area (BIA) Board of Management.

Alternatives for Consideration – N/A

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: N/A

Staffing: N/A

Legal: The *Municipal Act 2001*, Sections 204-215 governs BIAs. Section (204) Subsection (3) stipulates “A Board of Management shall be composed of, (a) one or more Directors appointed directly by the Municipality; and (b) the remaining Directors selected by a vote of the membership of the improvement area and appointed by the Municipality”. Section 204 Subsection (12) stipulates “...if a vacancy occurs for any cause, the

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SUBJECT: Stoney Creek Business Improvement Area (BIA) Revised Board of Management (PED16110(b)) (Ward 9) - Page 2 of 2

Municipality may appoint a person to fill the vacancy for the unexpired portion of the term and the appointed person is not required to be a member of the improvement area.”

HISTORICAL BACKGROUND

The Board of Management of the Stoney Creek BIA elected Doug Sutherland at its meeting held June 20, 2018. Should Council adopt the recommendation in PED16100(b), Mr. Sutherland would replace Ms. Angela Cowley. Ms. Cowley resigned from the Board of Management on June 20, 2018.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

N/A

ANALYSIS AND RATIONALE FOR RECOMMENDATION

N/A

ALTERNATIVES FOR CONSIDERATION

N/A

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

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APPENDICES AND SCHEDULES ATTACHED

N/A

CG:dt

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CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	August 13, 2018
SUBJECT/REPORT NO:	Westdale Village Business Improvement Area (BIA) Revised Board of Management PED16015(c) (Ward 1)
WARD(S) AFFECTED:	Ward 1
PREPARED BY:	Carlo Gorni 905-546-2424 Ext. 2755
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

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

Marcia Fattouh

EXECUTIVE SUMMARY

Appointment to the Westdale Village Business Improvement Area (BIA) Board of Management.

Alternatives for Consideration – N/A

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: N/A

Staffing: N/A

Legal: The *Municipal Act 2001*, Sections 204-215 governs BIAs. Section (204) Subsection (3) stipulates, “A Board of Management shall be composed of, (a) one or more Directors appointed directly by the Municipality; and (b) the remaining Directors selected by a vote of the membership of the improvement area and appointed by the Municipality”. Section 204 Subsection (12) stipulates, “...if a vacancy occurs for any cause, the

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SUBJECT: Westdale Village Business Improvement Area (BIA) Revised Board of Management PED16015(c) (Ward 1) - Page 2 of 2

Municipality may appoint a person to fill the vacancy for the unexpired portion of the term and the appointed person is not required to be a member of the improvement area.”

HISTORICAL BACKGROUND

At its meeting held on June 18, 2018, the Board of Management of the Westdale Village BIA elected Marcia Fattouh.

Should Council adopt the recommendation in Report PED16015(c), Ms. Fattouh would replace Mr. Ben Greco.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

N/A

ANALYSIS AND RATIONALE FOR RECOMMENDATION

N/A

ALTERNATIVES FOR CONSIDERATION

N/A

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

N/A

CG:dt



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	August 13, 2018
SUBJECT/REPORT NO:	Ottawa Street Business Improvement Area (BIA) Revised Board of Management (PED16062(b)) (Wards 3 and 4)
WARD(S) AFFECTED:	Wards 3 and 4
PREPARED BY:	Julia Davis (905) 546-2424 Ext. 2632
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

That the following individual be appointed to the Ottawa Street Business Improvement Area (BIA) Board of Management:

Michael Carruth

EXECUTIVE SUMMARY

Appointment to the Ottawa Street Business Improvement Area (BIA) Board of Management.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: N/A

Staffing: N/A

Legal: The *Municipal Act 2001*, Sections 204-215 governs BIAs. Section (204) Subsection (3) stipulates “A Board of Management shall be composed of, (a) one or more Directors appointed directly by the Municipality; and (b) the remaining Directors selected by a vote of the membership of the improvement area and appointed by the Municipality”. Section 204 Subsection (12) stipulates “...if a vacancy occurs for any cause, the Municipality may appoint a person to fill the vacancy for the unexpired portion

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SUBJECT: Ottawa Street Business Improvement Area (BIA) Revised Board of Management (PED16062(b)) (Wards 3 and 4) - Page 2 of 2

of the term and the appointed person is not required to be a member of the improvement area.”

HISTORICAL BACKGROUND

The Board of Management of the Ottawa Street BIA elected Michael Carruth at its meeting held July 12, 2018. Should Council adopt the recommendation in PED16062(b), Mr. Carruth would replace Ms. Andrea Jackman. Ms. Jackman resigned from the Board of Management on June 21, 2018.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

N/A

ANALYSIS AND RATIONALE FOR RECOMMENDATION

N/A

ALTERNATIVES FOR CONSIDERATION

N/A

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

N/A

JD:dt

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CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Tourism and Culture Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	August 13, 2018
SUBJECT/REPORT NO:	City of Music Logo – Delegated Authority (PED18146) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Debbie Spence (905) 546-2424 Ext. 3049
SUBMITTED BY:	Anna M. Bradford Director, Tourism and Culture Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That the Director, Tourism and Culture Division, Planning and Economic Development Department, be delegated the authority over the future use of the Hamilton City of Music logo, including but not limited to the managing of the licensing of the logo.
- (b) That the City Solicitor be authorized and directed to take all necessary steps to trademark the Hamilton City of Music logo.

EXECUTIVE SUMMARY

As part of the City of Hamilton's Music Strategy (the Strategy) (PED14001), Council approved the development of the Hamilton Music City brand to increase the profile of music and contribute to the Strategy's goal of growing audiences and appreciation of music by increasing the awareness of Hamilton as a music city.

The City of Hamilton has a responsibility to uphold the integrity of the Hamilton City of Music brand and the obligation to ensure residents, visitors and investors understand the importance of music to the economy and culture of Hamilton. The logo will be used for promotional opportunities (e.g. Mohawk College Career Day) and music-related programming with industry partners.

The purpose of this report is to obtain instruction to obtain formal intellectual property protection for the Hamilton City of Music logo, in the form of a trademark, and to

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**SUBJECT: City of Music Logo – Delegated Authority (PED18146) (City Wide) -
Page 2 of 4**

delegate the authority over the future use of the Hamilton City of Music logo to the Director of Tourism and Culture.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: There are costs associated with the intellectual property protection process (e.g. trademark) including application fees which are required to be paid and which are estimated to be less than \$1,500. There are sufficient funds available in the existing Tourism and Culture Division budget to cover these costs.

Staffing: It is anticipated that the application for intellectual property protection will be prepared and submitted by City Legal Services staff.

Legal: It is anticipated that the intellectual property protection will take the form of a trademark. A registered trademark lasts 15 years and can be renewed. City staff will be monitoring the trademark and its use to determine how best to proceed with this trademark in the future.

HISTORICAL BACKGROUND

- January 2014: Council approves the City of Hamilton’s Music Strategy (PED14001)
- January 2016 – August 2016: Public consultation for the development of Hamilton as a music city brand
- Spring 2016: RFP C3-06-16 for Music Branding Strategy and Marketing Communications Plan. A copy of the logo is attached as Appendix “A” to Report PED18146.
- September 2017: Logo launched as part of Supercrawl

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

Solicitor, Legal Services Division, Corporate Services Department

**SUBJECT: City of Music Logo – Delegated Authority (PED18146) (City Wide) -
Page 3 of 4**

Director, Strategic Partnerships and Revenue Generation Division, City Manager's Office

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The Hamilton City of Music logo is an important part of the Hamilton Music City brand and is currently in use. Appropriate intellectual property protection is anticipated to be in the form of a trademark. As well, it is necessary to ensure that the use of the logo is managed. Given that this logo is primarily used as part of the Tourism and Culture Division's initiatives, it is recommended that the Director of Tourism and Culture be delegated the authority to manage the future use of the logo.

Strengths and Economic Impacts of Music in Hamilton:

- Active, engaged and supportive music industry;
- Hosted 2015 JUNO Awards with an estimated economic impact of \$11.9 M;
- Annual economic impact of Supercrawl averages \$13 M;
- Garth Brooks' five concerts at FirstOntario Centre (March 2016) economic impact is estimated at \$9 M;
- 100+ live music venues;
- 20+ recording studios; and,
- When measuring the number of bands per million people, Hamilton comes in seventh place against cities such as Austin, Oxford, Nashville and Montreal (source Florida, Richard, 2012's Hottest Music Cities, According to SXSW, The Atlantic Cities, <https://www.citylab.com/design/2012/03/2012s-hottest-music-cities-according-sxsw/1517/>).

National and Provincial Economic Impacts:

- In Canada for 2010, the sound recording industry's estimated impact was approximately \$400 M;
- The average salary in the music industries in Canada is \$58,400 above the average of all industries at \$42,700;
- Ontario live music companies generated \$144 M in profits in 2013 from live music activities;
- Ontario's total economic impact of live music was \$1.2 B and live music companies contributed to \$432.4 M in taxes to all levels of government combined; and,
- 10,500 full-time jobs and 9,520 jobs due to tourism activity across Ontario.

ALTERNATIVES FOR CONSIDERATION

N/A

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**SUBJECT: City of Music Logo – Delegated Authority (PED18146) (City Wide) -
Page 4 of 4**

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.

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

Appendix “A” to Report PED18146: City of Music Logo

DS:ro



HAMILTON
cityofmusic



INFORMATION REPORT

TO:	Chair and Members General Issues Committee
COMMITTEE DATE:	August 13, 2018
SUBJECT/REPORT NO:	Mayor's Blue Ribbon Task Force on Skills Development – Progress Report and Update (PED18164) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Norm Schleeahn (905) 546-2424 Ext. 2669 Greg Crone (905) 546-2424 Ext. 3043
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

Council Direction:

N/A

Information:

On February 13, 2017, City Council approved five recommendations brought forward by the Mayor's Blue Ribbon Task Force (BRTF) on Skill Development that will help to develop and enhance Hamilton's workforce.

This Report provides an overview of each of the approved recommendations along with a list of associated actions and their status of implementation. In addition, each section also provides a highlight of at least one significant project that has been implemented since the last report to Council.

Background:

An important aspect of ensuring that the City of Hamilton can support local economic growth is to make certain that it has a workforce with the training and capacity to meet the needs of local employers.

Like many cities, Hamilton is experiencing the compounded impact of a skills shortage and an aging workforce with little succession planning in place. These factors both

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SUBJECT: Mayor's Blue Ribbon Task Force on Skills Development – Progress Report and Update (PED18164) (City Wide) - Page 2 of 9

significantly affect existing businesses and jeopardize the City's ability to attract investment and expand local operations.

Workforce development is a broad, complex and multifaceted activity that occurs over time. Studies show that effective workforce development requires a collaborative effort of industry and community organizations, governments and the education sector, which increasingly is an essential partner for successful outcomes.

The establishment of the Mayor's BRTF on June 2015 was a response to the interconnected and urgent issues of Hamilton's serious shortage of skilled trades and an aging workforce with limited succession plans. The Task Force's mandate is to develop a strategy to strengthen the City's local workforce with skilled workers for both the short and long terms.

The Task Force is co-chaired by Hamilton Mayor, Fred Eisenberger and President of Mohawk College, Ron McKerlie. This direct link between education and economic development embodies the Task Force's guiding principles of collaborative effort and partnership.

The Task Force includes 15 members, with representatives from the City of Hamilton, local post-secondary institutions, industry, labour, the Hamilton Chamber of Commerce and workforce specialists, who design and deliver training programs to improve individual and organizational performance.

On February 13, 2017, City Council approved the following five recommendations brought forward by the BRTF:

1. Build Hamilton's Local Workforce Capacity

Greater information sharing and new ways to collaborate among organizations and businesses are priorities, as is ensuring that the skills needed by employers is supported by the training offered by educational institutions.

2. Develop Initiatives to Create and Sustain Local Jobs

To retain current Hamilton employers and attract new ones, local systems and supports must meet their needs, including their availability.

3. Achieve Greater Alignment between Employer Needs and Skills Development

Greater collaboration between educators and employers would ensure educational and training programs are meeting the skills, knowledge and abilities needs of local employers, as informed by labour projections, labour market information and employer growth strategies.

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SUBJECT: Mayor’s Blue Ribbon Task Force on Skills Development – Progress Report and Update (PED18164) (City Wide) - Page 3 of 9

4. Create a Local System to Connect Job Seekers with Local Employers

A job-matching platform, developed collaboratively with community stakeholders, would facilitate connections between employers seeking new workers and job seekers.

5. Address Negative Perceptions about the City of Hamilton

Establishing Hamilton as a “community of choice” for skilled workers, professionals and entrepreneurs requires effective promotion, coordination and active planning.

PROGRESS AND IMPLEMENTATION OF ACTIONS RELATED TO BRTF RECOMMENDATIONS:

The BRTF created a list of associated actions for each Council-approved recommendation. All actions have been completed or are in the process of being implemented by the member organizations of the BRTF. An overview has been provided of each of the approved recommendations along with an abbreviated list of associated actions and their status of implementation.

In addition, each section also provides a highlight of at least one significant project that has been implemented since the last report to Council.

Recommendation One - Build Hamilton’s Local Workforce Capacity

Greater information sharing and new ways to collaborate among organizations and businesses are priorities, as is ensuring that the skills needed by employers is supported by the training offered by educational institutions.

Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Status
Strengthen Formal and Informal Engagement Opportunities	Industry Education Council (IEC) created and delivered the Employer Skills Training Advantage to Employment (ESTATE) Program	Completed
	Over ten initiatives and programs delivered by Mohawk College and partners in the Community including: <ul style="list-style-type: none"> • Sector partnership initiative focused on health care sector with Hamilton Association of Institutional Leaders and Workforce Planning Hamilton (WPH); • New Supply Chain Management Program developed at the request of the Hamilton Port Authority; • Canadian Welding Association, Canada’s largest trade membership organization initiated its national Enhanced Welder Apprentice Training Initiative in partnership with Mohawk College to better serve both welder 	Completed

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SUBJECT: Mayor's Blue Ribbon Task Force on Skills Development – Progress Report and Update (PED18164) (City Wide) - Page 4 of 9

Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Status
	Apprentices and the industry that benefits from them; and, <ul style="list-style-type: none"> Supported new YWCA initiative-Equitable Pathways to Technical Fields and Skilled Trades Advisory Committee. 	
Showcase Hamilton's Growing Industries	WPH hosted Manufacturing Week, October 23-27, 2017 as a virtual event in partnership with Edge Factor.	Completed
	WPH and Hamilton Economic Development is developing a series of labour market profiles on growing industries.	In Progress
	WPH submitted a sector planning partnership grant approved to research and explore health care labour market analysis and action plan.	Completed
Strengthen Awareness on Importance of Direct Work Experience	IEC delivered Certification training: "Innovation, Creativity, Entrepreneurship", and "Customer Service" to prepare high school students for the workplace through certification training.	In Progress
	IEC provided support to education partners for co-op placements, speakers and Company tours.	In Progress
Develop Leadership and Management Skills Through Collaboration	Leadership Summit for Women was held on November 18, 2017 at MIP.	Completed
	Students had the opportunity to take part in a job shadowing event from October 10-13, 2017, in an industry of interest. Event partners were McMaster University, Mohawk College, YWCA and WPH.	Completed
Ensure Awareness of Importance of Organizational Memory	WPH researched and prepared a proposal to the Ontario Centre for Workforce Innovation to develop and pilot a succession planning model with engaged employers. Funding was not approved. Other opportunities for funding are being pursued.	Completed
Address Public Transportation Limitations	Senior Staff from Hamilton Street Railway and Economic Development have had several meetings to discuss extending service into City's Business Parks.	In Progress

Highlighted Action - Mohawk City School

Mohawk College is working with 13 local employers to create customized training that connects at-risk individuals with in-demand jobs.

On April 9, 2018, it was announced that the partnerships are being funded with a \$600K grant from the Ministry of Advanced Education and Skills Development.

Mohawk will conduct labour market analysis in partnership with the Mayor of Hamilton's BRTF on Workforce Development, Workforce Planning Hamilton and the City's Neighbourhood Action Strategy. Mohawk will then work with employers over the next three years to develop preparatory courses that address local skill shortages.

The employer-driven training will be delivered through Mohawk's City School initiative. City School offers tuition-free college credit courses and workshops at the Eva Rothwell Centre in North Hamilton, the Central Public Library in Downtown Hamilton and at a mobile classroom.

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SUBJECT: Mayor's Blue Ribbon Task Force on Skills Development – Progress Report and Update (PED18164) (City Wide) - Page 5 of 9

In 2016, the Province invested \$1.6 M in City School to fund the custom-built mobile classroom and provide more programming to more people in the community.

Recommendation Two - Develop Initiatives to Create and Sustain Local Jobs

To retain current Hamilton employers and attract new ones, local systems and supports must meet their needs, including the availability.

Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Status
Share Regular Business Expansion and Retention (BR&E) Survey Information	HED to produce an Annual Business and Expansion Report that will be presented to Council and Community in 2018.	In Progress
Increase Business Succession Planning Initiatives	WPH researched and prepared a proposal to the Ontario Centre for Workforce Innovation to develop and pilot a succession planning model with engaged employers. Funding not approved. Other opportunities for funding are being pursued.	Completed
Support Young Professionals in Hamilton to Start or Advance their Careers	The Hamilton Chamber of Commerce Young Entrepreneurs and Professionals Group host monthly meetings with key influencers. Ongoing participation, mentorship, engagement and communications support for the activities of Hamilton HIVE network, Hack the City, Student Associations and other representative organizations and external young professional networks with organizations like Civic Action.	Completed/In Progress
	An international Student Summit took place on November 23, 2017 hosted by Global Hamilton in partnership with McMaster University, Mohawk College, Redeemer and Columbia International College. Close to 100 students attended the event which highlighted and showcased Hamilton's employment opportunities, pathways for immigration and reasons to stay in Hamilton after graduation.	Completed
	In 2017/2018 over 200 students took part in two different Hamilton Employment Crawls. The employment Crawl is a joint partnership between all academic institutions and WPH to showcase interesting companies in Hamilton and potential paths to employment.	Completed/In Progress

Highlighted Action – Hamilton Employment Crawl

The Hamilton Employment Crawl (HEC) was the first of its kind to be held at an Ontario University and in Canada, engaging alumni and students in both undergraduate and graduate programs. Celebrating its fifth anniversary, the HEC is now a collaborative effort between McMaster University, Mohawk College, Redeemer University College and Workforce Planning Hamilton.

In 2017/18, over 200 students have been provided with tours highlighting different industry streams with local employers in the fields of Information and Communications Technology, Health, Advanced Manufacturing, Social Work and Finance.

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SUBJECT: Mayor's Blue Ribbon Task Force on Skills Development – Progress Report and Update (PED18164) (City Wide) - Page 6 of 9

According to students, the top priority when selecting a City to live work and play is its cultural diversity and career opportunities. This is in line with the goals of the event and students have confirmed, through feedback, that they are impressed with the breadth of opportunity available in our City. In the near future, the HEC is looking to expand to a one week event and explore opportunities to have students work on employer projects during the event.

Recommendation Three - Achieve Greater Alignment between Employer Needs and Skills Development

Greater collaboration between educators and employers would ensure educational and training programs are meeting the skill, knowledge and ability needs of local employers, as informed by labour projections, labour market information and employer growth strategies.

Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Status
Strengthen Program Alignment with Anticipated Employment and Skill Demands	IEC created and delivered the ESTATE Program.	Completed
	Several programs of Corporate support for capital investment, access to technology and equipment, strengthened program curriculum and have been introduced including: <ul style="list-style-type: none"> • Opening of the Centre for Health Care Simulation; • Opened Connections facility at Mohawk Stoney Creek Campus that will allowed skilled trades to train together in a collaborative facility; • FANUC Robotics Lab and Certification – Mohawk College; • Siemens Mechatronics Certification – Mohawk College; • Joyce Centre net zero energy buildings is in progress – development of curriculum and programs in support of a low carbon economy to compliment facility; and, • Integrated Centre for Climate Change Management including digital analysis of facilities and equipment. 	Completed/In Progress
	Public/Private Partnerships <ul style="list-style-type: none"> • Arcelor Mittal Dofasco-Presently working on Pilot project offering one-year Certificate Program for Operator training to address ArcelorMittal Dofasco demographic challenges; • Walters Partnership-continues one-year mechanical techniques-Welding Program, and, • Six Nations Polytechnic Partnerships-one-year mechanical techniques-Manufacturing Process-completed one-year Ontario College Certificate. October 2017 focus on welding, Machining and electrical. Proposing offering one-year College Certificate Mechanical Techniques-Production Framer includes basic training in Framing/Building Techniques-January 2018-September 2018. Mechanical Techniques-Manufacturing Process. Includes basic training in the areas of Welding, Machining and Electrical. 	In Progress
Hold a Bi-Annual Forum to Evaluate the Skills and Occupation Needs of Local Employers	Preliminary discussions for the organization of a bi-annual forum have taken place.	In Progress

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SUBJECT: Mayor’s Blue Ribbon Task Force on Skills Development – Progress Report and Update (PED18164) (City Wide) - Page 7 of 9

Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Status
Encourage Employers to Develop Co-op Programs	Ongoing marketing by all partners for the recruitment of employers to develop Co-op Program.	In Progress
Develop Capability to Strategically Forecast and Communicate Labour Force Needs to Employers	WPH completed an in-depth study of skilled trades requirements for industrial, motive power and construction trades. Report will include latest data on skills shortages in skilled trades and employer suggestions for local improvements to improve access to training.	Completed

Highlighted Action - Employer Skills Training Advantage to Employment

The ESTATE Program has demonstrated that community collaboration effectively solves labour market shortages. Through funding received by the Industry Education Council of Hamilton from the Ontario Ministry of Economic Development and Growth, skills gaps in the Hamilton area were identified and a planned training Program was developed in partnership with Mohawk College, Mohawk College Enterprise, Express Employment Professionals and multiple industry partners to resolve these shortages.

ESTATE has been a “demonstration project” of the Mayor’s BRTF in Hamilton. The Task Force engaged multiple sectors across the City to determine labour market shortages. In response, a unique educational skills training program was designed to address the “skills gap” in two primary sectors: (1) Advanced Manufacturing/CNC; and, (2) Mobile Industrial/Hydraulics. The curriculum developed will continue to be utilized for future training opportunities at Mohawk College.

Utilizing the funds to develop a unique Program delivered through a world class skills training organization such as Mohawk College and backed by the City of Hamilton is an effective method of directly addressing the identified skills needs in the Hamilton community. A robust Program like ESTATE compresses what normally would be delivered over two years into 28 weeks. Participants who trained in relevant skills have been employed in local companies experiencing skills shortages.

Program outcomes included participation by 41 individuals from very diverse backgrounds. Of this group who started the Program, 23 graduates were successful and completed the training. Program attrition was the result of individuals being hired prior to completion of the formal training as well as those who encountered personal circumstances preventing their continuation in the Program. Partners included 38 companies across the Greater Hamilton Area who contributed to program success by providing advice, workplace training and hiring ESTATE graduates.

The Industry Education Council of Hamilton is uniquely positioned as a not-for-profit organization to identify specific community needs and to access government and private

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SUBJECT: Mayor's Blue Ribbon Task Force on Skills Development – Progress Report and Update (PED18164) (City Wide) - Page 8 of 9

funds. These support the collaborative development of training opportunities for youth, leading to employment and workforce development beginning in the formative years.

Recommendation 4 - Create a Local System to Connect Job-Seekers with Local Employers

A job-matching platform, developed collaboratively with community stakeholders, would facilitate connections between employers seeking new workers and job seekers.

Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Status
Create a Regional Communication Strategy	HED to share available training opportunities with local companies through the Hamilton Calling Program.	In Progress
Use an online platform to support employers in the recruitment and selection process	Funding Partnership created a Magnet Project Manager position housed within the Hamilton Chamber of Commerce.	Completed
	Chamber staff and co-ordinator will finalize Magnet implementation strategy in consultation and coordination with funding partners.	Completed

Highlighted Action – Implementation of Magnet – Job Matching Platform

With the funding support of The City of Hamilton, ArcelorMittal Dofasco, Mohawk College and McMaster, the Hamilton Chamber of Commerce hired a Project Manager in January of 2018 to operate and manage the execution of Magnet, a local based job-matching program, in Hamilton.

In the first quarter of 2018, Hamilton's Magnet team underwent extensive training on the talent-matching platform and developed a comprehensive project and marketing plan for 2018. The project plan is now underway and in execution.

In May of 2018, a marketing campaign was launched to reach the larger Hamilton public, and to draw job seekers into the system. These efforts are to continue through June and July of 2018.

To date, Magnet Hamilton has on-boarded 40 local businesses and over 300 job seekers. The Magnet team anticipates these numbers will grow significantly after the summer lull. It is important to note that these numbers do not reflect the full scope of data in all of Hamilton. There are over 100 businesses and over 6,500 job seekers using Magnet in the Greater Toronto Hamilton Area.

As for next steps, the Program will continue extensive marketing efforts and raise awareness of the platform in Hamilton, in particular, there is work underway to create testimonial videos from businesses that have had success utilizing the Magnet platform.

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SUBJECT: Mayor’s Blue Ribbon Task Force on Skills Development – Progress Report and Update (PED18164) (City Wide) - Page 9 of 9

Recommendation 5 - Address Negative Perceptions about the City of Hamilton

Establishing Hamilton as a “community of choice” for skilled workers, professionals and entrepreneurs requires effective promotion, co-ordination and active planning.

Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Status
Develop a Communications Plan	HED completed a new three year Economic Development Marketing Strategy to be launched in Q1 2018.	Completed
	Re-purposing of the City of Hamilton’s Amazon bid document and video.	In Progress
Broaden Distribution of Economic Development e-newsletter	HED is collaborating with local and external job recruitment agencies, as well as business community clientele, on a regular basis to expand current database of newsletter recipients.	In Progress

Highlighted Action - Utilizing Hamilton’s “Welcome to Hamilton, Welcome to Unstoppable” Amazon Bid to Promote the City of Hamilton

In October 2017, the City of Hamilton was one of 238 Municipalities vying for Amazon’s HQ2 headquarters. Although the City did not make the short list for Amazon, the marketing collateral submitted was developed as part of the foundation for our more holistic City and in particular, Economic Development marketing efforts going forward. These materials have, and will be utilized for many corporate initiatives to promote the City of Hamilton as a community of choice.

To date, this has included social media posts, the template for various ads, and the Economic Development Annual Review Success Makers’ video messaging and pop up banners.

New content that was developed for the Amazon bid has also been incorporated extensively into site location proposals for companies looking to move to Hamilton and/or expand their existing operations. A new look investinhamilton.ca website will be launched in Q1 of 2019 that will highlight extensively the community and cultural elements of the City of Hamilton.

Next Steps

The BRTF will continue to monitor the progress on all of the Council approved recommendations along with the implementation of all the associated actions.

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The Mayor's
Blue Ribbon
Task Force
on Workforce
Development



Hamilton

Mayor's Blue Ribbon **Task Force**

Background

Established in June 2015 in response to the interconnected and urgent issues of Hamilton's serious shortage of skilled trades and an aging workforce with limited succession plans.

The Task force includes 15 members, with representatives from the City of Hamilton, local post-secondary institutions, industry, labour, the Hamilton Chamber of Commerce and workforce specialists, who design and deliver training programs to improve individual and organizational performance.



Blue Ribbon Task Force **Timeline**



RECOMMENDATION 1

Build Hamilton's local workforce capacity

Greater information-sharing and new ways to collaborate among organizations and businesses are priorities, as is ensuring that the skills needed by employers are supported by the training offered by educational institutions.



City School

by

MOHAWK

Building
Hamilton's
Workforce
Capacity



Join a conversation on
community, partnerships
and collaboration.

RECOMMENDATION 2

Develop initiatives to create and sustain local jobs

To retain current Hamilton employers and attract new ones, local systems and supports must meet their needs, including the availability of local employees.



Develop
Initiatives
to Create
and Sustain
Local Jobs

HEC

HAMILTON EMPLOYMENT CRAWL

partnership that engaged over 200 students



over 100 international students

RECOMMENDATION 3

Achieve greater alignment between employer needs and skills development

Greater collaboration between educators and employers would ensure educational and training programs are meeting the skills, knowledge and abilities needs of local employers, as informed by labour projections, labour market information and employer growth strategies.



Achieve
Greater Alignment
Between Employer
Needs and Skills
Development

Over a dozen public/
private partnerships
between business
and academia



23 ESTATE program grads



Completed study of skilled
trades requirements for
industrial, motive power
and construction trades

RECOMMENDATION 4

Create a local system to connect job-seekers with local employers

A job-matching platform, developed collaboratively with community stakeholders, would facilitate connections between employers seeking new workers and job-seekers.



ArcelorMittal
DOFASCO | HAMILTON



MOHAWK



hamilton
chamber of commerce
your voice in business



Hamilton

Create a Local
System to Connect
Job Seekers with
Local Employers



RECOMMENDATION 5

Address negative perceptions about the City of Hamilton

Establishing Hamilton as a 'community of choice' for skilled workers, professionals and entrepreneurs requires effective promotion, coordination, and active planning.

welcome to unstoppable

Address
Negative
Perceptions
About the
City of
Hamilton



Next **Steps**

The Mayor's Blue Ribbon Task Force will continue fostering strong industry and community partnerships, leveraging education, and communicating with one voice the benefits of living and working in Hamilton.

Next meeting to be convened in January 2019

The Mayor's
**Blue Ribbon
Task Force**
on Workforce
Development



Hamilton

Purpose Statement

On February 13th, 2017, Hamilton City Council approved five recommendations brought forward by the Mayor's Blue Ribbon Task Force (BRTF) on Skills Development that will help to develop and enhance Hamilton's workforce.

This report provides an overview of each of the approved recommendations along with a list of associated actions and their status of implementation. In addition, each section provides a highlight of at least one of the significant projects that have been implemented since the last Report to Council.

Background



An important aspect of ensuring that the City of Hamilton can support local economic growth is to make certain that it has a workforce with the training and capacity to meet the needs of local employers.

Like many cities, Hamilton is experiencing the compounded impact of a skills shortage and an aging workforce with little succession planning in place. These factors both significantly affect existing businesses and jeopardize the City's ability to attract investment and expand local operations.

Workforce development is a broad, complex and multifaceted activity that occurs over time. Studies show that effective workforce development requires a collaborative effort of industry and community organizations, governments and the education sector, which increasingly, is an essential partner for successful outcomes.

The establishment of the Mayor's Blue Ribbon Task Force in June 2015 was a response to the interconnected and urgent issues of Hamilton's serious shortage of skilled trades, and an aging workforce with limited succession plans. The Task Force's mandate is to develop a strategy to strengthen the City's local workforce with skilled workers for both the short and long terms.

The Task Force is co-chaired by Hamilton Mayor, Fred Eisenberger and President of Mohawk College, Ron McKerlie. This direct link between education and economic development embodies the Task Force's guiding principles of collaborative effort and partnership.

The Task Force includes 15 members, with representatives from the City of Hamilton, local post-secondary institutions, industry, labour, the Hamilton Chamber of Commerce and workforce specialists, who design and deliver training programs to improve individual and organizational performance.



*Blue Ribbon Task Force Co-Chairs:
President of Mohawk College, Ron McKerlie
and Hamilton Mayor, Fred Eisenberger.*

Recommendations

1

Build Hamilton's local workforce capacity

2

Develop initiatives to create and sustain local jobs

3

Achieve greater alignment between employer needs and skills development

4

Create a local system to connect job seekers with local employers

5

Address negative perceptions about the City of Hamilton

RECOMMENDATION 1

Build Hamilton's local workforce capacity



Greater information sharing and new ways to collaborate among organizations and businesses are priorities, as is ensuring that the skills needed by employers are supported by the training offered by educational institutions.

Highlighted **Action**

Province strengthens partnerships between Mohawk College and regional employers



As announced on April 9, 2018, Mohawk College's City School initiative will be expanded to focus on meeting industry needs. Mohawk will conduct labour market analysis in partnership with the Mayor of Hamilton's Blue Ribbon Task Force on Workforce Development, Workforce Planning Hamilton and the City's Neighbourhood Action Strategy. The College will then work with employers over the next three years to develop preparatory courses that address local skill shortages.



City School

by

 MOHAWK

The employer-driven training will be delivered through Mohawk's City School initiative.



Mohawk College will work with **13 local employers** to create customized training that connects at-risk individuals with in-demand jobs.



In 2016, the Province invested \$1.6 million in City School to fund the **custom-built mobile classroom** and provide more programming to more people in the community.

Mohawk's City School offers tuition-free college credit courses and workshops at the Eva Rothwell Centre in North Hamilton, the Central Public Library in Downtown Hamilton and at a mobile classroom.

Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Lead and Contributors	Status	Outcomes Achieved
Strengthen formal and informal engagement opportunities	Employer Skills Training Advantage To Employment (E.S.T.A.T.E.)	Industry Education Council	Completed	Local companies recruited to provide mentors along with work integrated learning opportunities for ESTATE students as they enter the workforce. On completion of the training, successful graduates were hired by the participating companies
	Strong relationships, employer input into local programming, direct connections between employer and future local labour force	Mohawk College	Completed	<ul style="list-style-type: none"> -50+ Program Advisory Committee meetings per year in every area, comprised of industry, academics, recent graduates -With HAIL and WPH, Sector Partnership Initiative focused on healthcare sector -HCF/Hamilton/Mohawk Neighbourhood Leadership Institute Partnership in support of Neighbourhood Action Strategy -City School - programs with Hamilton Health Sciences, Port Authority, new trades classroom at ERRC, ArcelorMittal Dofasco, media focused programming at Hamilton Public Library -Ongoing employer/ grad nights to show case Mohawk College students and job opportunities -Engagement in committees - HSTAC, LHIN, Hamilton Chamber of Commerce, YWCA, Hamilton Community Benefits Committee - LRT -Connect to Careers Job Fair/Hamilton Employment Crawl - Mohawk McMaster Hamilton Redeemer -Advanced Placement Project to support credit recognition of workplace learning/training -New Supply Chain Management Program developed at request of Hamilton Port Authority -Supporting new YWCA initiative - Equitable Pathways to Technical Fields and Skilled Trades Advisory Committee -Donating a robot to Industry Education Council program -Hamilton Immigration Partnership Council - Welcoming Communities -Job Fairs for the ECE industry in Hamilton each year attended by Mohawk's graduating ECE class (high demand in this field in Hamilton) -Canadian Welding Association (CWA), Canada's largest trade membership organization, initiated its national Enhanced Welder Apprentice Training Initiative (EWAT) in partnership with Mohawk College to serve both welder apprentices and the industry that benefits from them -Multiple collaborative projects with Hamilton Health Sciences involving students across various academic areas -Schlegel Village collaboration - provide PSW programming (didactic and placement) at the Village of Wentworth Heights
Showcase Hamilton's growing industries	Hosted Manufacturing Week as a virtual event in partnership with Edge Factor	Workforce Planning Hamilton	Completed	Promoted the online opportunity to view videos and other curriculum tools for high school students and jobseekers accessing employment services
	Prepare a series of labour market profiles on growing industries	Workforce Planning Hamilton	In progress	Ten comprehensive profiles of Hamilton key industries will be released in September 2018. They will include information on growing and declining industries in the local economy as well as prevalent occupations and skills requirements
	Sector Planning Partnership Grant (MAESD funding) approved to research and explore health care labour market analysis and action plan	Workforce Planning Hamilton	In progress	Report, action plan and strategic partnerships developed by the end of November 2018
Strengthen awareness on importance of direct work experience	Certification training: 'Innovation, Creativity, Entrepreneurship', and 'Customer Service'	Industry Education Council	In progress	Preparing high school students for the workplace through certification training
	Cooperative education support	Industry Education Council	In progress	Support to education partners for co-op placements, classroom speakers and company tours
Develop leadership and management skills through collaboration	Needed skill development for mid and senior level employees, future mentorship opportunities	Mohawk College, McMaster University	In progress	<ul style="list-style-type: none"> -Mohawk College Enterprise Future Ready Leadership Programs -Hamilton Health Sciences neuroscience outreach simulation project - train the trainer model - Advanced placement project, executive program deliveries (Accessible Media Production, Web Design and Development), funded research project underway focused on competency based education -New programs to address needs - Accessible Media Production (Fall 2017), Supply Chain Management (Winter 2018), Sustainable Local Foods (Fall 2017), Analytics for Business Decision Making (Winter 2018), Community and Social Services Management (Winter 2018)
	Leadership Summit for Women	Mohawk College, McMaster University, YWCA, Workforce Planning Hamilton	In progress	The Leadership Summit for Women is an annual, intergenerational and community-wide event that provides the skills, space, and support for all participants, regardless of gender, to reach their full potential as individuals and as collaborative members of the Hamilton community. The Summit includes established and developing leaders who participate as panelists, presenters and moderators to engage Hamiltonians in a robust, meaningful and ongoing discussion about advancing the status of women. The 2017 theme, "Be Bold!" was a call to action for young women and allies to have the courage to use their voices and challenge the status quo. 169 students, alumni and community members registered to attend this event on November 18, 2017
	Career Field Externship	McMaster University, Student Success Centre	Completed	26 McMaster students participated in the Career Field Externship program between October 10-13, 2017. This program highlighted Hamilton's diverse labour market and enabled students to gain valuable career advice and real-world employment experience while shadowing a variety of career professions in the Hamilton community
	Change Camp Hamilton	McMaster University	Completed	Program brought together residents, students, community organizations and the City of Hamilton to participate in discussion. The projects included: Space Animation, Affordable Housing, Community Print Shop, Transportation and Food Insecurity
Ensure awareness of importance of organizational memory	Researched and prepared a proposal to OCWI to develop and pilot a succession planning model with engaged employers	Workforce Planning Hamilton	Completed	Funding not approved. Will seek other opportunities for funding
Address public transportation limitations	Senior staff from HSR and Economic Development have had several meetings to discuss extending service into City's business parks	City of Hamilton, Economic Development, HSR	In progress	Senior staff from Hamilton Street Railway (HSR) and Economic Development have had several meetings to discuss extending service into City's business parks

RECOMMENDATION 2

Develop initiatives
to create and sustain
local jobs



To retain current Hamilton employers and attract new ones, local systems and supports must meet their needs, including the availability of local employees.

Highlighted **Action**

Hamilton Employment Crawl:

The Hamilton Employment Crawl was a unique initiative focusing on engaging alumni and students in both graduate and undergraduate programs.

Presented In Partnership



The goals of the Hamilton Employment Crawl event, since its inception are to:

1

Attract, retain, and engage young professionals in the city

2

Provide students with an opportunity to build professional relationships and develop a sense of community

3

Meet the goal of building strong relationships with the local community partners and the City

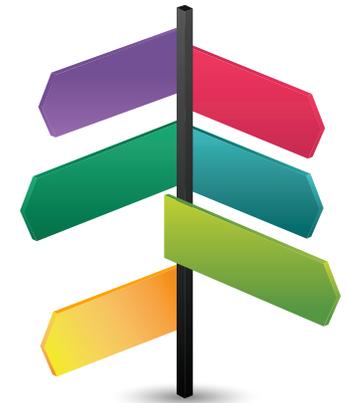
4

Showcase the city's growing entrepreneurial industry



In 2017/18, over 200 students were provided with tours highlighting different industry streams with local employers in the fields of **ICT, Health, Advanced Manufacturing, Social Work, and Finance.**

According to students, the top priority when selecting a city to live, work and play is its **cultural diversity and career opportunities.** This is in line with the goals of the event and students have confirmed, through feedback, that they are impressed with the **breadth of opportunity** available in our city.



In the near future, the Hamilton Employment Crawl is looking to **expand to a one week event** and explore opportunities to have students work on employer projects during the event.



Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Lead and Contributors	Status	Outcomes Achieved
Share regular business expansion and retention (BR&E) survey information	Produce an Annual BR & E Report	City of Hamilton, Economic Development	In progress	Hamilton Economic Development to produce an Annual Business and Expansion Report that will be presented to Hamilton City Council and community in 2018
Increase business succession planning initiatives	Researched and prepared a proposal to OCWI to develop and pilot a succession planning model with engaged employers	Workforce Planning Hamilton	Completed	Funding was not approved. Other opportunities for funding are being pursued
Support young professionals in Hamilton to start or advance their careers	Young Entrepreneurs and Professionals (YEP) hosts monthly meetings with key influencers	Hamilton Chamber of Commerce	In progress	Young professionals may not always have the opportunity to network with CEO's, or key influencers in Hamilton. YEP's attended four Chamber events at a subsidized ticket price - approximately 50 YP's (OBAA's, 2 tables, City Manager's and Mayor's Breakfast, a table at each and 10 YP's attended BAES). Monthly meeting each month (either a breakfast or a roundtable) approximately 30 YP's attend general meetings and approximately 45 attend the roundtables
	Chamber provides overall co-ordination and funding support for the YEP Division	Hamilton Chamber of Commerce	In progress	Ongoing participation, mentorship, engagement and communications support for the activities of Hamilton HIVE network, Hack the City, Student Associations and other representative organizations and external young professional networks with organizations like Civic Action
	Strong young professionals network, retention of younger workers, support for individuals coming to the City (local industry gaps are matched to Mohawk College/McMasterUniversity international graduates)	Mohawk College	In progress	<ul style="list-style-type: none"> -Active participation and promotion of Global Hamilton activities -Job crawl - target key industry gaps and match to student/graduate lists -CityLAB partnership -SURGE activities include: Speaker Series, Startup Crawl, funding roundtables, bootcamps, pitch competition, mentorship initiatives -Continuing Education/Hamilton HIVE joint research project was completed last year to determine ongoing academic and training needs of young professionals -Guest speakers at YEP events -Family Business Series Workshops -Job Developer Network - Mohawk Hamilton and other EO service providers -Media stories that showcase international student engagement and success in local industry and in the community
	International Student Summit	Global Hamilton	Completed	An International Student Summit took place November 23, 2017 hosted by Global Hamilton in partnership with McMaster University, Mohawk College, Redeemer University College and Columbia International College. Close to 100 students attended the event which highlighted and showcased Hamilton's employment opportunities, pathways for immigration and reasons to stay in Hamilton after graduation
	Hamilton Employment Crawl	Global Hamilton, McMaster University, Mohawk College, Redeemer University College, Workforce Planning Hamilton	Completed/ In progress	In 2017/2018 over 200 students took part in two different Hamilton Employment Crawls. The Employment Crawl is a joint partnership between all academic institutions and Workforce Planning Hamilton to showcase interesting companies in Hamilton and potential paths to employment

RECOMMENDATION 3

Achieve greater alignment between employer needs and skills development



Greater collaboration between educators and employers would ensure educational and training programs are meeting the skills, knowledge and abilities needs of local employers, as informed by labour projections, labour market information and employer growth strategies.

Highlighted Action

Employer Skills Training Advantage To Employment (ESTATE) Program

The Employer Skills Training Advantage To Employment (ESTATE) Program has demonstrated that community collaboration effectively solves labour market shortages. Through funding received by the Industry Education Council of Hamilton from the Ontario Ministry of Economic Development and Growth, skills gaps in the Hamilton area were identified and a planned training program was developed in partnership with Mohawk College, Mohawk College Enterprise, Express Employment Professionals and multiple industry partners to resolve these shortages.

ESTATE has been a ‘demonstration project’ of the Mayor’s Blue Ribbon Task Force in Hamilton. The Task Force engaged multiple sectors across the city to determine labour market shortages. In response, a unique educational skills training program was designed to address the “skills gap” in two primary sectors: (1) Advanced Manufacturing/CNC and (2) Mobile

Industrial/Hydraulics. The curriculum developed will continue to be utilized for future training opportunities at Mohawk College.

Utilizing the funds to develop a unique program delivered through a world class skills training organization, such as Mohawk College and backed by the City of Hamilton, is an effective method of directly addressing the identified skills needs in the Hamilton community. A robust program like ESTATE compresses what normally would be delivered over two years, into 28 weeks. Participants who trained in relevant skills have been employed in local companies experiencing skills shortages.





A robust program like ESTATE compresses what normally would be delivered over two years, into 28 weeks. Participants who trained in relevant skills have been employed in local companies experiencing skills shortages.

Program outcomes included participation by 41 individuals from very diverse backgrounds. Of this group who started the program 23 graduates were successful and completed the training. Program attrition was the result of individuals being hired prior to completion of the formal training as well as those who encountered personal circumstances preventing their continuation in the program. **Partners included 38 companies across the Greater Hamilton Area who contributed to program success by providing advice, workplace training and hiring ESTATE graduates.**

The Industry Education Council of Hamilton is uniquely positioned as a not-for-profit to identify specific community needs and accessing government and private funds. These dedicated funds support the collaborative development of training opportunities for youth, leading to employment and workforce development beginning in the formative years.

Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Lead and Contributors	Status	Outcomes Achieved
Strengthen program alignment with anticipated employment and skill demands	Employer Skills Training Advantage To Employment (E.S.T.A.T.E.)	City of Hamilton, Economic Development, Industry Education Council, Mohawk College	Completed	-Employers engaged through the BRTF for feedback on skills gaps in their sector -ESTATE produced 23 individuals ready to enter the workforce with skills developed for CNC operators and hydraulics technicians -The program was a joint endeavour made possible through a partnership between the Ontario Ministry of Economic Development and Growth, Mohawk College, Mohawk College Enterprise, Industry Education Council, Express Employment Professionals, and multiple industry partners. E.S.T.A.T.E. offered unique educational skills training designed to address the "skills gap" in two key underserved sectors: (1) Advanced Manufacturing with a focus on CNC and (2) Mobile Industrial/Hydraulics. The first cohort of students have provided the program and its instructors with very positive reviews
	Opportunities for corporate support for capital investment, access to technology and equipment, strengthened program curriculum	City of Hamilton, Economic Development, Industry Education Council, Mohawk College	Completed	-Opened Centre for Health Care Simulation -Opened connections facility at Stoney Creek Campus that will allow skilled trades to train together collaboratively -Realignment of academic areas at Mohawk College to allow for a specific focus on growth of work integrated learning opportunities, including: -FANUC Robotics Lab and certification -Siemens mechatronics certification -Joyce Centre For Partnership and Innovation, a net zero energy building is under development and will include development of curriculum and programs in support of a low carbon economy to compliment the facility -Integrated Centre for Climate Change Management including digital analysis of facilities and equipment
	Public/Private Partnerships	Business Community, Mohawk College, McMaster University, Hamilton Port Authority	In progress	ArcelorMittal Dofasco - Presently working on a pilot project offering a one year certificate program for operator training to address ArcelorMittal Dofasco demographic challenges -Walters Partnership continues a one year, on site, mechanical techniques welding program Mohawk College - new program October 2017 focus on welding, machining and electrical. Proposing offering 1 Year College Certificate Mechanical Techniques - Production Framing includes basic training in framing / building techniques - Jan 2018 - Sept 2018 Mohawk College - new Mechanical Techniques - Manufacturing Processes. Includes basic training in the areas of welding, machining, and electrical - September 2018 -Coding bootcamps -Ontario Centre for Workforce Innovation project with Hamilton Port Authority to research employer needs and preferred delivery models -Submitted a joint Mohawk College /McMaster University supercluster proposal to assist with manufacturing competitiveness and productivity -Joint Mohawk College Continuing Education/YWCA research project exploring barriers for women entering and persisting in skilled trades -Mohawk College Accessible Media Production Program launched-post-graduate certificate (leader provincially) -Mohawk College Continuing Education -infant, child and adolescent mental health specialized certificate developed in collaboration with Hamilton Health Sciences -Mohawk College launched online research administration program in collaboration with Canadian Association of Research Administrators
Hold a bi-annual forum to evaluate the skills and occupation needs of local employers	Organize bi-annual forum	Workforce Planning Hamilton	In progress	Dates to be determined
Encourage employers to develop experiential learning programs	Ongoing marketing and recruitment of employers	Industry Education Council	In progress	Ongoing marketing by all partners for the recruitment of employers to develop experiential learning programs
Develop capability to strategically forecast and communicate labour force needs to employers	Complete study of skilled trades requirements for industrial, motive power, and construction trades	Workforce Planning Hamilton	Completed	Workforce Planning Hamilton completed a report which includes the latest data on skills shortages in skilled trades and employer suggestions for local improvements to improve access to training

RECOMMENDATION 4

Create a local system
to connect job seekers
with local employers



A job matching platform, developed collaboratively with community stakeholders, would facilitate connections between employers seeking new workers and job seekers.

Highlighted Action

Implementation of Magnet – Job Matching Platform

With the funding support of **the City of Hamilton, ArcelorMittal Dofasco, Mohawk College, and McMaster University, the Hamilton Chamber of Commerce** hired a project manager in January of 2018 to operate and manage the execution of Magnet in Hamilton.

At the beginning of the year, Hamilton's Magnet team underwent extensive training on the talent-matching platform and developed a comprehensive project and marketing plan for 2018. The project plan is now underway and in execution. The Magnet project manager arranged one-on-one meetings with a number of local businesses, community partners and organizations – and attended a number of career fairs and other career partner events to help recruit employers into the system.



In May of 2018, a marketing campaign was launched to reach the larger Hamilton public, and fill job seekers into the system.

To date, Magnet Hamilton has onboarded **40 local businesses and over 300 job seekers**. The Magnet team anticipates these numbers will grow significantly after the summer lull. It is important to note that these numbers do not reflect the full scope of data in all of Hamilton – **there are over 100 businesses and over 6,500 job seekers using Magnet in the GTHA.**

As for next steps, the program will continue extensive marketing efforts and raise awareness of the platform in Hamilton-in particular there is work underway to create testimonial videos from businesses that have had success utilizing the Magnet platform.

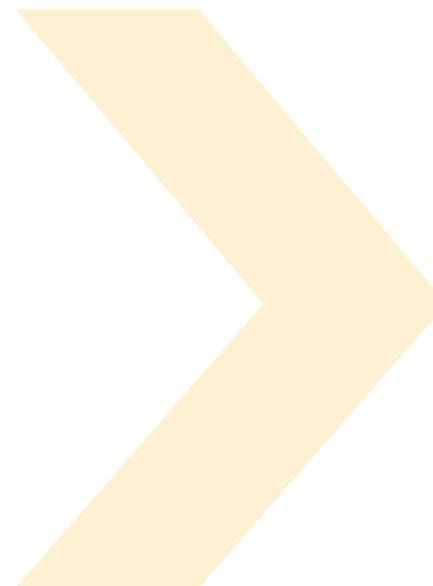


Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Lead and Contributors	Status	Outcomes Achieved
Create a regional communication strategy	Continue to share available training opportunities with local companies through the Hamilton Calling program	City of Hamilton	In progress	Approximately 150 companies to be engaged in 2018
Use an online platform to support employers in the recruitment and selection process	Funding Partnership to create a Magnet project manager position housed within the Hamilton Chamber of Commerce.	Hamilton Chamber of Commerce	Completed	Funding Partnership created Magnet project manager position housed within the Hamilton Chamber of Commerce
	Chamber staff and co-ordinator will finalize Magnet implementation strategy in consultation and coordination with funding partners	Hamilton Chamber of Commerce	Completed	Hamilton Chamber of Commerce staff and co-ordinator to finalize Magnet implementation strategy in consultation and coordination with funding partners

100
businesses

6,500
job seekers

are using Magnet
in the GTHA



RECOMMENDATION 5

Address negative perceptions about the City of Hamilton



Establishing Hamilton as a ‘community of choice’ for skilled workers, professionals and entrepreneurs requires effective promotion, coordination, and active planning.

Highlighted **Action**

Utilizing Hamilton’s Amazon Bid to Promote the City of Hamilton

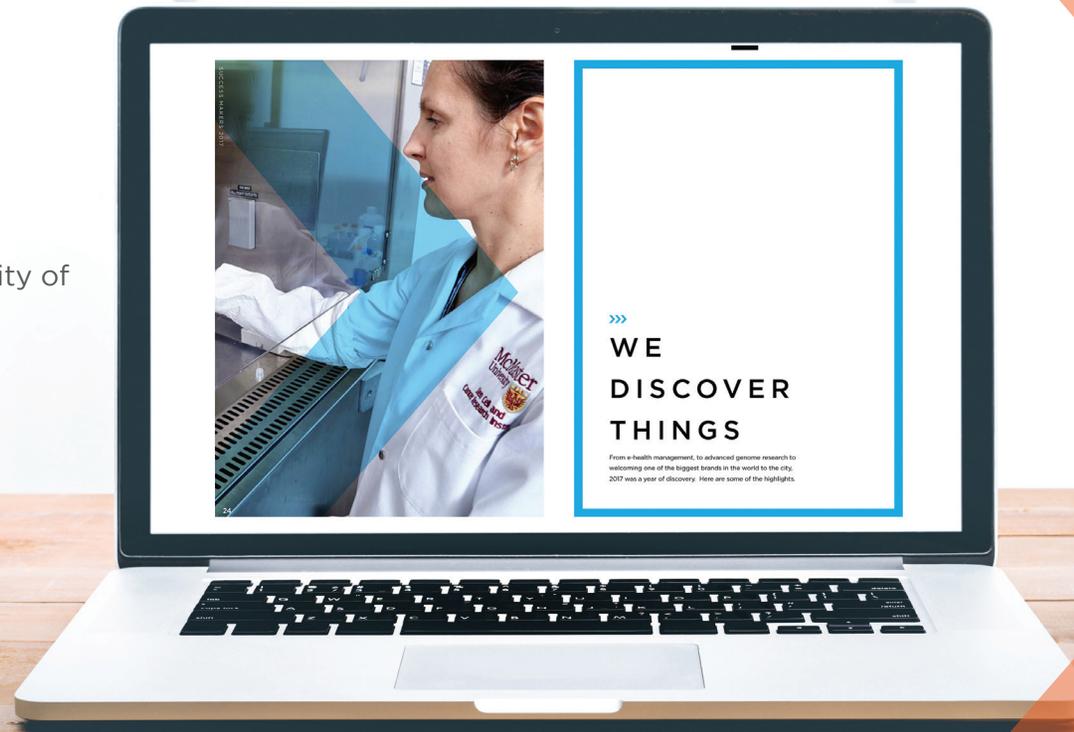
In October 2017, the City of Hamilton was one of 238 municipalities vying for Amazon’s HQ2 headquarters. Although the City did not make the short list for Amazon, there is marketing collateral that can, and has been, used for other corporate initiatives to promote the City of Hamilton as a community of choice.

To date this has included the templates for various advertisements, social media platforms, and the Economic Development Annual Review - *Successmakers*, video messaging and pop up banners. This theme has been positively embraced by the business community and has been shared with all Invest in Hamilton Partners. The new content that was developed for the Amazon bid has also been incorporated extensively into several site location proposals for companies looking to move to Hamilton and/or expand their existing operations.

A refreshed **investinhamilton.ca** website will be launched in the first quarter of 2019 that will highlight extensively the community and cultural elements of the City of Hamilton.



The marketing collateral developed for the Amazon bid has been used for other initiatives to promote the City of Hamilton as a community of choice.



Proposed Actions	Programs, Projects or Initiatives to Address Proposed Actions	Lead and Contributors	Status	Outcomes Achieved
Develop a communications plan	Development of new three year economic development marketing strategy to be launched in Q1 2018	City of Hamilton, Economic Development	Completed	Hamilton Economic Development completed a new three year economic development marketing strategy that was launched in the first quarter of 2018
	Re-purposing the bid document and video developed for the City of Hamilton's Amazon bid	City of Hamilton, Economic Development	In progress	Content from the bid has been incorporated extensively into site location proposals for companies looking to move to Hamilton and/or expand their existing operations. In addition, visual images have been utilized in social media posts, templates for various ads, and the Hamilton Economic Development Annual Review - <i>Successmakers</i> , video messaging and pop up banners
Broaden distribution of Hamilton Economic Development e-newsletter	Collaborating with local and external job recruitment agencies, as well as business community clientele, on a regular basis, to expand current database of newsletter recipients	City of Hamilton, Economic Development	In progress	Current distribution is approximately 2,900 companies

BRTF Membership

The Mayor's Blue Ribbon Task Force will continue fostering strong industry and community partnerships, leveraging education, and communicating with one voice the benefits of living and working in Hamilton.

Fred Eisenberger, Mayor, City of Hamilton

Ron McKerlie, President, Mohawk College

Monique Biancucci, Director, Human Resources, ArcelorMittal Dofasco

Maria Clark, Manager of Human Resources, Maple Leaf Foods

Cesare DiDonato, Executive Director, Industry Education Council

Mark Ellerker, Hamilton-Brantford Building Trades Council

David Farrar, Provost and Vice-President (Academic), McMaster University

Darren Green, President, USW Local 5328, Hamilton Area Steelworkers Council

Terry Kotwa, Vice President and General Manager, Tiercon

Keanin Loomis, President & CEO, Hamilton Chamber of Commerce

Judi Partridge, Councillor, Ward 15

Richard K. Sexton, COO, Copley Ltd. (retired)

Zoltan Tanacs, Director, Robotics/Mfg Welding Engineering, Chief Operating Officer, National Steel Car

Judy Travis, Executive Director, Workforce Planning Hamilton

Terry Whitehead, Councillor, Ward 8

STAFF RESOURCES

Glen Norton, Director, Economic Development, City of Hamilton

Norm Schleeahn, Manager, Business Development, City of Hamilton

Greg Crone, Strategic Initiatives and Policy Advisor, Office of the Mayor, City of Hamilton

Lisa Chamberlain, Legislative Coordinator, City of Hamilton

Hillary Dawson, Senior Advisor to the President and Head of Public Affairs, Mohawk College





Hamilton

ADVISORY COMMITTEE FOR PERSONS WITH DISABILITIES

Report 18-007

4:00 p.m.

Tuesday, July 10, 2018

Rooms 192 and 193, City Hall

71 Main Street West

Present: A. Mallet (Chair)
P. Cameron, J. Cardno, P. Kilburn, P. Lynes, T. Manzuk, T. Murphy, A. Nicolls, K. Nolan, T. Nolan M. Sinclair, B. Semkow T. Wallis

**Absent
with regrets:** Councillor S. Merulla – City Business

Also Present: Staff Sergeant J. Savoie

**THE ADVISORY COMMITTEE FOR PERSONS WITH DISABILITIES
PRESENTS REPORT 18-007 AND RESPECTFULLY RECOMMENDS:**

- 1. Wheelchair and Scooter Safety Working Group Proposed Roundtable Discussion (Item 5.5(b))**
 - (a) That a Roundtable Discussion event with Service Providers to discuss how the City of Hamilton can assist persons with disabilities when they are stranded or in an emergency situation, be approved; and
 - (b) That the draft letter of invitation to the Wheelchair and Scooter Safety Working Group Proposed Roundtable, attached hereto as Appendix A, be approved.

2. Continuity of Working Groups of the Advisory Committee for Persons with Disabilities during the Municipal Election period in 2018 (Item 11.5)

That the Advisory Committee for Persons with Disabilities, and its Working Groups, continue to meet during the Municipal Election period in 2018.

3. Possible Delegation to the Accessible Transit Services Review Sub-Committee meeting on July 17, 2018 (Item 11.7)

- (a) That a delegation to Accessible Transit Services Review Sub-Committee meeting on July 17, 2018, be approved; and
- (b) That the delegation consist of A. Mallet, and T. Wallis.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

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

1. ITEM WITHDRAWN

11.3 Ontario Business Improvement Areas Advisory Association (BIAA) Accessibility Workshop

The representative of the Barton Village BIA IS not able to attend to speak to the item at today's meeting. The Committee will be advised if the Barton Village BIA hold an accessibility workshop.

The Clerk advised that there is an error on the agenda face page in the name of the Wheelchair and Scooter Breakdown Working Group. The correct name is the Wheelchair and Scooter **Safety** Working Group.

The agenda for the July 10, 2018 meeting of Advisory Committee for Persons with Disabilities was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) APPROVAL OF MINUTES (Item 3)**(i) June 12, 2018 (Item 3.1)**

The minutes of the June 12, 2018 meeting of the Advisory Committee for Persons with Disabilities, were approved, as presented.

(d) CONSENT ITEMS (Item 5)**(i) Built Environment Working Group Meeting Notes – May 1, 2018 (Item 5.1)**

The Built Environment Working Group Meeting Notes of May 1, 2018 were received.

(ii) Housing Issues Working Group Update (Item 5.2)

M. Sinclair advised the Committee that the Housing Guide has been referred back to staff after being presented at the General Issues Committee meeting on July 9, 2018.

The Housing Issues Working Group Update was received.

(iii) Outreach Working Group Update (Item 5.3)

No report.

(iv) Transportation Working Group Update (Item 5.4)**(1) Transportation Working Group Meeting Notes - May 22, 2018 (Item 5.4 (a))**

The Transportation Working Group Notes of May 22, 2018, were received.

(2) Review of the Government-Appointed Transportation Standards Development Committee for Improvements to Ontario's 2011 Transportation Accessibility Standard (Item 5.4(b))

The information respecting a Review of the Government-Appointed Transportation Standards Development Committee for Improvements to Ontario's 2011 Transportation Accessibility Standard, was received.

(v) Wheelchair and Scooter Safety Working Group Update (Item 5.5)**(1) Draft Proposal from DARTS respecting Stranded Wheelchairs (Item 5.5(a))**

The Draft Proposal from DARTS respecting Stranded Wheelchairs was referred to the Wheelchair and Scooter Safety Working Group with a report back to the Advisory Committee for Persons with Disabilities.

(2) Wheelchair and Scooter Safety Working Group Proposed Roundtable Discussion (Item 5.5(b))

A. Mallet relinquished the Chair to address the Committee respecting a Proposed Roundtable Discussion by the Wheelchair and Scooter Safety Working Group. Comments included, but were not limited to the following:

Identified goal:

- Collaboratively develop community practice/procedure to ensure the safety of persons using wheelchairs or scooters
- In an urgent situation, mobility device delivered or repaired in an appropriate timeframe
- Access transportation 24/7
- Assistance if trapped with no option to circumvent without assistance
- Unable to continue activities of daily living due to wheelchair/scooter breakdown

Identified issues:

- Ambulances not equipped to transport wheelchairs or scooters
- DARTS, Vets and HSR drivers not allowed to push a power chair/scooter due to safety issues
- 24/7 wheelchair transportation not currently available in Hamilton
- Financial inability of individuals to pay for urgent/emergency service

This second event has been organized in an effort to discuss second-level solutions, so that we may better advise Council on how the City can improve the quality of life for persons with disability when they are in an urgent situation.

The information respecting the Wheelchair and Scooter Safety Working Group Proposed Roundtable Discussion, was received.

For further disposition, refer to Item 1.

(vi) For the information of Committee: Financial Incentives for Taxi Operators to Provide Accessible Taxicab Trips (PED18082) (Item 5.6)

Dawn Johnson, Manager, Licensing and Tiffany Gardner, Project Manager, Licensing, addressed the Committee with an update respecting Financial Incentives for Taxi Operators to Provide Accessible Taxicab Trips (PED18082). The report was referred to the Committee for their information. This is a pilot project, and will report back to the 2019 Budget Process. Staff will oversee the audit process of the financial incentives. Staff will consult with the ACPD as the pilot project progresses, to gather feedback on the success of the project.

Staff have advised that discussion with DARTS and Accessible Taxicab Trips are outside the capacity of Licensing.

The information respecting Financial Incentives for Taxi Operators to Provide Accessible Taxicab Trips (PED18082), was received.

(e) PUBLIC HEARINGS/DELEGATIONS (Item 6)

(i) Anthony Volpe, Hamilton Police Services, respecting De-escalation Techniques Used During Mental Health Incidents (Item 6.1)

Anthony Volpe, Hamilton Police Services, addressed the Committee respecting De-escalation Techniques Used During Mental Health Incidents.

The delegation from Anthony Volpe, Hamilton Police Services, respecting De-escalation Techniques Used During Mental Health Incidents, was received.

(f) GENERAL INFORMATION/OTHER BUSINESS (Item 11)

(i) Accessibility Complaints to the City of Hamilton Update (Item 11.1)

No update.

(ii) Accessibility for Ontarians with Disabilities Act (AODA) Update (Item 11.2)

No update.

(iii) Ontario Business Improvement Areas Advisory Association (BIAA) Accessibility Workshop (Item 11.3)

Item withdrawn.

(iv) Accessible Pedestrian Signal Locations (Item 11.4)

The matter respecting the Accessible Pedestrian Signal Locations was deferred to the August 14, 2018 meeting due to time constraints.

(v) Suggestions for Recruitment to the Advisory Committee for Persons with Disabilities for the 2018-2022 term (Item 11.6)

The matter respecting the Suggestions for Recruitment to the Advisory Committee for Persons with Disabilities for the 2018-2022 term was deferred to the August 14, 2018 meeting due to time constraints.

(g) ADJOURNMENT (Item 13)

There being no further business, the Advisory Committee for Persons with Disabilities adjourned at 6:10 p.m.

Respectfully submitted,

A. Mallet, Chair
Advisory Committee for Persons
with Disabilities

Loren Kolar
Legislative Coordinator
Office of the City Clerk

ACPD Wheelchair & Scooter Safety Working Group – Proposed Roundtable Discussion

Proposed Draft Letter to the Wheelchair and Scooter Safety Working Group.

The Advisory Committee for Persons with Disability's Wheelchair and Scooter Safety Working Group would like to invite you to participate in a Round Table Discussion on-----, from 1:00 p.m. to 3:00 p.m., in Rooms 192/193, City Hall, Hamilton.

This second event has been organized in an effort to discuss second-level solutions, so that we may better advise Council on how the City can improve the quality of life for persons with disability when they are in an urgent situation.

Please r.s.v.p. to this event by sending an e-mail to loren.kolar@hamilton.ca, by-----.

Wheelchair and Scooter Safety Working Group of ACPD (Advisory Committee for Persons with Disabilities)

Identified goal:

Collaboratively develop community practice/procedure to ensure persons using wheelchairs or scooters will have:

- In an urgent situation, mobility device delivered or repaired in an appropriate timeframe.
- access transportation 24/7
- assistance if trapped with no option to circumvent without assistance
- unable to continue activities of daily living due to wheelchair/scooter breakdown.

Examples of issues:

- Wheelchair/scooter stuck in snow, stuck in pothole/broken sidewalks/construction site/elevator/locked doors-need rescue

- wheelchair/scooter tipped over or fallen from step/sidewalk/etc.-need rescue
- wheelchair/scooter mechanical failure in community/at home/school/place of employment/elevator/HSR bus/DARTS bus (need to know how to release the chair and or may not be able to push the chair due to potential back injury)
- person is possibly exposed to weather, vulnerable to crime, defenseless, in an isolated area, unable to call for help, may need washroom facilities, if at home cannot reach telephone, go to bed, reach a blanket or sweater, reach medications
- able to call for assistance but 24-hour repair is unavailable and perhaps unaffordable
- able to call for assistance but 24-hour wheelchair transportation is unavailable
- person in wheelchair or scooter must be transported to a healthcare facility but wheelchair is left behind
- There is a medical situation and the person using a wheelchair or scooter is taken to a healthcare facility but the mobility device is left behind.
- Chair has mechanical failure in the community or in the home
- ride didn't arrive, locked out, school, work, meeting/church etc. finished early or DARTS delivered the person early.
- Stranded, ride didn't arrive, locked out of school or work or meeting or church etc. Finished early or darts delivered the person early.
- Trapped-elevator not working, doors locked, unable to open door.

Identified issues:

- Ambulances not equipped to transport wheelchairs or scooters.
- DARTS, Vets and HSR drivers not allowed to push a power chair/scooter due to safety issues.
- 24/7 Wheelchair Transportation Not Available in Hamilton.
- Financial inability of individuals to pay for urgent/emergency service.

Wheelchair and Scooter Safety Working Group Roundtable (second session)

- (a) That a Roundtable Discussion event with Service Providers to discuss how the City of Hamilton can assist persons with disabilities when they are stranded or in an emergency situation; and,
- (b) That the draft letter of invitation to the wheelchair/scooter group roundtable be approved.



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	August 13, 2018
SUBJECT/REPORT NO:	City Wide Transportation Master Plan Review and Update - Supplementary Report (PED18137(a)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Steve Molloy (905) 546-2424 Ext. 2975
SUBMITTED BY:	Brian Hollingworth Director, Transportation Planning and Parking Planning and Economic Development Department
SIGNATURE:	

Council Direction:

At the June 20, 2018 General Issues Committee meeting, the following motion was approved:

That Report PED18137, respecting the City Wide Transportation Master Plan Review and Update, be TABLED until such time as staff reports back to the General Issues Committee with a supplementary report that provides detailed listings outlining the following, with cost, regarding the projects outlined in the Transportation Master Plan:

- (i) Which projects are covered under the Ten-Year Capital Strategy;
- (ii) Which projects are covered under Public Transportation Infrastructure Funding (PTIF);
- (iii) Which projects are dependent on funding from other levels of government; and,
- (iv) Which projects do not have a funding source.

Information:

- (i) In the Council approved 2018 – 2027 City Capital Forecast, staff has prioritized approximately \$110 M of growth roads which the City's ten-year financial plan

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: City Wide Transportation Master Plan Review and Update
Supplementary Report (PED18137(a)) (City Wide) - Page 2 of 3**

can support based on current growth patterns and revenue forecasts. Sixteen projects are identified within the current Ten-Year Capital Strategy (TYCS), as identified in Appendix “A” to this Report. In addition, there are 18 other projects that have been identified in the Development Charges (DC) Background Study, but are outside of the current TYCS. Funding for projects in the DC Background Study, but are outside of the TYCS, will depend on the City’s growth forecasts (GRIDS) being met. In some cases, costs to undertake pre-requisite Phases 3-4 Environmental Assessments (EA) are included in the TYCS. Once the EA requirements are fulfilled, some of these projects could potentially be incorporated into future iterations of the TYCS. These are also incorporated into Appendix “A”.

The Transportation Master Plan (TMP) also identifies a list of proposed Cycling Network Projects (CNP). CNP are funded through a combination of the Capital Budget and Provincial programs. Twenty-three projects in the Cycling Master Plan have been identified for completion by 2020, based on committed funding.

- (ii) The Public Transit Infrastructure Fund (PTIF) was initially announced in August 2016. A second phase, PTIF Phase II, was announced on March 22, 2017. Reports FCS18048 and PW18054 provide details on the maximum amounts allocated to the City. The following projects have been identified for funding through the Public Transit Infrastructure Fund (PTIF) Phase I:
- (a) Birch Avenue two-way conversion;
 - (b) Transit Maintenance and Storage Facility; and,
 - (c) Corridor Capacity (transit signal priority) on Upper James.

The identification of projects to be funded, as part of PTIF Phase II, will be presented to Council in a future report for consideration. Candidate projects include the balance of the Local Ten-Year Transit Strategy, enhanced shelters and amenities, fleet enhancements, and terminals.

- (iii) A number of transit and bicycle projects currently benefit from funding from other levels of government.
- (a) Transit Projects
 - (i) Funded by Metrolinx (Provincial)
 - 1. B-Line Light Rail Transit (LRT); and,
 - 2. Frid Street extension (as part of LRT).
 - (b) Bicycle Network Projects
 - (i) Partially funded by the Ontario Municipal Commuter Cycling (80%)
 - 1. SoBi Enhancement;

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**SUBJECT: City Wide Transportation Master Plan Review and Update
Supplementary Report (PED18137(a)) (City Wide) - Page 3 of 3**

2. Bicycle Parking;
3. HSR Bus Racks;
4. Creighton Road;
5. Hunter Street;
6. Charlton Avenue;
7. Claremont Access/West 5th Street;
8. SoBi Expansion;
9. King Street @ Redhill Valley Parkway;
10. Limeridge Road;
11. Barton Street;
12. Highway 8;
13. Kitty Murray Lane;
14. Stonehenge Drive; and,
15. Hatt Street/Dundas Street.

The TMP identifies the need to be funding ready, as opportunities arise from higher levels of government and other funding sources.

- (iv) There are 59 unfunded road network improvement projects identified in the TMP, as identified in Appendix “A” to the Report. The majority of these projects are growth related projects, with over 70% attributed to the Airport Employment Growth District.

Costs associated with other initiatives, such as the Hamilton Strategic Road Safety Program (HSRSP), and Vision Zero (VZ), road rehabilitations, intersection improvements, full completion of sidewalk gaps, and, full-build out of the remaining rapid transit network, are not included within the TMP as these initiatives will be presented to Council in the future. Some of these existing programs have associated funding sources. Costs for Provincial highway improvements, and any contributions that may be required by the City are also not included in the TMP. The policies within the TMP support these initiatives and it recognizes the need for additional transportation planning support and business-case analysis. The TMP also recognizes the financial constraints of the City and its peers’ and has identified the need to undertake a revenue tools study to identify what may be applicable and palatable to Council for use.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” - Network Improvement Projects

BH:SM:cr

NETWORK IMPROVEMENT PROJECTS

Road Name	From	To	Description	Reference Document ¹	10-Year Capital Budget
Airport Access Route	URHVP	Hwy 6	New or defined route using existing roads	GMS	N
Airport Road	Terminal Access Road	East Cargo Road	Road Widening (two to four lanes)	AEGD	N
Airport Road	Butter Road	Glancaster Road	Road Widening (two to four lanes)	AEGD	N
Airport Service Road	Glancaster	Airport Road	New Road (four lanes)	AEGD	N
Ancaster New E/W Road (Trinity@Wilson Development)	Tradewind/Cormorant	Trinity Road	New Road (two lanes)	ATMP	N
Arvin Avenue	Jones Road	existing east end	New Road (two lanes)	SCUBE TMP/ Arvin Ave EA	N
Arvin Avenue	McNeilly	Lewis Road	New Road (two lanes)	SCUBE TMP/ Arvin Ave EA	N
Arvin Avenue	McNeilly	existing west end	New Road (two lanes)	SCUBE TMP/ Arvin Ave EA	N
Binbrook Road	Fletcher Road	Binhaven Road	Road Widening (two to three lanes and urbanization)	BVTMP	Y
Book Road	Southcote Road	Highway 6	Road Widening (two rural to four lanes urban cross section)	AEGD	N
Burke Street	Dundas Street	Mountain Brow	New Road (four lanes)	WATMP/ Waterdown Road EA	N

Appendix "A" to Report PED18137(a)

Page 2 of 9

Road Name	From	To	Description	Reference Document ¹	10-Year Capital Budget
Butter Road	Fiddler's Green Road	Airport Road	Road Widening (two to four lanes)	AEGD	N
Caroline Street	King Street	York Boulevard	two-way conversion	DTMP	Y
Carluk Road East	Fiddler's Green Road	Glancaster Road	Road Widening (two to four lanes)	AEGD	N
Collector Road 1E	Collector 6N	Dickenson Road	New road (north-south collector two-lanes)	AEGD	N
Collector Road 1N	Southcote Road	Collector Road 2E	New road (east-west collector four-lanes)	AEGD	N
Collector Road 1S	Fiddler's Green Road	Collector Road 9W	New road (east-west collector two-lanes)	AEGD	N
Collector Road 2E	Collector Road 1N	Airport Boundary	New road (north-south collector two-lanes)	AEGD	N
Collector Road 2N	Collector Road 7N	Smith Road	New road (east-west collector two-lanes)	AEGD	N
Collector Road 2S	Fiddler's Green Road	Collector Road 9W	New road (east-west collector two-lanes)	AEGD	N
Collector Road 2W	Garner Road	Collector Road 10N	New road (north-south collector two-lanes)	AEGD	N
Collector Road 2W	Collector Road 10N	Dickenson Road extension	New road (north-south collector two-lanes)	AEGD	N

Appendix "A" to Report PED18137(a)

Page 3 of 9

Road Name	From	To	Description	Reference Document ¹	10-Year Capital Budget
Collector Road 3E	Collector 12S	White Church Road	New road (north-south collector two-lanes)	AEGD	N
Collector Road 3S	Collector 6W	Southcote Road	New road (east-west collector two-lanes)	AEGD	N
Collector Road 4E	Collector 12S	White Church Road	New road (north-south collector two-lanes)	AEGD	N
Collector Road 5E	Collector 12S	White Church Road	New road (north-south collector two-lanes)	AEGD	N
Collector Road 5N	Fiddler's Green Road	Collector Road 8W	New road (east-west collector two-lanes)	AEGD	N
Collector Road 6N	Glancaster Road	Collector Road 6E	New road (east-west collector four-lanes)	AEGD	N
Collector Road 6N	Collector Road 6E	Collector Road 7E	New road (east-west collector four-lanes)	AEGD	N
Collector Road 6E	Collector 6N	Dickenson Road	New road (north-south collector two-lanes)	AEGD	N
Collector Road 6W	Collector 3S	Butter Road	New road (north-south collector two-lanes)	AEGD	N
Collector Road 6S	Glancaster Road (north)	Airport Road	New road (east-west collector two-lanes)	AEGD	N
Collector Road 6S	Airport Road	Glancaster Road (south)	New road (east-west collector two-lanes)	AEGD	N

Appendix "A" to Report PED18137(a)

Page 4 of 9

Road Name	From	To	Description	Reference Document ¹	10-Year Capital Budget
Collector Road 7E	Dickenson Road	Collector 6N	New road (north-south collector two-lanes)	AEGD	N
Collector Road 7E	Collector 6N	Upper James Street	New road (north-south collector four-lanes)	AEGD	N
Collector Road 7N	Book Road	Southcote Road	New road (north-south collector two-lanes)	AEGD	N
Collector Road 7N	Southcote Road	Collector Road 2W	New road (east-west collector two-lanes)	AEGD	N
Collector Road 7S	Fiddler's Green Road	Collector 9W	New road (east-west collector two-lanes)	AEGD	N
Collector Road 8S	Fiddler's Green Road	Collector 9W	New road (east-west collector two-lanes)	AEGD	N
Collector Road 8W	Garner Road	Collector 5N	New road (north-south collector two-lanes)	AEGD	N
Collector Road 9W	Garner Road	Carluke Road	New road (north-south collector two-lanes)	AEGD	N
Collector Road 10N	Garner Road	Smith Road	New road (east-west collector two-lanes)	AEGD	N
Collector Road 10N	Smith Road	Collector Road 2W	New road (east-west collector two-lanes)	AEGD	N
Collector Road 12S	Collector 4E	Collector 5E	New road (east-west collector two-lanes)	AEGD	N

Appendix "A" to Report PED18137(a)

Page 5 of 9

Road Name	From	To	Description	Reference Document ¹	10-Year Capital Budget
Collector Road 12S	Collector 3E	Collector 4E	New road (east-west collector two-lanes)	AEGD	N
Dartnall Road	Twenty Road	Dickenson Road	New Road (configuration pending phase 3-4 of EA)	RHBPS	Y
Dickenson Road	Glancaster Road	Upper James Street	Road Widening (two to four lanes)	AEGD	Y
Dickenson Road extension	Southcote Road	Smith Road	Road Widening (two to four lanes)	AEGD	N
Dickenson Road extension	Smith Road	Glancaster Road	New Road (four lanes)	AEGD	N
Dundas Street	New north-south link	Hamilton Boundary	Road Widening (four to six lanes)	WATMP	N
East-West Road Corridor (Waterdown by-pass)			New Road	WATMP	Y
Fiddler's Green Road	Garner Road	Carluke Road	Road Widening (two to four lanes)	AEGD	N
Frid Street	Longwood Road	Chatham Street	New Road (two lanes)	KNTMP/ LRT	Y
Garth Street extension	Twenty Road	Dickenson Road	New Road (four lanes)	AEGD	N
Garth Street extension	Dickenson Road	Collector 2E	New Road (four lanes)	AEGD	N

Appendix "A" to Report PED18137(a)

Page 6 of 9

Road Name	From	To	Description	Reference Document ¹	10-Year Capital Budget
Garner Road	Fiddler's Green Road	Glancaster Road	Road Widening (two to four lanes)	AEGD/Garner-Garth EA	N
Garner Road / Wilson St / Hwy 2	Fiddler's Green Road	Hwy 2	Road Widening (two to three/four lanes)	ATMP	N
Glancaster Road	Garner Road	Dickenson Road	Road Widening (two to four lanes)	AEGD	Y
Glancaster Road	Butter Road	White Church Road	Road Widening (to four lanes)	AEGD	N
Glancaster Road	Dickenson Road extension	Collector 1N	Road Widening (two to four lanes)	AEGD	N
Gordon Dean Avenue (former Fruitland Road By-pass, Collector Road "A" in FWSP) ⁵	Barton Road	Highway 8	New Road (configuration pending phase 3-4 of EA)	Fruitland Road EA	Y
Hess Street N.	York Boulevard	Barton Street	two-way conversion	DTMP	Y
Highway 5/6 interchange			City's portion includes service roads	MTO/FIP	N
Mohawk Road			Hwy 403 WB on-ramp	ATMP	Y
Mountain Brow Road	Waterdown Road	New north-south link	Road Widening (two to four lanes)	WATMP	N

Appendix "A" to Report PED18137(a)

Page 7 of 9

Road Name	From	To	Description	Reference Document ¹	10-Year Capital Budget
Park Street N.	York Boulevard	Barton Street	two-way conversion	DTMP	Y
Queen Street	Cannon Street	Barton Street	Street conversion (one-way to two-way)	STMP	Y
Parkside Drive	Churchill	New north-south link	Road Widening (two rural to four urban lanes)	WATMP	N
Regional Road 56	Rymal Road	Terryberry Road	Road Widening (two to four lanes and urbanization)	ROPA 9	Y
Rymal/Garner Road	Glancaster Road	Upper Paradise (was Garth)	Road Widening (two to five lanes)	SMATS/AEGD Garner-Garth EA	Y
Rymal/ Road	Fletcher Road	Upper Centennial	Road Widening (two to five lanes)	ROPA 9	Y
SCUBE TMP West (north-south collector) (Collector Road "C" in FWSP) ²	Barton Road	Highway 8	New Road (configuration pending phase 3-4 of EA)	SCUBE TMP/FWSP	N
SCUBE TMP West (east-west collector) (Collector Road "B" in FWSP; revised to terminate at Jones Road) ²	Fruitland Road	north-south collector (revised to Jones Road in FWSP)	New Road (configuration pending phase 3-4 of EA)	SCUBE TMP/FWSP	N
SCUBE TMP Central (north-south collector) (Collector Road "F" in FWSP; revised to connect to Lewis Road) ²	eastern boundary (revised to Lewis Road in FWSP)	Arvin Road extension	New Road (configuration pending phase 3-4 of EA)	SCUBE TMP/FWSP	N

Appendix "A" to Report PED18137(a)

Page 8 of 9

Road Name	From	To	Description	Reference Document ¹	10-Year Capital Budget
SCUBE TMP Central (north-south collector) (Collector "E" in FWSP) ²	McNeilly Road	Lewis Road	New Road (configuration pending phase 3-4 of EA)	SCUBE TMP/FWSP	N
SCUBE TMP Central (east-west collector) Collector "D" in FWSP) ²	McNeilly Road	eastern boundary collector	New Road (configuration pending phase 3-4 of EA)	SCUBE TMP/FWSP	N
Smith Road	Dickenson Road extension	Collector 1N	Road Widening (two to four lanes)	AEGD	N
Smith Road (excluding hydro corridor)	Garner Road	Dickenson Road extension	New Road (two lanes)	AEGD	N
Smith Road extension	Hydro corridor north crossing	New Road (two lanes)	AEGD	N	
Southcote Road	Golf Links / Calder	Garner Road	Road Widening (two-rural to three-urban cross-section)	ATMP	Y
Southcote Road	Garner Road	Twenty Road extension	Road Widening (configuration pending phase 3-4 of EA)	AEGD	N
Southcote Road	Twenty Road extension	Book Road	Road Widening (two to four lanes)	AEGD	N
Southcote Road	Book Road	Collector 1N	Road Widening (two to four lanes)	N	N
Stone Church Road	Harrogate Drive	Stonehenge Drive	Road Widening (two to four lanes)	N	N
Trinity Road	1km S. of Wilson	Hwy 403	Road Widening	AIP	N

Appendix “A” to Report PED18137(a)
Page 9 of 9

Road Name	From	To	Description	Reference Document¹	10-Year Capital Budget
Twenty Road extension	Glover Road	Upper Red Hill Valley Drive	New Road (configuration pending phase 3-4 of EA)	RHBPS	N
Twenty Road	Glancaster Road	Aldercrest Avenue	Road Widening (two to four lanes)	AEGD	N
Twenty Road extension	Southcote Road	Glancaster Road	New Road (four lanes)	AEGD	N
Upper James Street	Alderlea Avenue	Homestead Drive	Road Widening (four to six lanes)	AEGD	N
Upper Red Hill Valley Parkway (previously Trinity Church Road)	Rymal Road	Dartnall Road extension	New Road (configuration pending phase 3-4 of EA)	ROPA 9/ RHBPS	N
Upper Wellington Street	Rymal Road	Stone Church Road	Road Widening (two to four lanes, LINC to S. Church only)	SMATS	N
	Stone Church Road	South of LINC	Road Widening		N
Victoria Avenue North	Ferrie	Burlington Street	two-way conversion	N/A	Y
White Church Road	Glancaster Road	Highway 6	Road Widening (two to four lanes)	AEGD	N

¹ Reference documents are identified in the TMP review and update (Reference List).

² Cost sharing for collector/arterial roadways will be in accordance with the City’s current Comprehensive Development Guidelines and Financial Policies Manual.

Note: The project list does not include projects such as road urbanizations, minor/major road rehabilitation, minor intersection improvements, stand-alone two-way-left-turn lane projects etc.



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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**SUBJECT: City Wide Transportation Master Plan Review and Update (PED18137)
(City Wide) - Page 2 of 17**

- (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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**SUBJECT: City Wide Transportation Master Plan Review and Update (PED18137)
(City Wide) - Page 3 of 17**

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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**SUBJECT: City Wide Transportation Master Plan Review and Update (PED18137)
(City Wide) - Page 4 of 17**

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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**SUBJECT: City Wide Transportation Master Plan Review and Update (PED18137)
(City Wide) - Page 5 of 17**

- 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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**SUBJECT: City Wide Transportation Master Plan Review and Update (PED18137)
(City Wide) - Page 6 of 17**

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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**SUBJECT: City Wide Transportation Master Plan Review and Update (PED18137)
(City Wide) - Page 7 of 17**

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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**SUBJECT: City Wide Transportation Master Plan Review and Update (PED18137)
(City Wide) - Page 8 of 17**

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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**SUBJECT: City Wide Transportation Master Plan Review and Update (PED18137)
(City Wide) - Page 9 of 17**

- 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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**SUBJECT: City Wide Transportation Master Plan Review and Update (PED18137)
(City Wide) - Page 10 of 17**

- 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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**SUBJECT: City Wide Transportation Master Plan Review and Update (PED18137)
(City Wide) - Page 11 of 17**

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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(City Wide) - Page 12 of 17**

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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(City Wide) - Page 13 of 17**

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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**SUBJECT: City Wide Transportation Master Plan Review and Update (PED18137)
(City Wide) - Page 14 of 17**

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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**SUBJECT: City Wide Transportation Master Plan Review and Update (PED18137)
(City Wide) - Page 15 of 17**

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.

**SUBJECT: City Wide Transportation Master Plan Review and Update (PED18137)
(City Wide) - Page 16 of 17**

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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**SUBJECT: City Wide Transportation Master Plan Review and Update (PED18137)
(City Wide) - Page 17 of 17**

APPENDICES AND SCHEDULES ATTACHED

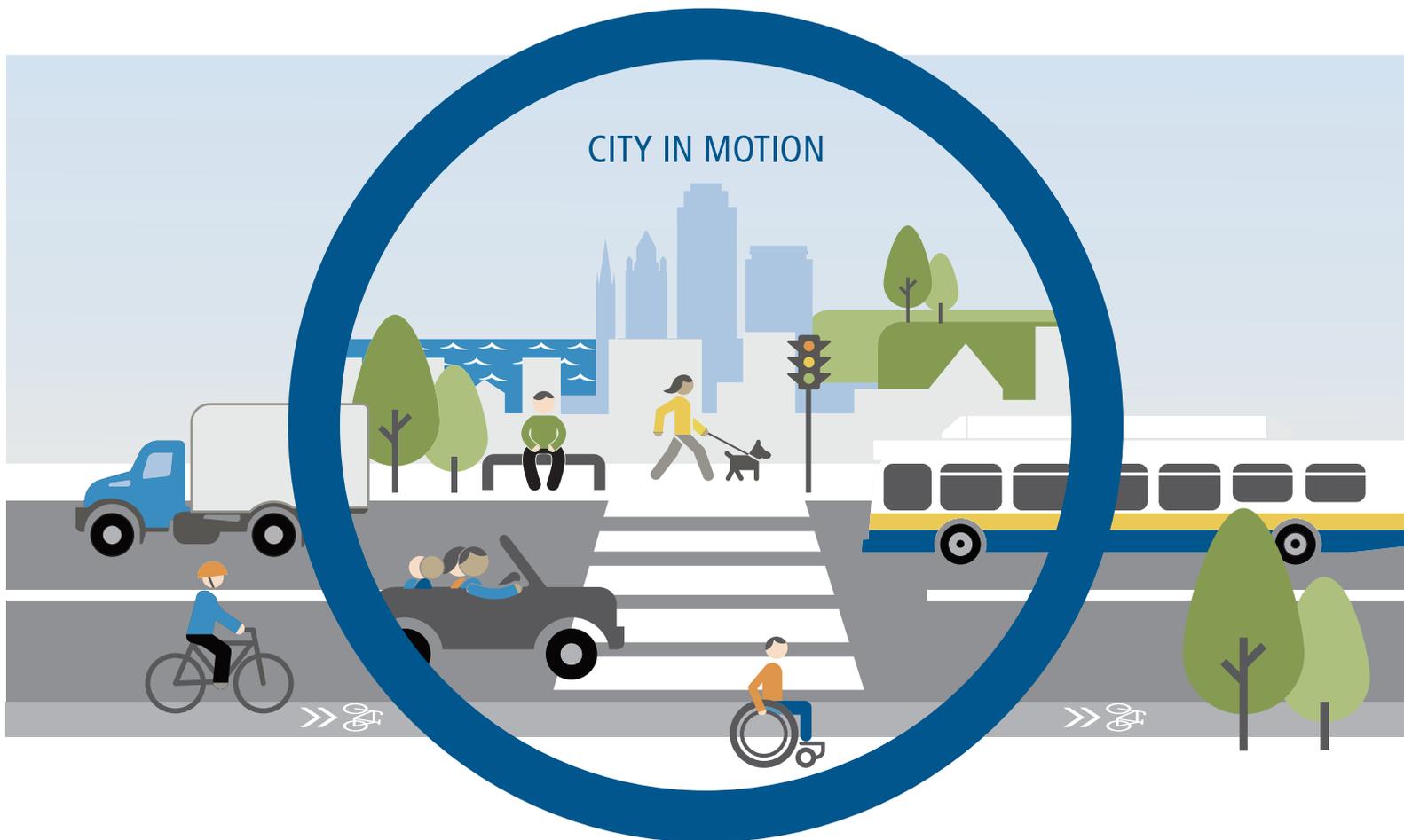
Appendix "A": Transportation Master Plan Review and Update

SM/JT/AK/BH:jp



Hamilton

CITY OF HAMILTON **TRANSPORTATION MASTER PLAN** REVIEW AND UPDATE



CONTENTS

TRANSPORTATION MASTER PLAN (MUNICIPAL CLASS ENVIRONMENTAL ASSESSMENT REPORT)

Executive Summary: City in Motion

PART A: MUNICIPAL CLASS ENVIRONMENTAL ASSESSMENT

Chapter 1: Introduction

Chapter 2: Setting the Stage for New Directions

Chapter 3: Strategic Transportation System Evaluation Alternatives

PART B: TRANSPORTATION MASTER PLAN REVIEW AND UPDATE

Chapter 4: Sustainable and Balanced Transportation System

4.2.1 TDM and Sustainable Mobility

4.2.2 Active Transportation

4.2.3 Transit

4.2.4 Roads

4.2.5 Complete-Livable-Better Streets

4.2.5.1 Street (One-to Two-way) Conversions

4.2.6 Connectivity

4.2.7 Climate Change

4.2.8 Emerging Technology

4.2.9 Intergovernmental Relations

4.2.10 Summary of Other Applicable Policies



Chapter 5: Healthy and Safe Communities

5.1.1 Health and the Built Environment

5.1.2 Road Safety

5.1.3 Accessibility

5.1.4 Other Applicable Policies

Chapter 6: Economic Prosperity and Growth

6.2.1 Land Use and Travel Patterns

6.2.2 Parking Strategy

6.2.3 Economic Development

6.2.4 Goods Movement

6.2.5 Other Applicable Policies

Chapter 7: Implementation Strategies and Recommendations

Chapter 8: Monitoring

Glossary

References

MAPS

Map 1a: Planned Cycling Network

Map 1b: Planned Cycling Network - Urban

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

CONTENTS

Catalyst for Change (Problem statement)	1
Vision (Opportunity Statement)	2
Desired Outcomes	2
Actions	4
Implementation	17



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

CONTENTS

1.1 Purpose, Scope and Objectives	22
1.2 Using the TMP	23
1.3 Environmental Assessment (EA) Process	24
1.4 Public and Stakeholder Engagement	25
1.5 Collaboration with Other Studies	29





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

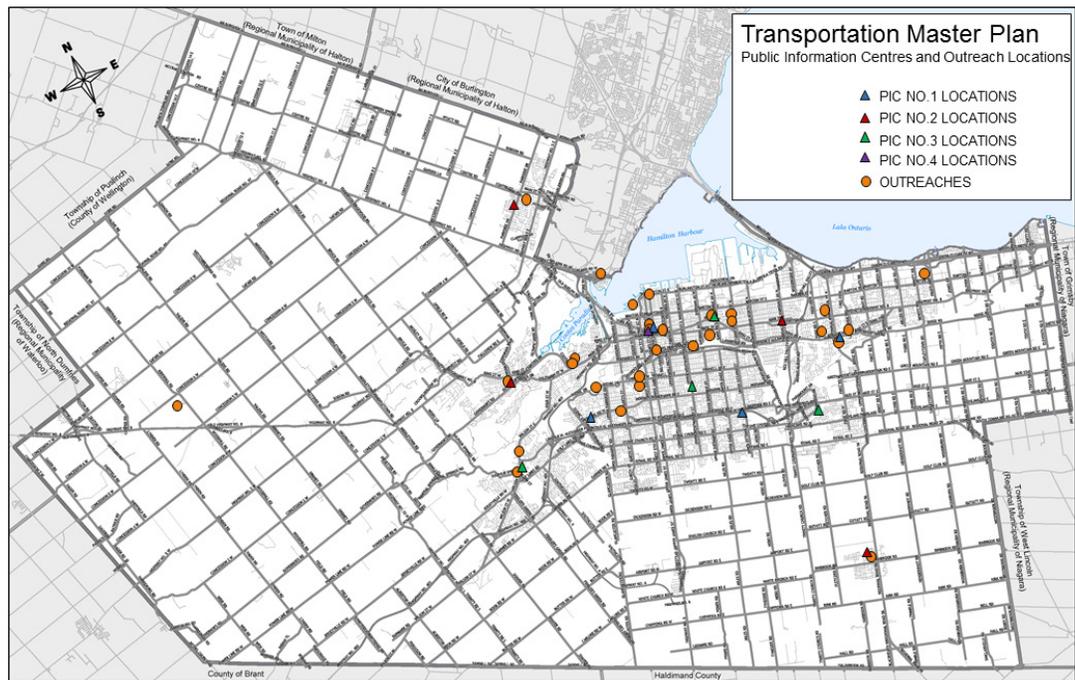
speaking engagements. In total, over 3,500 people were engaged in person and through online surveys. Many more were engaged through the project website, and participation in related studies such as Our Future Hamilton.

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

CONTENTS

2.1 Successes and Challenges Since 2007	35
2.2 Catalysts for Change (Problem Statement)	37
2.2.1 Demographic Catalysts	37
2.2.2 Economic Catalysts	39
2.2.3 Technology Catalysts	41
2.2.4 Integration of Plans	42
2.2.5 Scan of Municipal Practices	42
2.2.6 Future Uncertainty	47
2.3 Strategic Plan Direction	47
2.4 Revised TMP Vision	49
2.5 Desired Outcomes	51





ART GALLERY

CONVENTION CENTRE

COPPS COLISEUM

FARMERS' MARKET

HAMILTON PLACE

FOOTBALL HALL OF FAME

TOURIST INFORMATION

INTERNATIONAL VILLAGE

THEATRE AQUARIUS

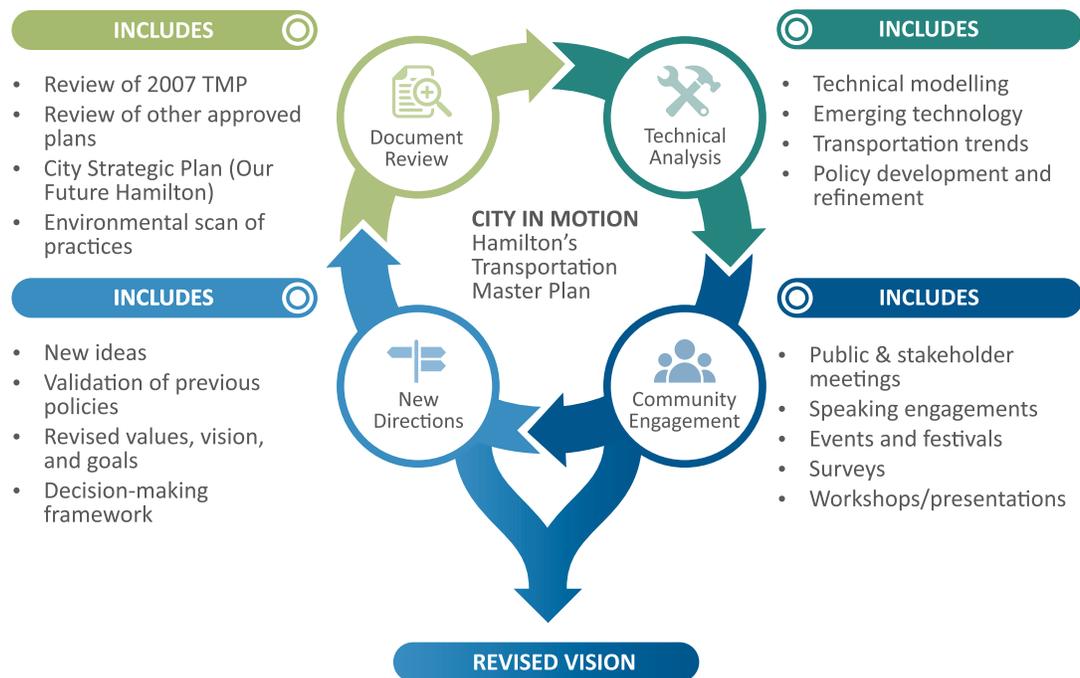
Chapter 2

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

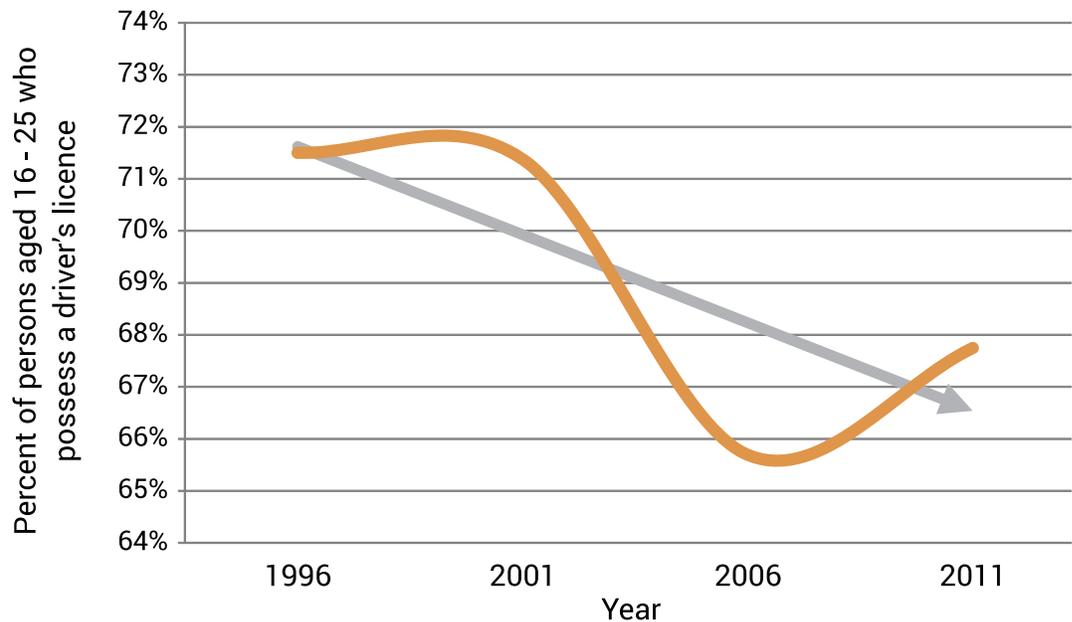
- 150 residents and jobs combined per hectare for those that are served by the GO Transit rail network.

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.

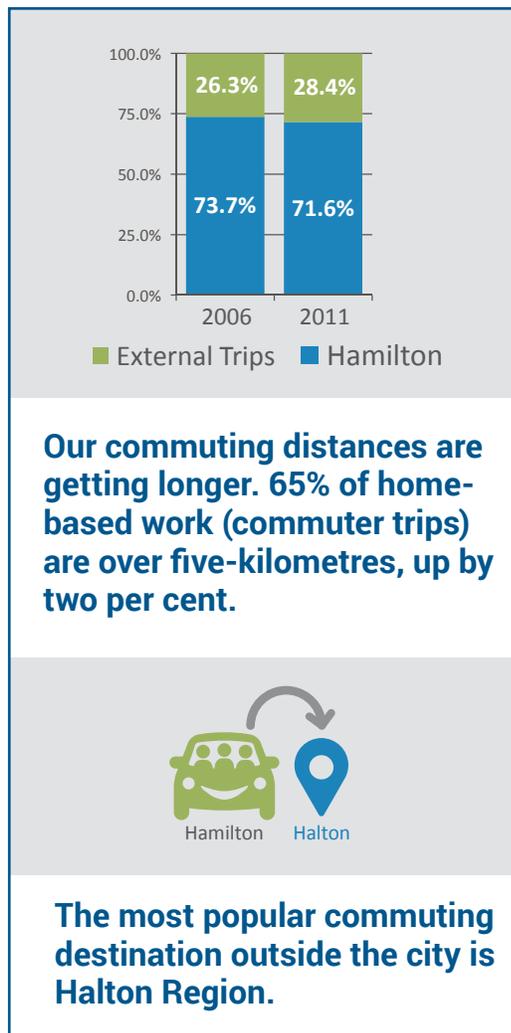
The potential for the City to increasingly become a commuter-based community in the next 5 to 10 years will partially be linked to the success of recent housing market measures and new home buyers priced out of other GTHA markets such as Toronto. As a result, these new Hamiltonians may have to travel 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

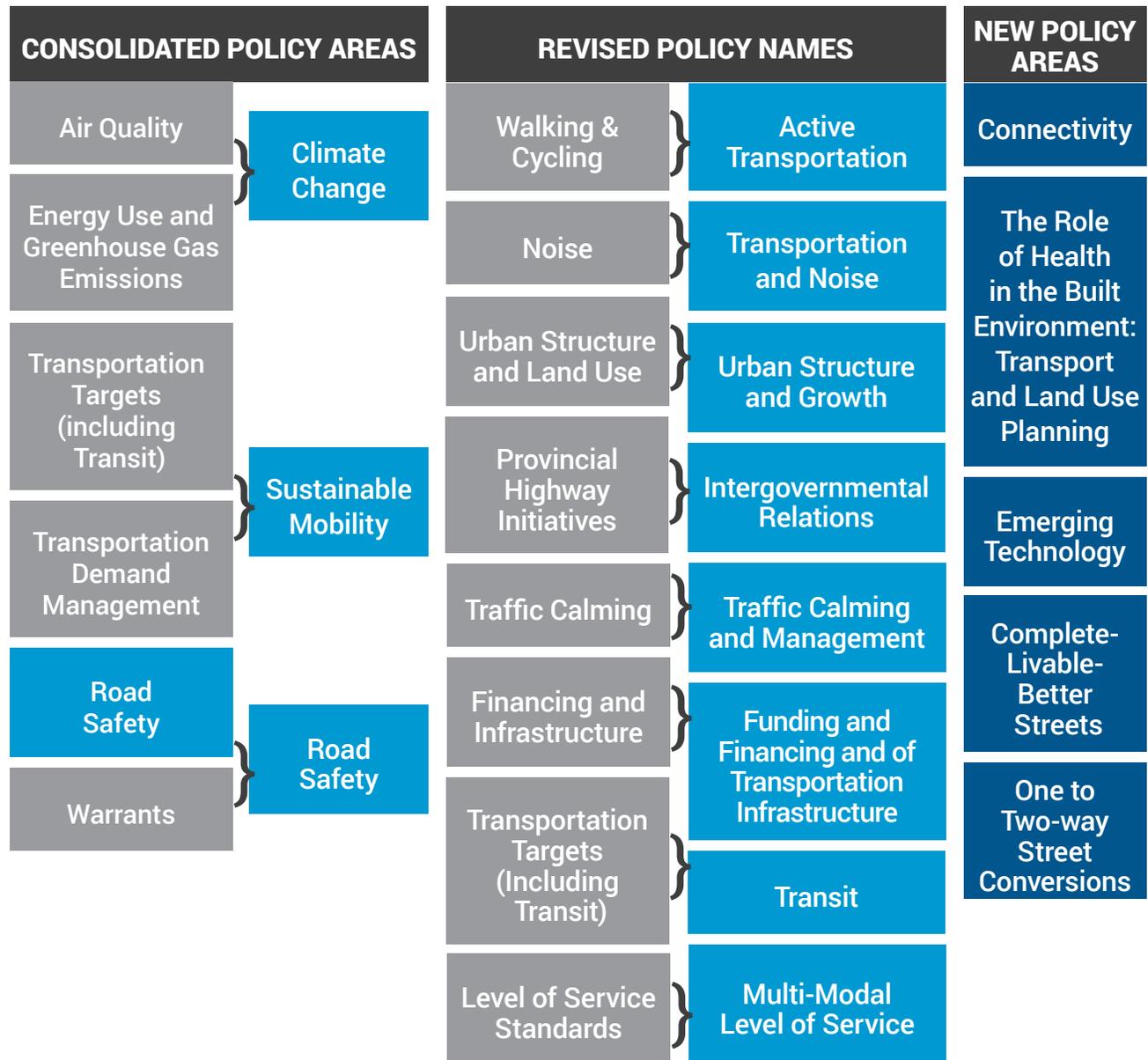
level and identified an updated action plan to implement the revised and new policies.

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

CONTENTS

3.1 Travel Demand Forecasting (EMME Model)	58
3.2 Evaluation of Existing Conditions	59
3.2.1 Assessment of Future “Do Nothing” Conditions	60
3.3 Identification of Strategic Transportation System Alternatives	61
3.4 Evaluation of Strategic Transportation System Alternatives	62
3.5 Preferred Solution	63
3.5.1 Sensitivity Testing for Localized Improvements	66





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

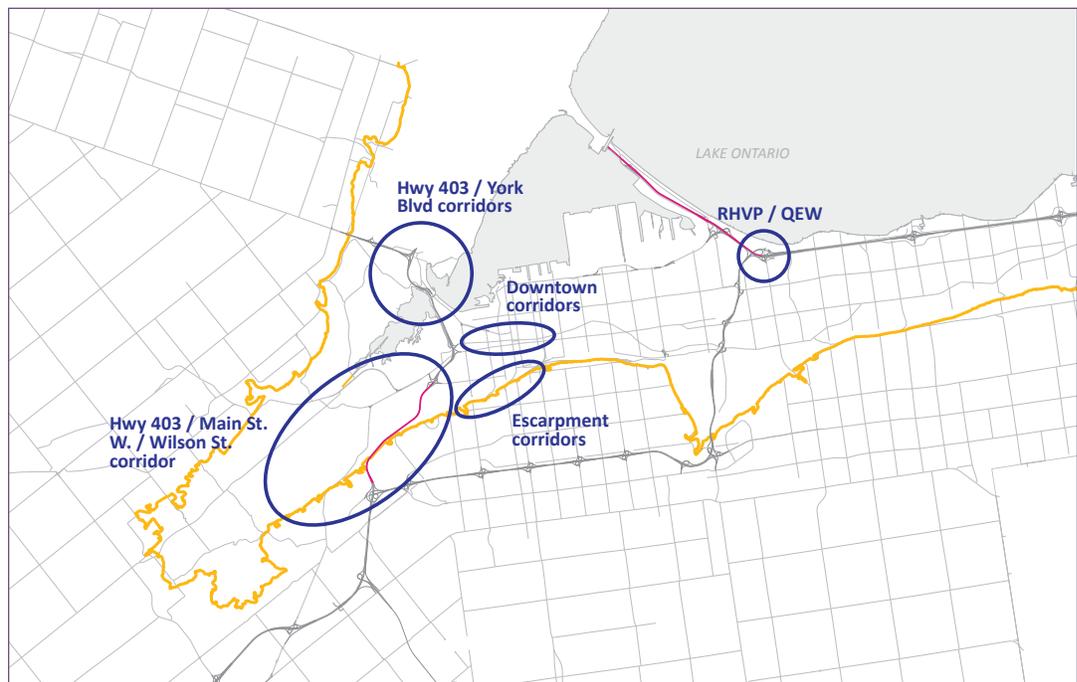
provided both projects the opportunity to validate each other's work. The information from the TMP modeling exercise was then utilized and updated in collaboration with the B-Line LRT project.

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:

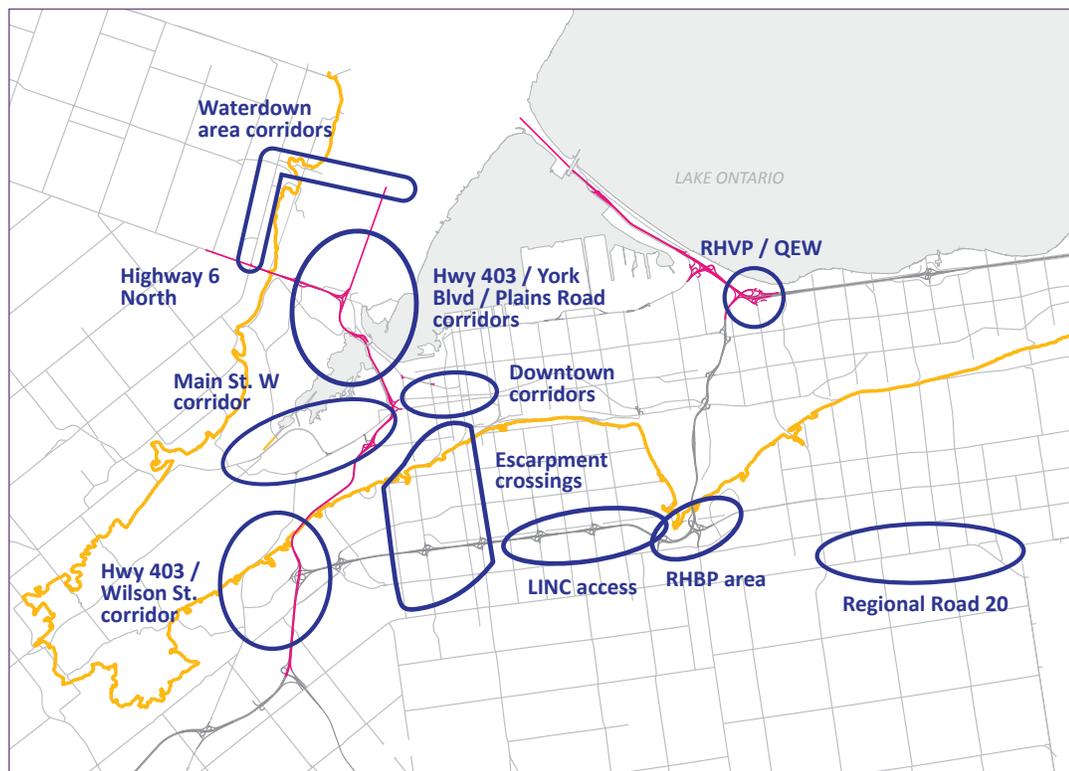
- Red Hill Valley Parkway (RHVP) / QEW
- Highway 403/York Boulevard corridors
- Highway 403/Main Street West/Wilson Street Corridors
- Downtown corridors
- Escarpment crossings

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:

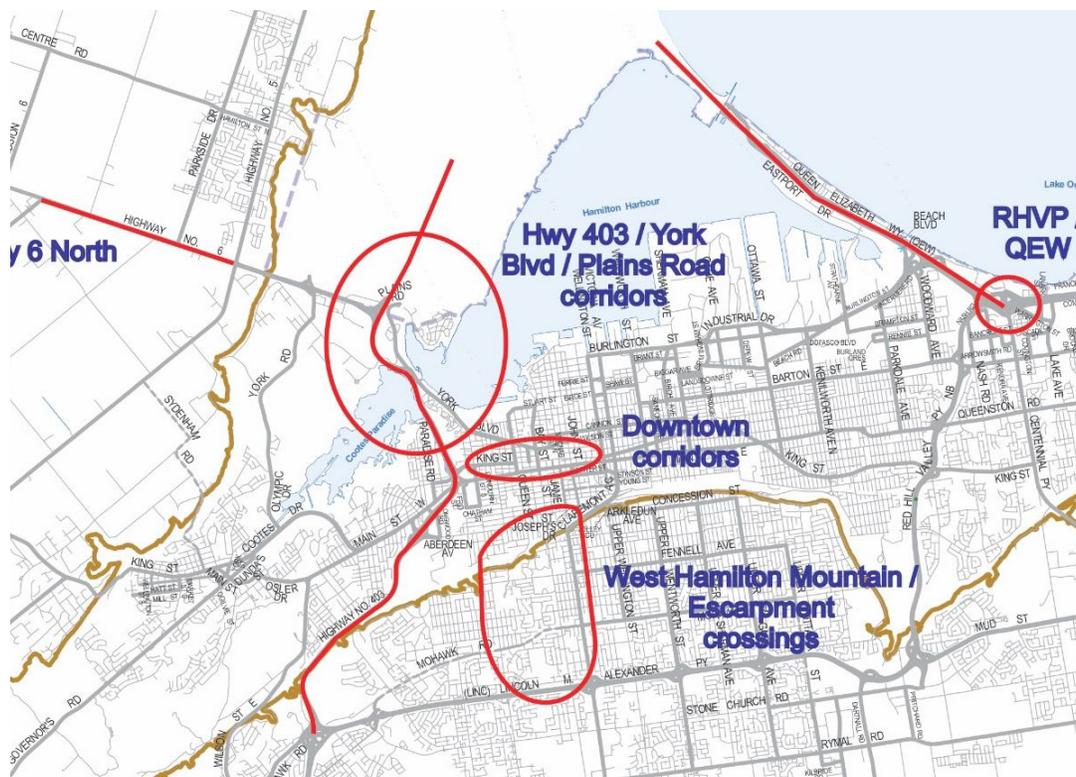
Alternative A: Widen Highway 403 /QEW

- 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

CONTENTS

4.1 Planning for a Sustainable and Balanced Transportation System	71
4.2 New Directions and/or Policy Links	73
4.2.1 TDM and Sustainable Mobility	73
4.2.2 Active Transportation	74
4.2.3 Transit	75
4.2.4 Roads	77
4.2.5 Complete-Livable-Better Streets	79
4.2.5.1 Street (One-to Two-way) Conversions	80
4.2.6 Connectivity	81
4.2.7 Climate Change	82
4.2.8 Emerging Technology	83
4.2.9 Intergovernmental Relations	84
4.2.10 Summary of Other Applicable Policies	86
4.3 Modal Split Aspirations	86
4.4 Summary of Key Recommended Actions	86





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

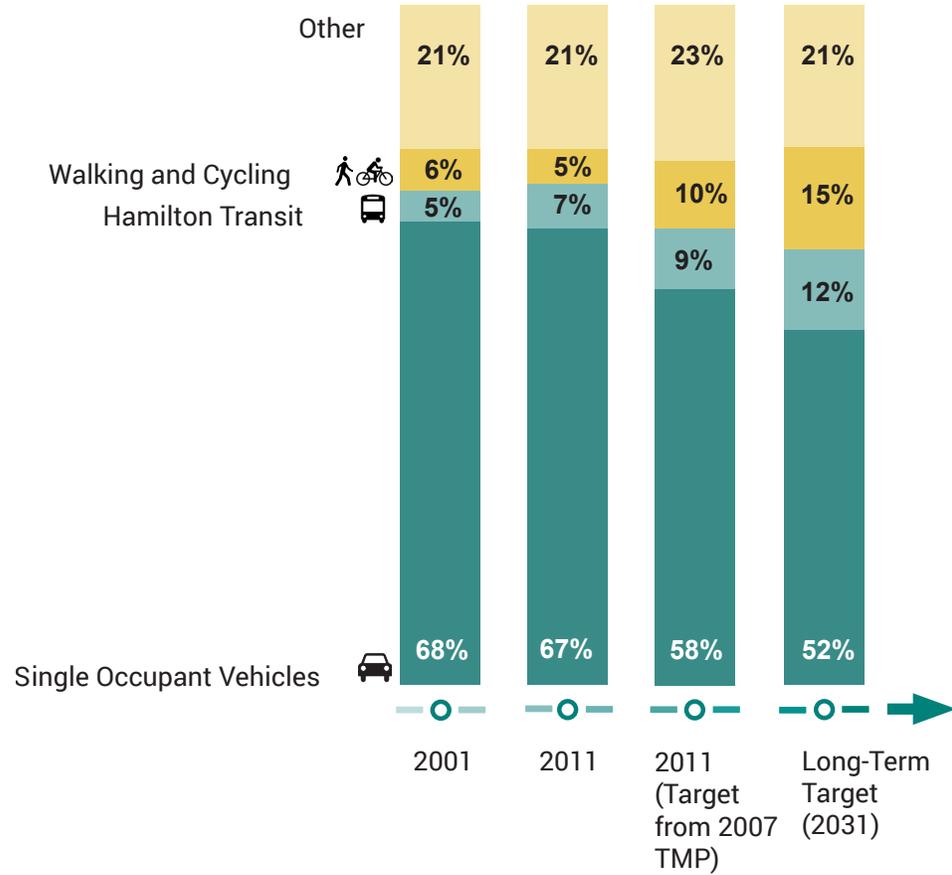


TABLE 4.3 Summary Actions

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

CONTENTS

5.1 New Directions and/or Policy Links	100
5.1.1 Health and the Built Environment	100
5.1.2 Road Safety	102
5.1.3 Accessibility	106
5.1.4 Other Applicable Policies	108
5.2 Summary of Key Actions	108





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.



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



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	↑

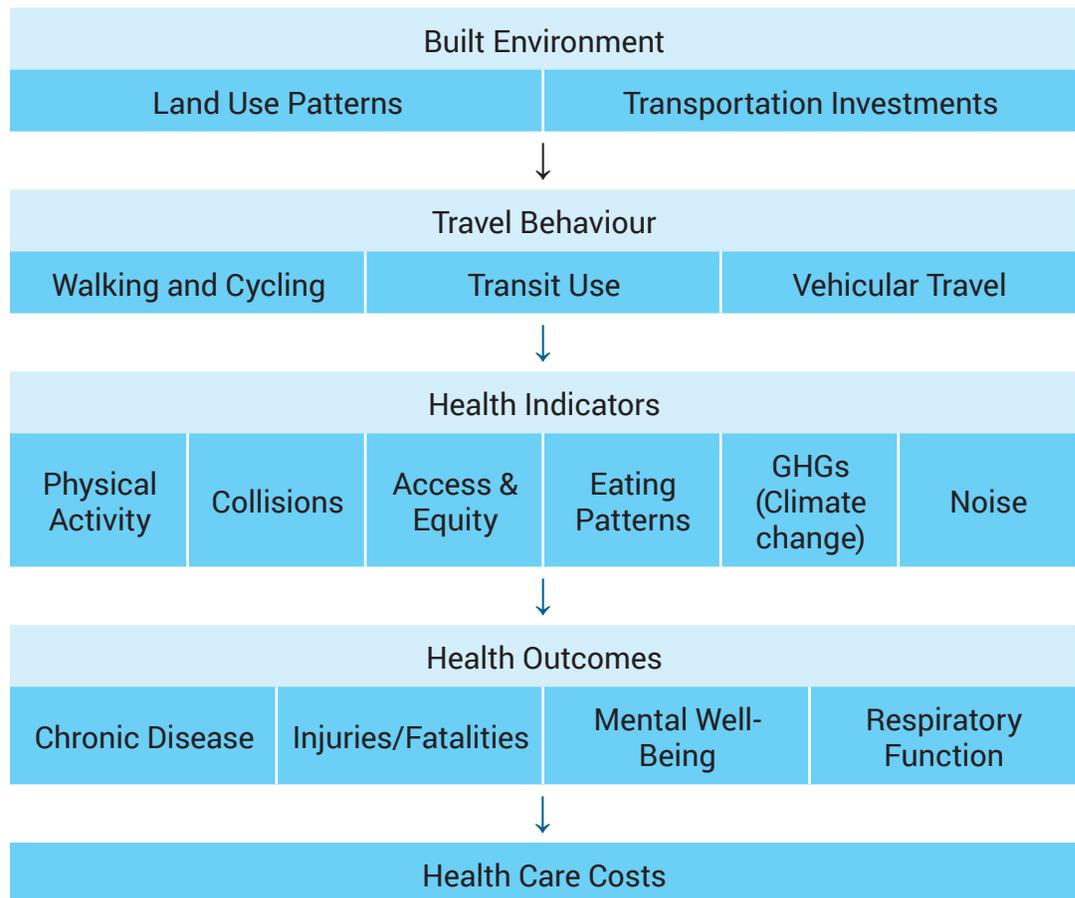
¹³Public Health Agency of Canada: What Determines Health?

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.

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.

Land use patterns determine the type of transportation infrastructure and service, while new transportation

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

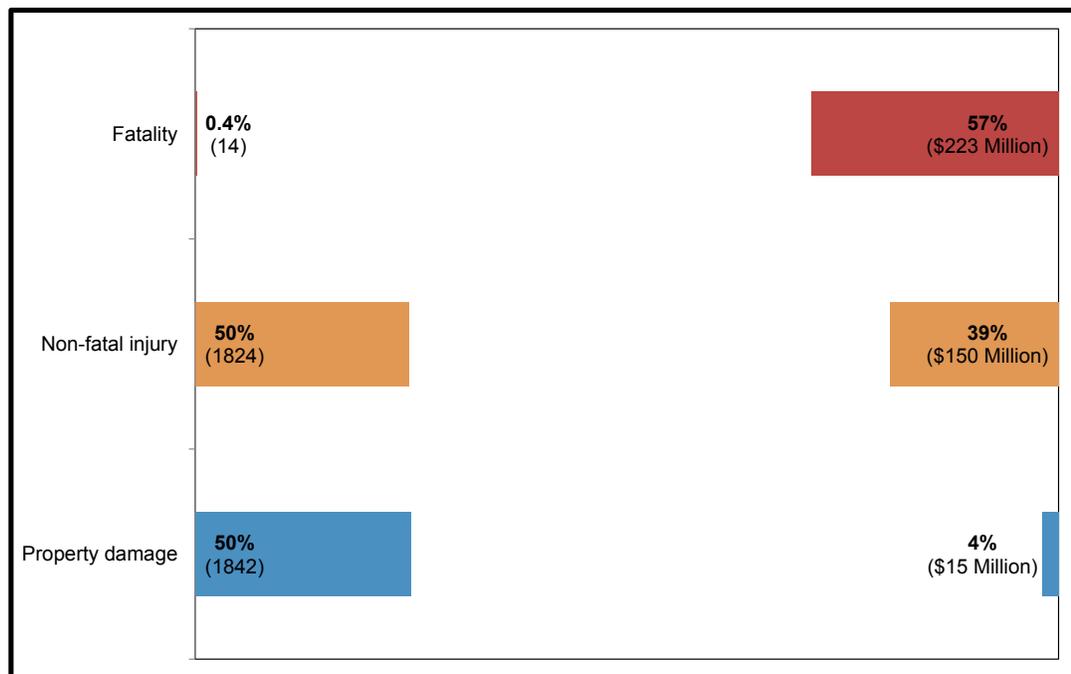
fatalities and severe injuries on the road unacceptable from an ethical perspective, they are also unacceptable from a societal cost perspective.

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.

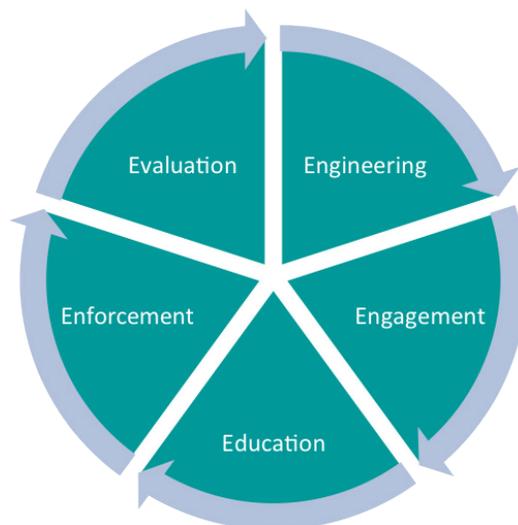
A summary of actions that support traffic calming and management and healthy and safe communities are provided in Table 5.2. Additional details are included in the Road Safety background report.

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.

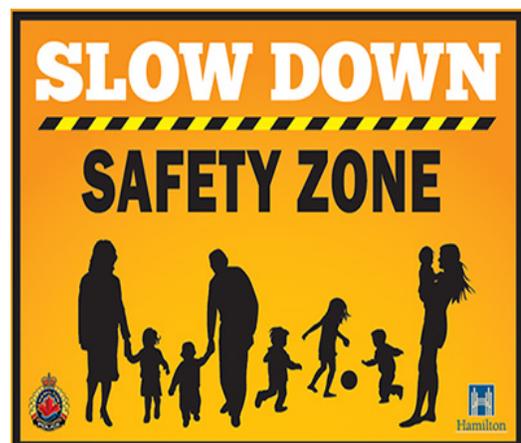
Evaluation

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
and Safe
Communities

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.

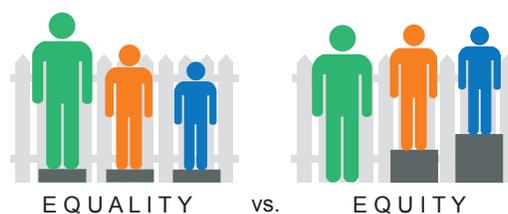
According to the Ontario Human Rights Commission (OHRC), equity is, “A distinct process of recognizing differences within groups of individuals, and using this understanding to achieve substantive equality in all aspects of a person’s life.” The outcome of this is providing an equitable transportation 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

CONTENTS

6.1 Planning for Economic Prosperity and Growth	113
6.2 New Directions and/or Policy Links	113
6.2.1 Land Use and Travel Patterns	114
6.2.2 Parking Strategy	115
6.2.3 Economic Development	117
6.2.4 Goods Movement	118
6.2.5 Other Applicable Policies	122
6.3 Summary of Key Actions	122





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.

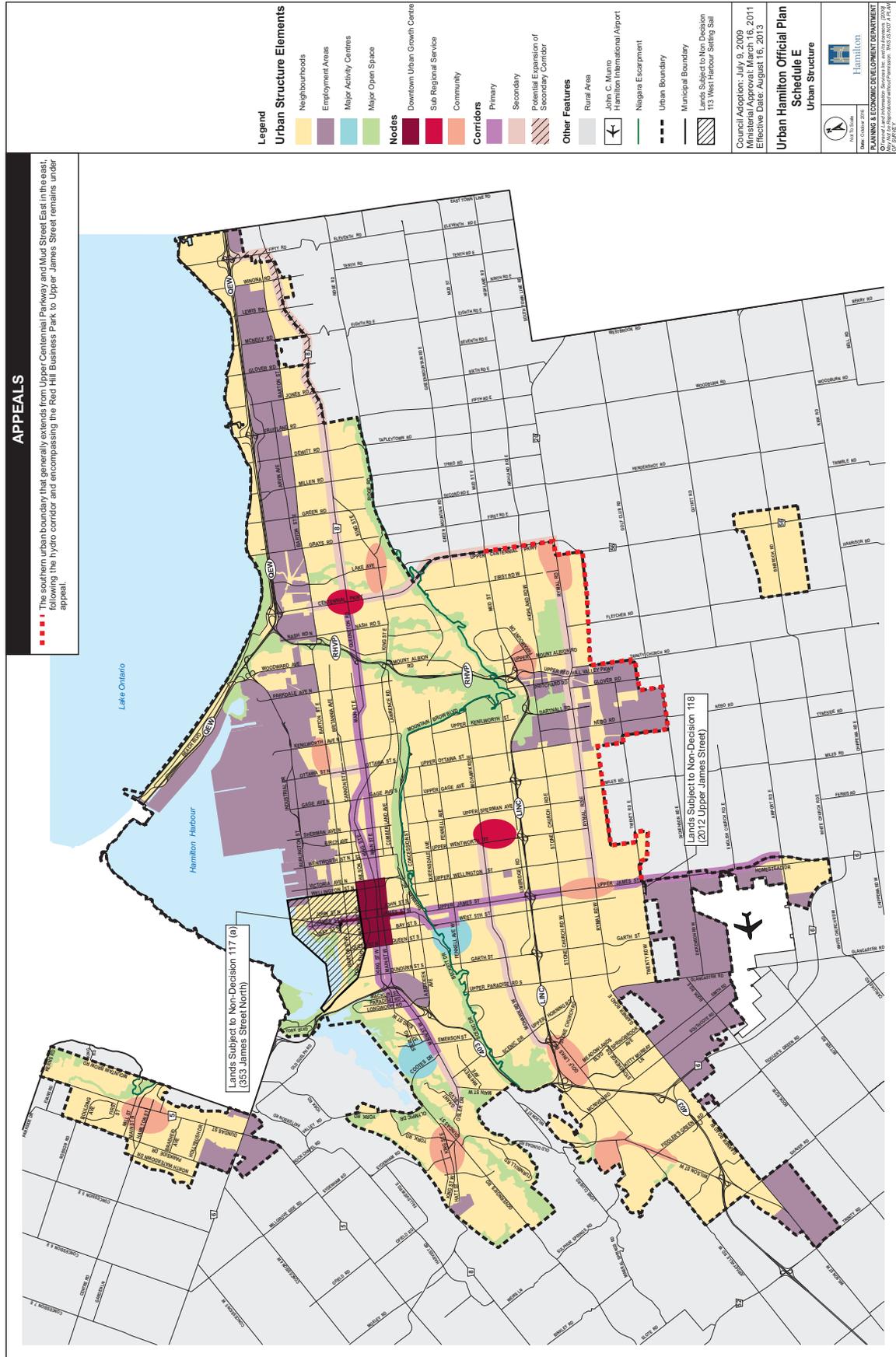
6.2.2 Parking Strategy

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

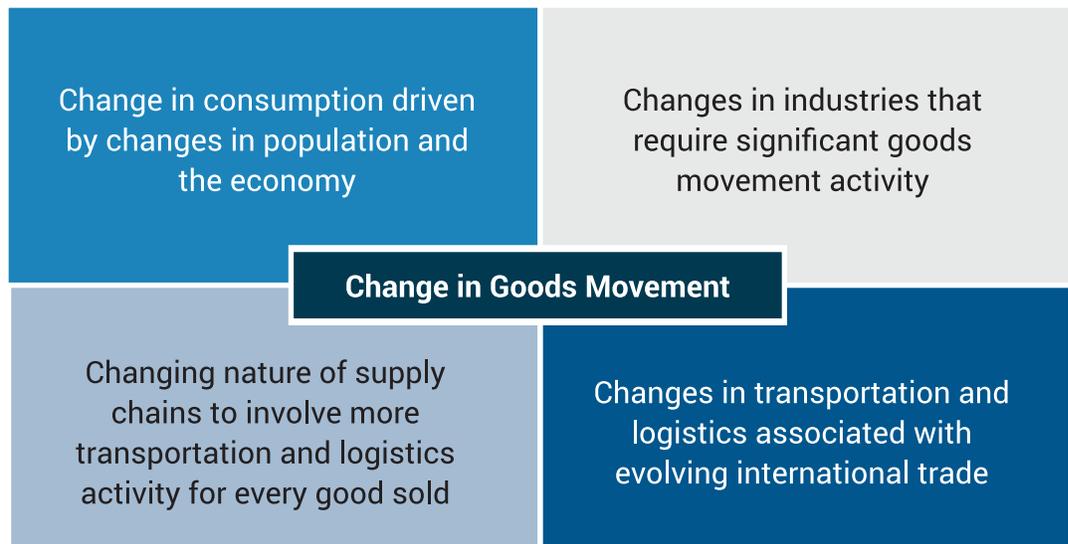


FIGURE 6.4
New Local
Delivery
Systems
(Main Street
East and
Ottawa Street
South)



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.

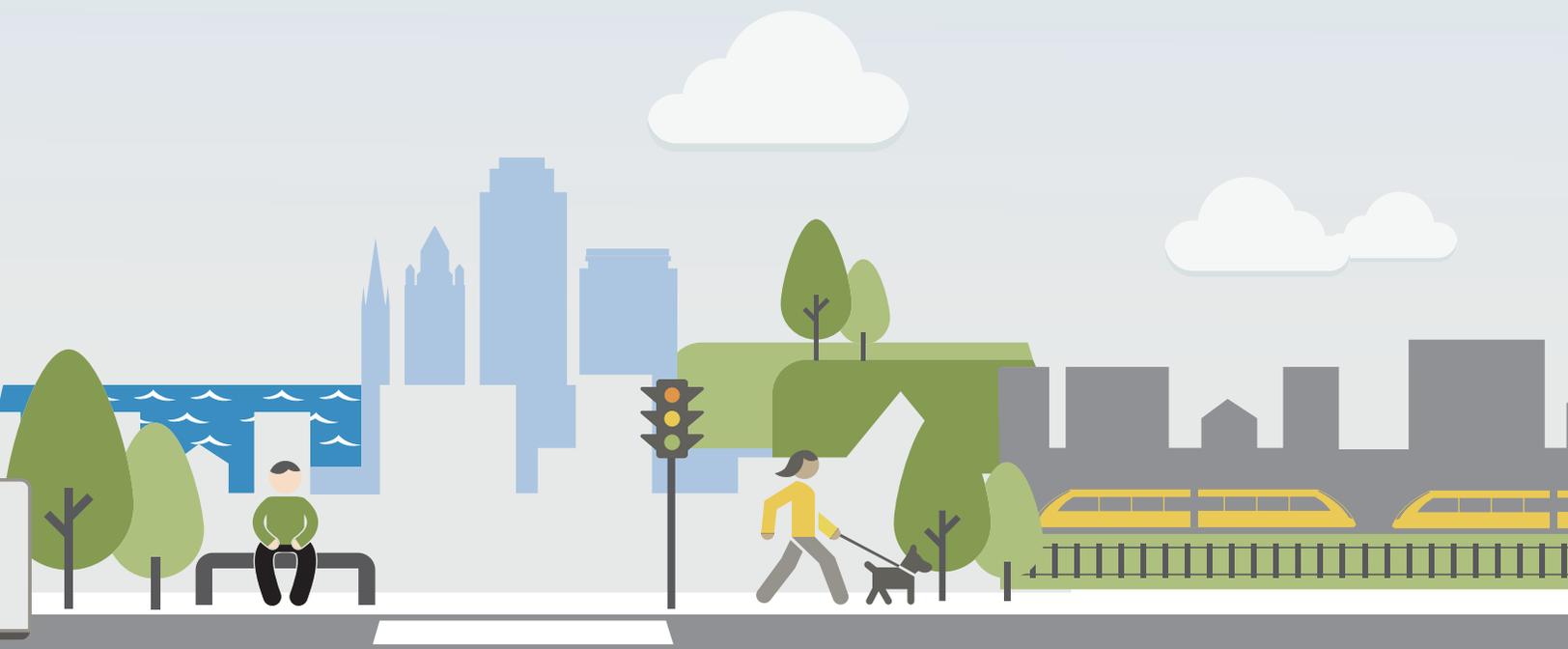
TABLE 6.2 Summary of Actions

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

CONTENTS

7.1 Implementation Strategies	128
7.1.1 Establishing Priorities	129
7.1.2 Partnerships	129
7.1.3 State-of-Readiness	130
7.1.4 Revenue Tools	131
7.2 Recommendations	132
7.2.1 Policy Recommendations	132
7.2.2 Program Recommendations	133
7.2.2.1 Asset Management Program	133
7.2.2.2 Strategic Road Safety Program	136
7.2.2.4 Traffic Operations Program	137
7.2.2.5 Transit Program (BLAST Network and Ten Year Local Transit Strategy)	137
7.2.3 Recommended Studies and Initiatives	137
7.2.4 Infrastructure Recommendations	137
7.3 Summary of Key Actions	139





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

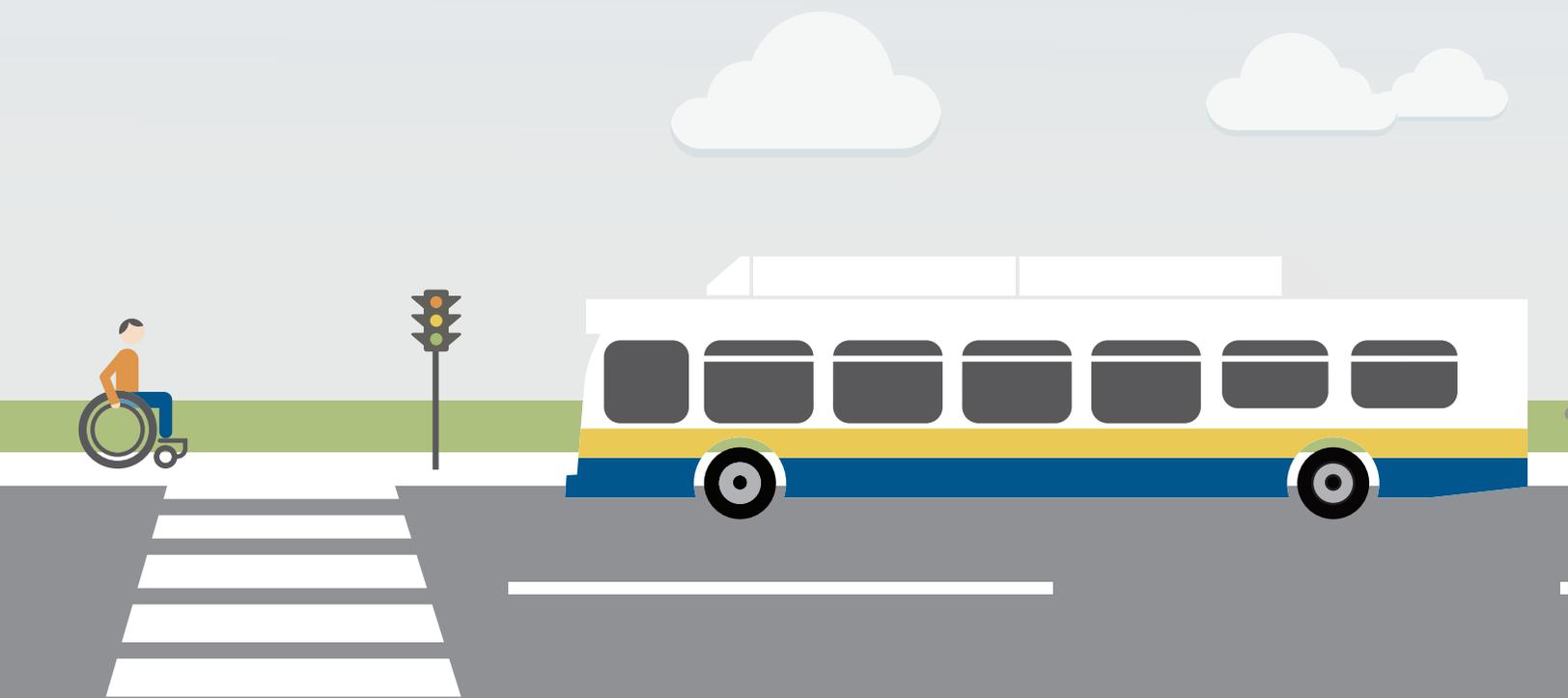
Key recommended actions related to implementation are presented in Table 7.4.

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

CONTENTS

8.1 Transportation Master Plan Monitoring	144
8.2 Policy Monitoring Framework	144
8.3 Additional Monitoring Programs	147
8.4 Sources of Data	147





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.

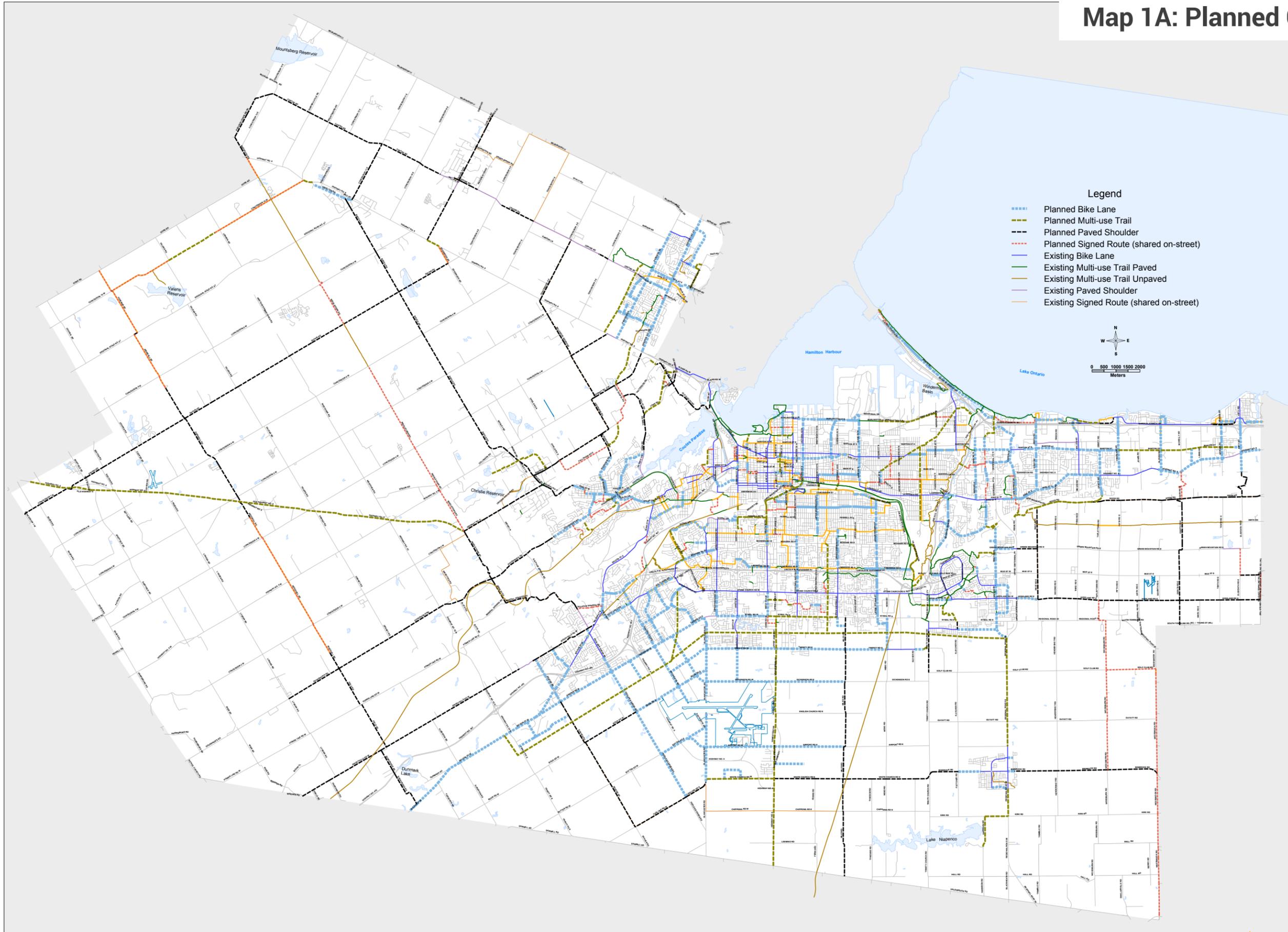
Statistics Canada Census Data: The Statistics Canada Census Program provides a statistical portrait of the country every five years. A wide array of data is collected, including population and dwelling counts, age and sex data, families and households data, income information, education, journey-to-work, mobility and

migration, and much more. Data are available at the country, province, and local census tract levels.

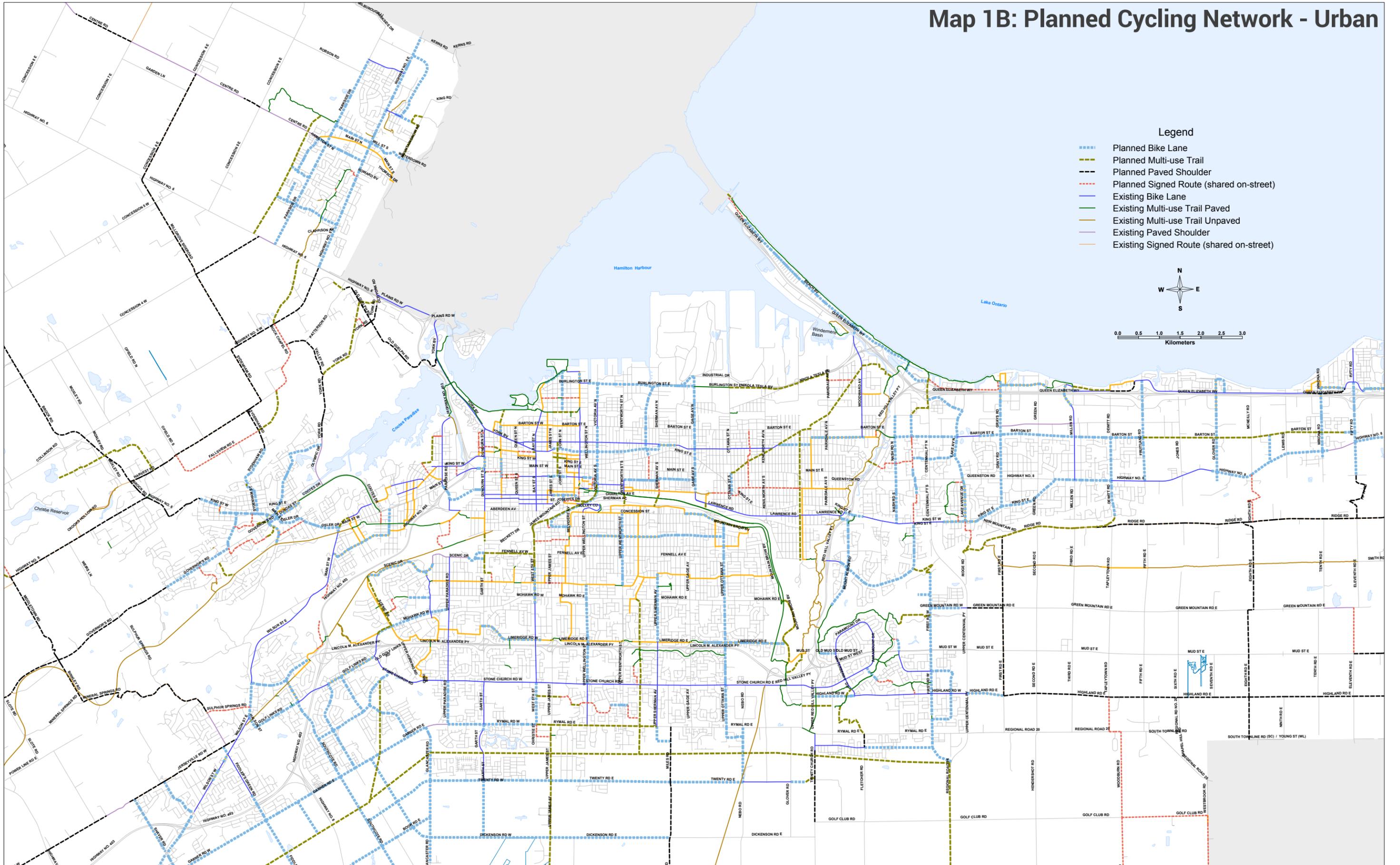
Sustainable Mobility Program: The City's Sustainable Mobility Program mandate is to reduce SOV travel in Hamilton, through behaviour change towards more sustainable modes of travel. This program includes many programs and projects, many of which involve the collection of metrics and information. This 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



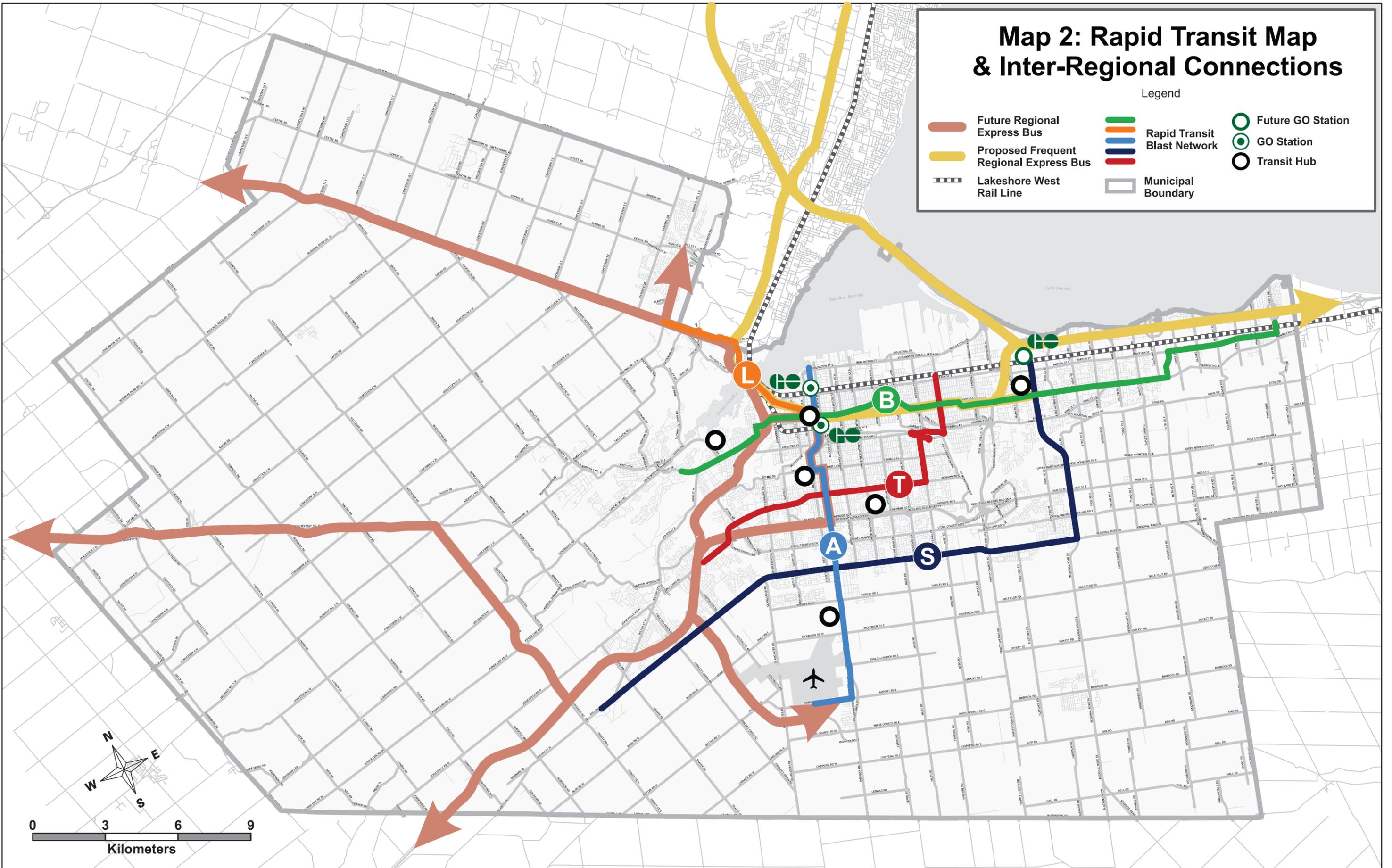
Map 1B: Planned Cycling Network - Urban



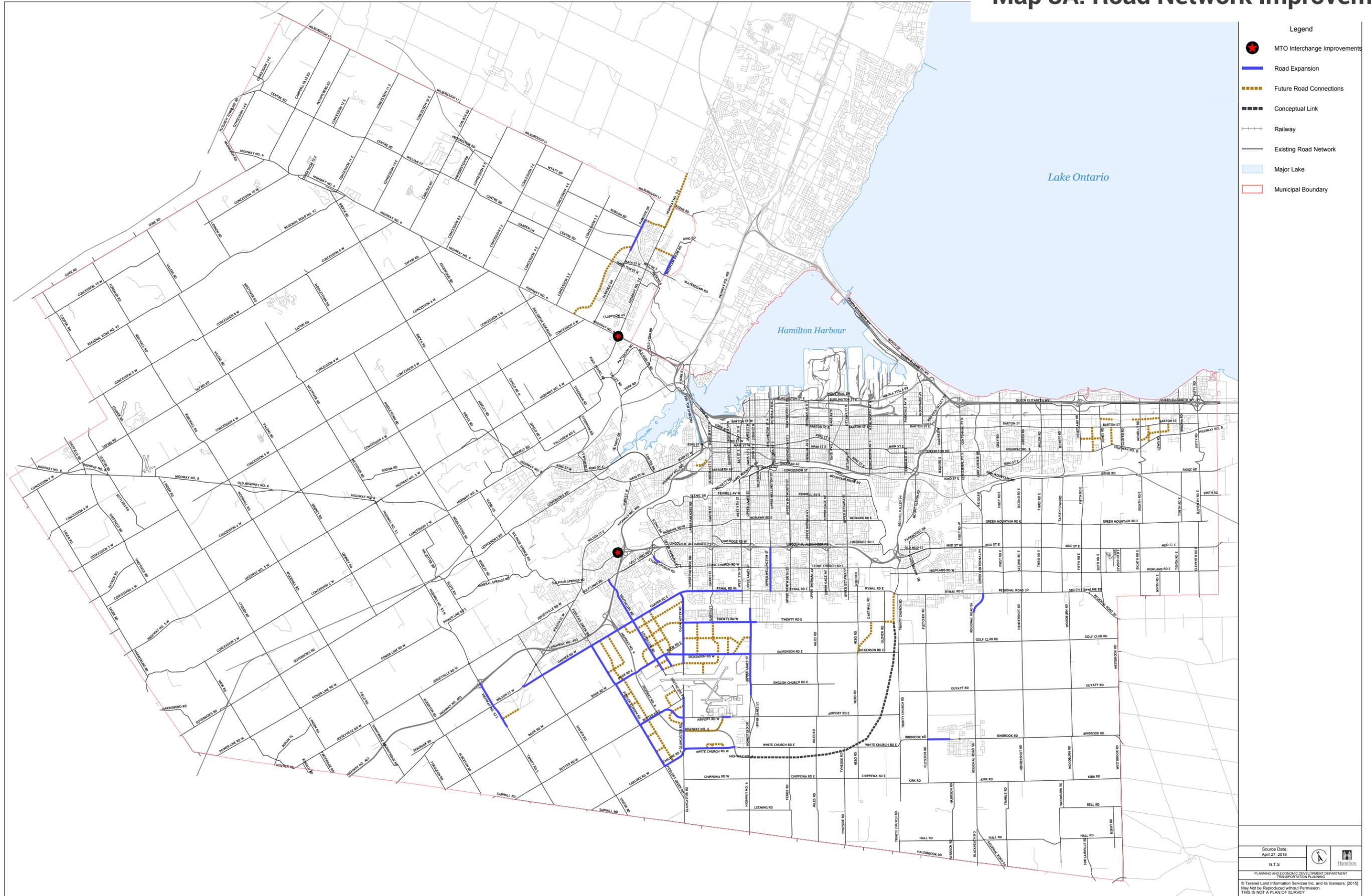
Map 2: Rapid Transit Map & Inter-Regional Connections

Legend

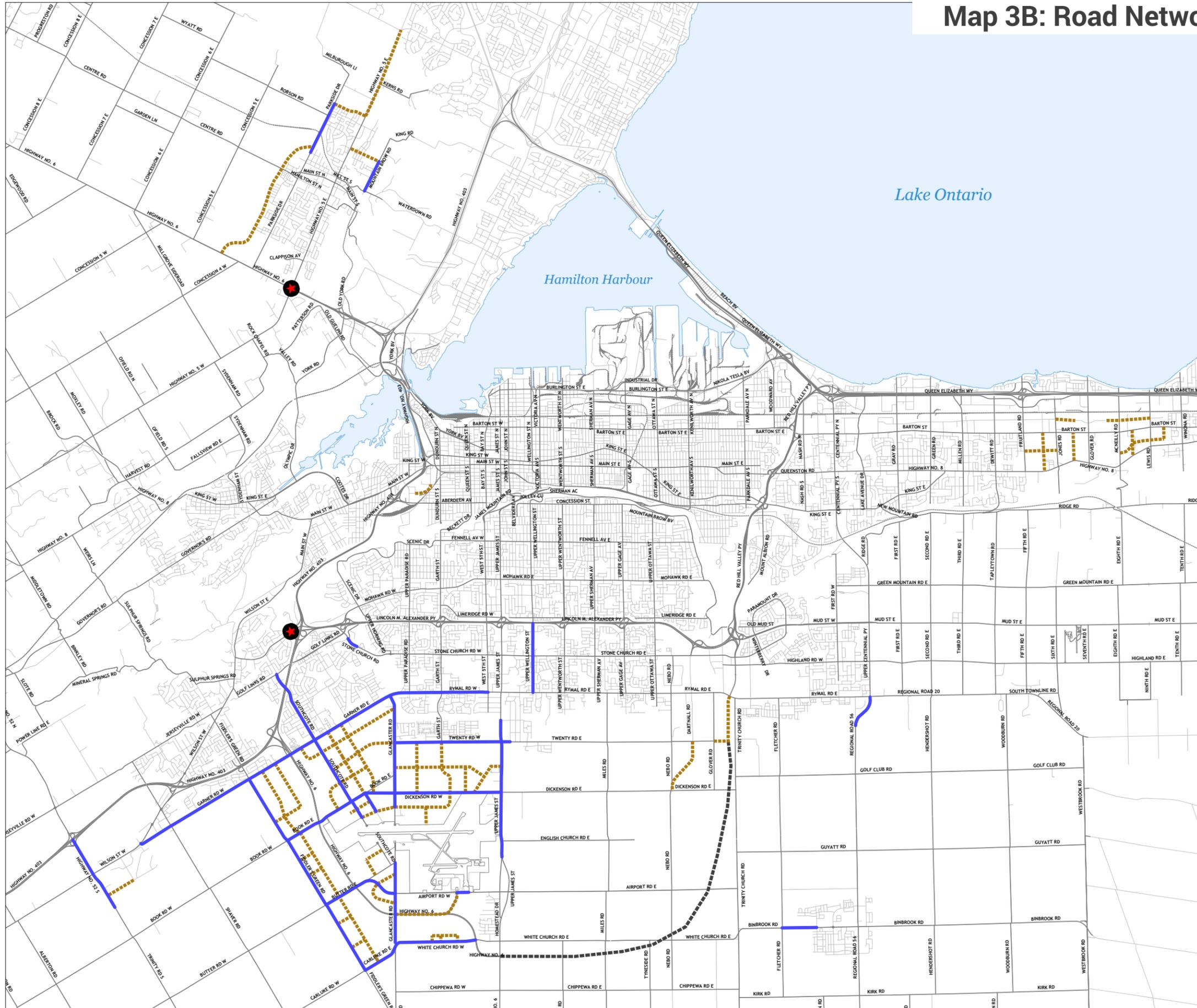
 Future Regional Express Bus	 Rapid Transit	 Future GO Station
 Proposed Frequent Regional Express Bus	 Blast Network	 GO Station
 Lakeshore West Rail Line	 Transit Hub	 Transit Hub
 Municipal Boundary		



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

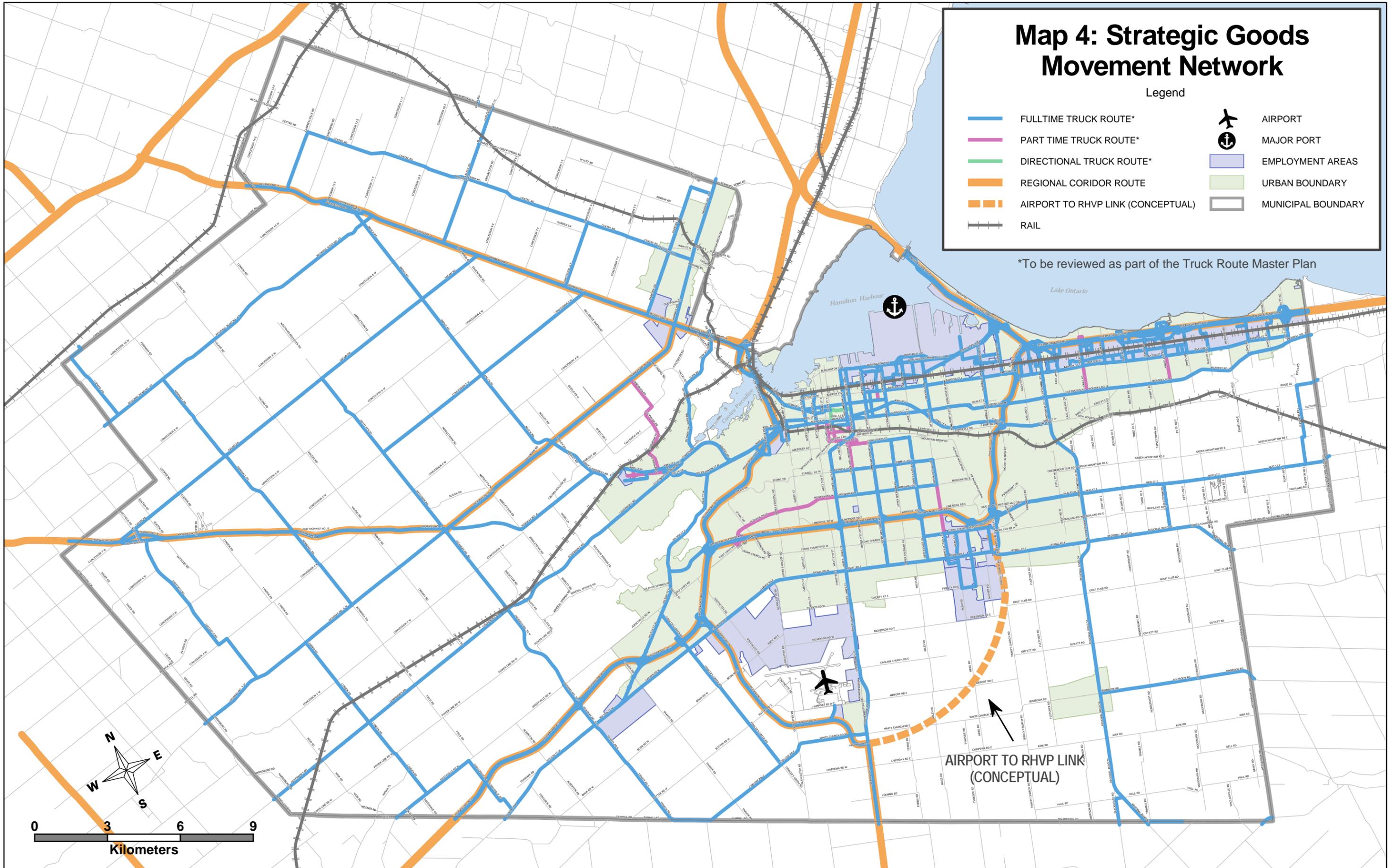
Source Date: April 27, 2018		
N.T.S.		
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT TRANSPORTATION PLANNING		
© Teranet Land Information Services Inc. and its licensors. [2015] May Not be Reproduced without Permission. THIS IS NOT A PLAN OF SURVEY		

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)**



CITY OF HAMILTON
CITY MANAGER'S OFFICE
Human Resources

TO:	Mayors and Members General Issues Committee
COMMITTEE DATE:	August 13, 2018
SUBJECT/REPORT NO:	City Manager Recruitment Process (HUR18013) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Lora Fontana 905-546-2424 Ext. 4091
SUBMITTED BY:	Lora Fontana Executive Director Human Resources and Organizational Development
SIGNATURE:	

RECOMMENDATION(S)

- (a) That a Steering Committee comprised of the Mayor and the Chairs of the Standing Committees be established to assist with the recruitment process for the City Manager.
- (b) That the recruitment process for both internal and external candidates commence in approximately November, 2018

EXECUTIVE SUMMARY

The City Manager is accountable to City Council for providing strategic leadership and guidance in the cost-effective administration of the City's departments, programs and services in accordance with the prescribed By-Law, policies and strategic plans established by Council.

On June 27, 2018, Chris Murray, City Manager, tendered his resignation to the Mayor and Members of Council. To assist with the interim period prior to the selection of a new City Manager, at its July 13th, 2018 General Issues Committee (GIC) meeting, Council appointed Mike Zegarac as the Acting City Manager, effective August 13, 2018.

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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: City Manager Recruitment Process
(HUR18013) (City Wide)****Page 2 of 4**

Recognizing the need to expand the recruitment strategies beyond the internal City recruitment processes, it is appropriate to secure an executive search firm that is capable of conducting a nation-wide search for the position.

It is recommended that a Steering Committee consisting of the Mayor and the Chairs of the Standing Committees for the next term of Council, oversee the search process, interview a short-list of candidates, and identify finalist candidates for consideration by City Council.

In light of the upcoming municipal election taking place on October 22, 2018, it is recommended that the Steering Committee commence the interview process once the new Council has been established and the new Chairs of the Standing Committees have been selected for the next term of Council.

The process for selecting an executive search firm will take place within the next 2 – 3 months. It is anticipated that the interview and selection process for potential candidates will commence in the first quarter of 2019.

Alternatives for Consideration – See page 4**FINANCIAL – STAFFING – LEGAL IMPLICATIONS (for recommendation(s) only)**

Financial: Based on historical experience, it is anticipated that the cost for the executive search firm services for the recruitment of the City Manager position will be approximately \$60,000.

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND (Chronology of events)

The City Manager position is responsible for the general control and management of the government administration and affairs of the City and performs such duties as Council by-law prescribes. Generally speaking, the role is responsible for the efficient administration of all departments of the City to the extent there is control over them authorized by Council.

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**SUBJECT: City Manager Recruitment Process
(HUR18013) (City Wide)****Page 3 of 4**

During the last recruitment process for the City Manager position in 2008, a Request for Proposal (RFP) was issued in recognition of the need to expand the recruitment strategies beyond the internal City recruitment processes as well as the desire to secure a search firm capable of conducting a nation-wide search for the position.

Proposals were accepted from firms that were well established in providing executive recruitment services, particularly in the municipal field. After a comprehensive assessment of all proposals received, the decision was made to proceed with Odgers Berndtson (formerly Ray & Berndtson) to assist with the recruitment process for the City Manager position.

Subsequent to the comprehensive recruitment process, Chris Murray was hired as the new City Manager in January, 2009.

On June 27th, 2018, Chris Murray, City Manager, submitted his letter of resignation to the Mayor and Members of Council. To assist with the interim period prior to the selection of the new City Manager, at its July 13, 2018 General Issues Committee (GIC) meeting, Council appointed Mike Zegarac as the Acting City Manager, effective August 13, 2018.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Pursuant to section 220 of the *Municipal Act, S.O. 2001, c. 25*, as amended, the Council for the City of Hamilton may appoint a Chief Administrative Officer for the City of Hamilton, and prescribe the duties and responsibilities of that office.

RELEVANT CONSULTATION

Not applicable

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Recognizing the need to expand the recruitment strategies beyond the City's internal recruitment processes, it is appropriate to secure an executive search firm that is capable of conducting a nation-wide search for the City Manager position. It is expected that the executive search firm will conduct a nation-wide search, using a variety of networking, outreach, and position specific search strategies, to identify high quality candidates as well as ensure that the search encompasses candidates internal to the City of Hamilton.

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**SUBJECT: City Manager Recruitment Process
(HUR18013) (City Wide)**

Page 4 of 4

An assessment will be conducted of potential executive firms that are well established in providing executive recruitment services, with particular emphasis in the municipal field. The selected proponent will recommend relevant and viable strategies to achieve the service objectives and requirements relevant to the successful recruitment process for the City Manager position.

In light of the upcoming municipal election taking place on October 22, 2018, it is recommended that the Steering Committee comprised of the Mayor and the Chairs of the Standing Committees established to assist with the recruitment process for the City Manager, commence the interview process once the new Council has been established and the new Chairs of the Standing Committees have been selected for the next term of Council.

The process for selecting an executive search firm will take place within the next 2 – 3 months. It is anticipated that the Mayor and the new Chairs of the Standing Committees will commence the interview and selection process of potential candidates in the first quarter of 2019.

ALTERNATIVES FOR CONSIDERATION

(Include Financial, Staffing, Legal and Policy Implications and Pros and Cons for each alternative)

Council may consider conducting a recruitment process that is restricted to the City's internal recruitment processes only. Given the scope and responsibility of the City Manager position, a wide-scale search using the networking abilities and search strategies of an executive search firm is more appropriate. Therefore, restricting the recruitment process to the City's internal staff only is not recommended.

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.

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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CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
DATE:	August 13, 2018
SUBJECT/REPORT NO:	Sports, Entertainment and Convention Venues Review (PED18168) (City Wide) (Outstanding Business List item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Ryan McHugh (905) 546-2424 Ext. 2725
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That staff be directed to commission an independent third party study which is to be guided by the Council-Approved Vision set out in the Downtown Secondary Plan, Economic Development Action Plan, Cultural Plan and Hamilton Tourism Strategy, which conducts a needs, opportunities, and gap analysis assessing:
- (i) Hamilton's Sports, Entertainment and Convention Centre facility needs, given the City's size and position within the Southern Ontario marketplace;
 - (ii) Various ownership and operating models that have succeeded in comparable Municipalities, with a focus on the estimated economic impact and cultural impacts, including but not limited to, both indirect and direct financial benefits each model could potentially provide the City of Hamilton;
 - (iii) What role do the existing FirstOntario Centre, FirstOntario Concert Hall, The Studio and the Hamilton Convention Centre assets play in meeting Hamilton's Sports, Entertainment and Convention Centre needs moving forward;
 - (iv) Whether there is any added benefit in locating the City's entertainment assets in a clustered "precinct" that includes residential and commercial development and how suitable the City's existing entertainment asset sites are for the development of any such facility or facilities;

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**SUBJECT: Sports, Entertainment and Convention Venues Review (PED18168)
(City Wide) – Page 2 of 10**

- (v) Models of how to best maximize the contributions of private sector partner(s) with the required experience and know-how to execute on the City's preferred model;
 - (vi) How to best engage citizens and community stakeholders in a consultation process;
 - (vii) The best process for procuring the development of such entertainment assets and criteria for assessing any unsolicited proposals the City may receive.
- (b) That consistent with Council direction, the consideration of the City's arena needs not be limited to the downtown core;
 - (c) That a contribution to an upset limit of \$200 K from the Tax Stabilization Reserve, Account No. 110046, be used to fund the analysis outlined in Recommendation (a) in Report PED18168;
 - (d) That staff be directed to report back to the General Issues Committee with the findings of the study outlined in Recommendation (a) in Report PED18168 by the end of Q1 2019.

EXECUTIVE SUMMARY

The FirstOntario Concert Hall (formerly Hamilton Place), the Hamilton Convention Centre, and the FirstOntario Centre (formerly Copps Coliseum), herein referred to as the "Entertainment Assets", were built in 1973, 1981 and 1985, respectively. Since their construction, these Entertainment Assets have been significant sources of community use and enjoyment and have attracted Canadian and international performances, major events, and millions of attendees to the City.

Although these venues continue to drive significant economic value to the City's restaurants, bars, retail shops, and hotels each year, the aging of these venues has created a substantial and increasing need for capital reinvestment. In addition to the growing capital backlog that will put increased pressure on the tax levy moving forward, fundamental industry shifts and the proliferation of new venues in the Ontario marketplace are making the economics of operating the facilities increasingly difficult.

On December 1, 2017, Council approved the Motion attached as Appendix "A" to Report PED18168 which directed staff to investigate the opportunities for the redevelopment of the FirstOntario Centre, the Hamilton Convention Centre, and the FirstOntario Concert Hall. Item (c) of the attached Motion provided the following direction:

**SUBJECT: Sports, Entertainment and Convention Venues Review (PED18168)
(City Wide) – Page 3 of 10**

That staff be directed to seek input from community stakeholders, industry experts, and comparator municipalities and report back to the General Issues Committee.

Based on this direction, City staff has been having discussions with various stakeholders within the community and has reviewed various unsolicited proposals put forward by potential private sector partners. Staff has also completed analysis of the utilization of the existing Entertainment Assets and have identified the challenges the City's current operators face in an increasingly competitive market place. If approved, the recommendation outlined above would allow staff to engage an independent industry expert to complete a comprehensive study of the City's entertainment asset needs moving forward.

Identifying various operating, ownership and funding models that could be feasible given the City's objectives and financial constraints would be a primary focus of this study. In addition to identifying what sports, entertainment, and convention centre facilities would be "right-sized" and "right-designed" for the Hamilton market, this study would investigate the benefits of locating any future development(s) in a "precinct" or "cluster." This study would also provide staff guidance on how best to procure any such development and criteria for assessing any unsolicited proposals the City may receive.

The consultant(s) selection and the supervision of their work will be overseen by a cross departmental committee consisting of Economic Development, Tourism and Culture, Planning, Finance, and Public Works (Facilities) Staff. If approved, the recommendations outlined above would equip staff with the information required to provide Council with a fulsome plan on how to best move forward. This recommendation would include a detailed project plan outlining an overview of the proposed process, timing and any funding that may be required.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

FINANCIAL: That a contribution to an upset limit of \$200 K from the Tax Stabilization Reserve, Account No. 110046, be used to fund to the independent third party outlined in Recommendation (a) in Report PED18168.

STAFFING: N/A

LEGAL: N/A

HISTORICAL BACKGROUND

After 30 plus years of serving as the marquee sports, entertainment and convention venues in the community, the City of Hamilton's FirstOntario Centre (1985), FirstOntario

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**SUBJECT: Sports, Entertainment and Convention Venues Review (PED18168)
(City Wide) – Page 4 of 10**

Concert Hall (1973) and Hamilton Convention Centre (1981), are starting to show their age and reduced functionality (e.g. sub-optimal size, limited amenities).

In 2013, Council approved Report CM11013(e) that provides the following Direction:

- (a) That an agreement for the management of Copps Coliseum and Hamilton Place substantially in the form of the Management Agreement between the City of Hamilton and Global Spectrum Facility Management L.P. (attached as Appendix “A” to Report CM11013(e)) be approved; and,
- (b) That an agreement for the management of the Hamilton Convention Centre substantially in the form of the Facility Operating Management Agreement between the City of Hamilton and The Hospitality Centre Corporation and Mercanti Banquet & Convention Centre Ltd. (attached as Appendix “B” to Report CM11013(e)), be approved.

Since this transition away from HECFI’s operations, both Spectra and the Carmen’s Group have had considerable success given the limitations of the aging facilities they operate. In addition to providing the City combined savings of approximately \$5 M since transitioning away from HECFI’s operation in 2013, both Spectra and Carmen’s Group have been exceptional stewards of the facilities and have been actively involved in the local community.

In late 2016, the City hired Golden Horseshoe Enterprises Inc. for a fee of \$50 K, to raise \$240 K in private sector funding that was used to cover the cost of a report by BBB Architects (BBB) and its subsidiary group, Stadium Consultants International (SCI), attached as Appendix “A” to Report CM17008. The scope of this Report included a comprehensive assessment of the state of the FirstOntario Centre facility and outlined two renovation options that could be implemented if the City wished to modernize the aging asset:

- Option 1: Consists of a partial-upgrade to the existing facility with the remodelling of critical areas with an estimated cost of \$68 M. This option would significantly extend the life of the existing facility, adding amenities such as new boxes and concessions to the lower bowl.
- Option 2: Consists of a complete transformation of the FirstOntario Centre into an NHL quality professional sports and entertainment facility with an estimated cost of \$252 M.

Staff advised Council that they viewed the BBB study as a valuable tool in assessing the condition of the FirstOntario Centre and providing insight into the scope of work, time frames and cost that would be required to modernize the building into a first class

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**SUBJECT: Sports, Entertainment and Convention Venues Review (PED18168)
(City Wide) – Page 5 of 10**

facility. However, based on the cost of the proposed renovations and the uncertainty of whether Hamilton could attract a tenant that could fully utilize a modern 18,000 seat arena, staff recommended that the City not move forward with either renovation option at that time. Nonetheless, the study serves a valuable planning tool that gives the City an understanding of the investment required to become “NHL ready” should an opportunity arise in the future.

On December 1, 2017, Council approved the Motion attached as Appendix “A” to Report PED18168 providing the following direction:

- (a) That staff be directed to investigate the opportunities for the redevelopment of the FirstOntario Centre, the Hamilton Convention Centre, and the FirstOntario Concert Hall, with the investigation to include, but not be limited to, an examination of:
 - (i) developers’ interest in creating a sports and entertainment precinct; and,
 - (ii) potential for the precinct to include an arena, a convention centre, a concert hall, condominiums and retail.
- (b) That the potential transfer of ownership of the FirstOntario Centre, the Hamilton Convention Centre, and the FirstOntario Concert Hall properties, as the City’s financial contribution towards a future development, be considered;
- (c) That staff be directed to seek input from community stakeholders, industry experts, and comparator Municipalities and report back to the General Issues Committee with recommendations regarding the scope of work and the process to move forward;
- (d) That staff be directed to conduct the appropriate due diligence in the event that staff receives an unsolicited proposal outlining a development proposal for any or all of the properties in question: the FirstOntario Centre, the Hamilton Convention Centre and the FirstOntario Concert Hall that secure private investment funds;
- (e) That any discussion regarding the location of a new arena not be limited to the Hamilton downtown core; and,
- (f) That an open, transparent and highly publicized process, aimed at engaging citizens across the City for their input, be implemented.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

**SUBJECT: Sports, Entertainment and Convention Venues Review (PED18168)
(City Wide) – Page 6 of 10**

RELEVANT CONSULTATION

Economic Development, Planning and Economic Development Department;
Tourism and Culture; Planning and Economic Development Department;
Strategic Partnerships and Communications, City Manager's Office;
Finance and Administration, Procurement, Corporate Services; and,
Facilities Management and Capital Projects, Public Works Department.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Under the existing Management Agreement between the City of Hamilton and Spectra (formerly Global Spectrum), the operating and capital costs associated with the FirstOntario Centre and the FirstOntario Concert Hall is allocated as follows:

Description	Spectra (Formerly Global Spectrum)
Capital vs. Operating Costs	The City is responsible for all Capital costs while Spectra is responsible for all Operating Costs.
Utilities	Any utility costs above the 2011 actual utility cost of \$1.2 M will be paid by Spectra.
Net Contribution from the City	The City will cover the first \$1.4 M in losses, and Spectra will cover the next \$500 K in losses. Additional losses will be covered by the City. If losses are less than \$1.4 M, Spectra will retain the first \$450 K as their management fee, and additional savings will be split between the City (70% to the City, 30% to Spectra).

The City of Hamilton has provided Spectra the following operating subsidies over the life of this Agreement:

Agreement Year	Subsidy of Operating Loss	Subsidy of Utility Cost	Total Net Operating Subsidy
2017	\$1,300,000	\$1,200,000	\$ 2,500,000
2016	\$1,400,000	\$1,200,000	\$ 2,600,000
2015	\$1,400,000	\$1,200,000	\$ 2,600,000
2014	\$1,400,000	\$1,200,000	\$ 2,600,000
2013*	\$1,166,667	\$1,000,000	\$ 2,166,667
Total	\$6,766,667	\$5,800,000	\$12,466,667

*From March 2013 until December 31, 2013

Despite providing Spectra operating subsidies of \$12,466,667 since the commencement of the Agreement, the City has still realized over \$2 M in operating savings based on 2013 baseline projections. The City also benefited from a one-time \$500 K payment for capital improvement upon execution of the Agreement. During the life of the

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**SUBJECT: Sports, Entertainment and Convention Venues Review (PED18168)
(City Wide) – Page 7 of 10**

Agreement, the City has made capital expenditures totalling \$7,053,341 in the FirstOntario Centre and Hamilton Place as follows:

FirstOntario Centre

Agreement Year	Capital Expenditures	Description
2017	\$500,000	Roof replacement (partial section), partial security system installation, removal of planter system, visual barriers on York Street;
2016	\$740,000	Roof replacement (partial section), acrylic safety glass for rink, elevator compliance, overhead door replacement, domestic water pump replacement;
2015	\$ 56,000	Roof repair, escalator and elevator compliance, Vertical Transportation Study;
2014	\$ 448,000	Roof replacement (section), exterior door replacement; and,
2013	\$2,336,000	Refrigeration plant replacement, washroom renovation.
Total	\$4,080,000	

FirstOntario Concert Hall

Agreement Year	Capital Expenditures	Description
2017	\$638,300	Curtains for theatre, lighting replacement (house, stage and controls), Concert Hall sound board replacement;
2016	\$ 94,768	Furniture order for Mezzanine, asbestos sampling and abatement Spec., Dance Floor - Adagio – Black 5'3" W x 101'L-Roll5;
2015	\$571,800	HP Vertical Movement/Passenger Guards/Orchestra, Lift guards/Freight Guards, elevator cylinder for passenger and staff elevators, carpet replacement in Foyer and Mezzanine, recommissioning of heating system, HP and HCC Asbestos Survey, and abatement;

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**SUBJECT: Sports, Entertainment and Convention Venues Review (PED18168)
(City Wide) – Page 8 of 10**

Agreement Year	Capital Expenditures	Description
2014	\$869,148	HP skylight caulking, HP and HCC doors and fire exits, HP Theatre New Audio system, HP TV, Sound Bar and TV bracket, HP roof drain, HP and HCC horizontal exits upgrades; and,
2013	\$799,325	Reskinning the exterior, Consulting-window, carpets and roof drains, HP and HCC horizontal exits, elevator cylinder replacement, concrete rehabilitation.
TOTAL	\$2,973,341	

Under the existing Management Agreement between the City of Hamilton and Carmen's Group the operating and capital costs associated with the Hamilton Convention Centre are allocated as follows:

Description	Carmen's Group
Capital vs. Operating Costs	The City is responsible for all Capital costs while Carmen's Group is responsible for all Operating Costs (less the annual subsidies indicated below)
Utilities	Carmen's Group is contractually committed to paying the City the following annual utility contribution: For the 2014 Operating Year: \$105,000 For the 2015 Operating Year: \$115,000 For the 2016 Operating Year: \$135,000 For the 2017 Operating Year: \$145,000 For the 2018 Operating Year: \$165,000

Description	Carmen's Group
Net Contribution from the City	The City is contractually committed to paying Carmen's Group a subsidy in the following amounts: For the 2014 Operating Year: \$344,454.00 For the 2015 Operating Year: \$250,000.00 For the 2016 Operating Year: \$200,000.00 For the 2017 Operating Year: \$125,000.00 For the 2018 Operating Year: \$0

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**SUBJECT: Sports, Entertainment and Convention Venues Review (PED18168)
(City Wide) – Page 9 of 10**

The City of Hamilton has provided Carmen's Group the following operating subsidies over the life of this Agreement:

Agreement Year	Subsidy of Operating loss	Less Carmen's Group Utility Contribution	Total Net Operating Subsidy/ (Contribution)
2017	\$ 125,000	(\$145,000)	(\$ 20,000)
2016	\$ 200,000	(\$135,000)	\$ 65,000
2015	\$ 250,000	(\$115,000)	\$135,000
2014	\$ 344,000	(\$105,000)	\$239,000
2013**	\$ 650,000	(\$105,000)	\$545,000
Total	\$1,569,000	(\$605,000)	\$964,000

During the life of the Agreement, the City has made capital expenditures totalling \$813,741 in the Hamilton Convention Centre broken out as follows:

Hamilton Convention Centre

Agreement Year	Capital Expenditures	Description
2017	\$167,983	Exterior door replacement, health and safety repairs, brick structural investigation (ongoing);
2016	\$185,789	Exterior door replacement, scissor lift, escalator and elevator repairs;
2015	\$271,908	Asbestos abatement, Chedoke Room ceiling renovation, LED lighting, Webster's Lounge skylight, escalator and elevator repairs;
2014	\$177,809	Escalator repairs, kitchen floor tile replacement, natural gas ovens, exterior door replacement and roof evaluation;
2013	\$ 10,252	Select HVAC replacement and exterior door replacement.
Total	\$813,741	

ALTERNATIVES FOR CONSIDERATION

- (a) That staff not undertake the third party assessment and be directed to manage the lifecycle renewal of the City's Entertainment Assets with the funds in the Council approved Capital Budget;

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**SUBJECT: Sports, Entertainment and Convention Venues Review (PED18168)
(City Wide) – Page 10 of 10**

- (b) That staff report back to the General Issues Committee if any critical unfunded capital needs arise, or if staff receives any unsolicited proposals in the future.

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.

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

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.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A”–“Sports, Entertainment and Convention Venues Review” Motion

RM:dt

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9.1

CITY OF HAMILTON MOTION

General Issues Committee (Budget): December 1, 2017

MOVED BY COUNCILLOR S. MERULLA.....

SECONDED BY MAYOR / COUNCILLOR.....

Sports, Entertainment and Convention Venues Review

WHEREAS, the FirstOntario Concert Hall (formerly Hamilton Place), the Hamilton Convention Centre, and the FirstOntario Centre (formerly Copps Coliseum) were built in 1973, 1981, and 1985 respectively;

WHEREAS, these Sports, Entertainment, and Convention venues have been major sources of community use and enjoyment;

WHEREAS, these venues have attracted Canadian and International performances, major events, and millions of attendees to our city;

WHEREAS, these venues continue to drive significant economic value to the city's restaurants, bars, retail shops and hotels each year;

WHEREAS, the aging of these venues has created a significant and increasing need for capital reinvestment;

WHEREAS, the total annual capital funding envelope for all 3 venues is only \$800,000;

WHEREAS, it has been identified that the cost of immediate repairs needed to the Convention Centre's exterior is estimated at \$2 million;

WHEREAS, it has been identified that the cost to replace end of life escalators and elevators at FirstOntario Centre is estimated at \$4.3 million;

WHEREAS, a recent report CM17008 regarding the updating of the FirstOntario Centre identified that a partial upgrade to the existing facility with remodeling of key areas would cost an estimated \$68 million and a full transformation would cost an estimated \$252 million;

Appendix "A" to Report PED18168
Page 2 of 2

WHEREAS, a motion was approved by Council on March 9, 2016 to direct the City Manager to establish a task force of subject matter experts, to identify strategic opportunities and to achieve realizable outcomes related to the City's real estate interests;

THEREFORE BE IT RESOLVED:

- (a) That staff be directed to investigate the opportunities for the redevelopment of the FirstOntario Centre, the Hamilton Convention Centre, and the FirstOntario Concert Hall, with the investigation to include, but not be limited to, an examination of:
 - (i) developers' interest in creating a sports and entertainment precinct; and,
 - (ii) potential for the precinct to include an arena, a convention centre, a concert hall, condominiums, and retail; and,
- (b) That the potential transfer of ownership of the FirstOntario Centre, the Hamilton Convention Centre, and the FirstOntario Concert Hall properties, as the City's financial contribution towards a future development, be considered;
- (c) That staff be directed to seek input from community stakeholders, industry experts, and comparator municipalities and report back to the General Issues Committee with recommendations regarding the scope of work and the process to move forward; and,
- (d) That staff be directed to conduct the appropriate due diligence in the event that staff receives an unsolicited proposal outlining a development proposal for any or all of the properties in question: the FirstOntario Centre, the Hamilton Convention Centre, and the FirstOntario Concert Hall that secures private investment funds;
- (e) That any discussion regarding the location of a new arena not be limited to the Hamilton downtown core; and,
- (f) That an open, transparent and highly publicized process, aimed at engaging citizens across the city for their input, be implemented.



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	August 13, 2018
SUBJECT/REPORT NO:	New Cellular Ground Tower Lease at Sherwood Park, Stoney Creek (PED18179) (Ward 10)
WARD(S) AFFECTED:	Ward 10
PREPARED BY:	John Hamilton (905) 546-2424 Ext. 7045
SUBMITTED BY:	Glen Norton Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

Discussion of Confidential Appendix “B” to Report PED18179 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 the lands designated as Part 1 on Plan 62R-20104, forming part of 14-24 Sherwood Park Road, Stoney Creek, being Part of PIN 17350-0081 (LT) having an area of approximately seven sq m (75 sq ft) as shown in Appendix “A” to Report PED18179, be declared surplus to the requirements of the City of Hamilton in accordance with Procedural By-law 14-204 for the purposes of temporary easement;
- (b) That an Offer to Purchase (Easement) by Rogers Communications Inc., scheduled to close on or before October 1, 2015, for the temporary easement land described in Recommendation (a) to Report PED18179, be approved and completed at the price of \$2 (excluding HST);
- (c) That a Lease with Rogers Communications Inc., over the land described as Part 2, Plan 62R-20104 to erect a 35 m high cell tower a slim-line monopole capable of co-sharing with another carrier, substantially based on terms and conditions attached as Appendix “B” to Report PED18179, and any other terms and

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SUBJECT: New Cellular Ground Tower Lease at Sherwood Park, Stoney Creek (PED18179) (Ward 10) - Page 2 of 5

-
- conditions deemed appropriate to the General Manager, Planning and Economic Development, be approved;
- (d) That a Right-of-Way for Rogers Communications Inc. over the land described as Part 3, Plan 62R-20104 to provide vehicular access to the tower compound area be approved;
 - (e) That the Lease proceeds be credited to Account No. 48300-3301609610;
 - (f) That any costs related to the Lease, including Real Estate and Legal Fees (\$7,700) be funded from Account No. 48300-3301609610 and credited to Account No. 45408-812036;
 - (g) That the General Manager, Planning and Economic Development Department, or designate, acting on behalf of the City as landlord, be authorized to provide any consents, approvals and notices related to the Lease Agreement outlined herein;
 - (h) That the Mayor and Clerk be authorized and directed to execute the necessary documents, in a form satisfactory to the City Solicitor;
 - (i) That Appendix "B" to Report PED18179, respecting the ground tower lease of part of 14 Sherwood Park Drive remain confidential until completion of the real estate transaction.

EXECUTIVE SUMMARY

Rogers Communications Inc. proposes to erect a new, 35 m cell tower together with an equipment compound within the area defined as Part 2 on Plan 62R-20104, attached as Appendix "A" to Report PED18179. The proposed tower will be designed for co-sharing, thereby preventing the need for additional cell towers in this vicinity. The compound area will be enclosed with a cedar fence and landscaped for aesthetic reasons to help prevent vandalism.

Rogers Communication Inc. is requesting a long-term lease commitment on Part 2, together with an associated right of way over Part 3, Plan 62R-20104 with a temporary easement over Part 1, Plan 62R-20104 to facilitate this communication tower. The compound is located at the rear of the Sherwood Park Arena, west of the soccer fields and away from residential/recreational uses. Rogers Communications Inc. will require an easement over the existing paved driveway (Part 1) to extend hydro services and fibre to the compound area. The utility easement will be a short distance from the compound to a nearby hydro pole.

Alternatives for Consideration – N/A

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SUBJECT: New Cellular Ground Tower Lease at Sherwood Park, Stoney Creek (PED18179) (Ward 10) - Page 3 of 5

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The cell tower will provide a new long-term source of revenue, escalating annually, to the community. The net Lease proceeds will be credited to Account No. 48300-3301609610.

The sale price of \$2 does not include the HST; if applicable the HST will be credited to Account No. 22828 009000 (HST Payable).

Staffing: There are no increases to staff levels associated with the recommendations of this Report.

Legal: Legal Services Division will be involved in the development of the Lease Agreement through to its completion.

HISTORICAL BACKGROUND

The Telecommunications Tower and Antenna Protocol approved by Council guides the design and siting of new telecommunications facilities within the City of Hamilton. Included in the protocol are special instructions for cell towers on City-owned property.

In September 2013, WIND Mobile Inc. submitted an application to the City to erect a cell tower at Sherwood Park. The tower was approved by Council (Report PED15113). Wind was subsequently taken over by Freedom Mobile which elected not to proceed with the agreement. Roger Communications contacted the City in June 2018 to scout a location for a tower. The final site, part way between the rear of the arena and the soccer fields, was selected.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

This recommendation is consistent with the City's Real Estate Portfolio Management Strategy Plan as approved by City Council on November 24, 2004 and the Procedural By-law for the Sale of Land, By Law No. 14-204.

RELEVANT CONSULTATION

- Legal Services Division, City Manager's Office;
- Parks and Cemeteries Division, Public Works Department; and,
- Councillor Pearson.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

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SUBJECT: New Cellular Ground Tower Lease at Sherwood Park, Stoney Creek (PED18179) (Ward 10) - Page 4 of 5

Rogers Communications Inc. wishes to erect a new, 35 m cell tower together with an equipment compound within the area defined as Part 2 on Plan 62R-20104, attached as

Appendix "A" to Report PED18179. The proposed tower will improve cellular service within the neighbourhood and it is designed for co-sharing, thereby preventing the need for additional cell towers in this vicinity. The compound area will be enclosed with a cedar fence and landscaped for aesthetic reasons to help prevent vandalism.

Rogers Communications Inc. is requesting a long-term lease commitment on Part 2, together with an associated right of way over Part 3, Plan 62R-20104 with a temporary easement over Part 1, Plan 62R-20104 to facilitate this communication tower. The compound is located at the rear of the Sherwood Park Arena, west of the soccer fields and away from residential/recreational uses. The utility easement will be a short distance from the compound to a nearby hydro pole.

By adopting the recommendation(s), the City will have secured a long-term revenue source at rates that are considered at the top of the market. Revenues earned will escalate annually at 3% and will remain within the Ward for use locally within the neighbourhood. Any other telecoms co-locating on the tower will increase revenues by 40%.

The Lease will allow Rogers Communications Inc. to provide improved coverage in a developing Hamilton area and, more importantly, it will enable them to handle the increased demand it has experienced since the advent of smartphones.

Real Estate staff considers the terms and conditions of the Agreement to be fair, reasonable and at market value. The Ward Councillor is aware of the pending transaction.

ALTERNATIVES FOR CONSIDERATION

N/A

ALIGNMENT TO THE 2012 – 2015 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.

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SUBJECT: New Cellular Ground Tower Lease at Sherwood Park, Stoney Creek (PED18179) (Ward 10) - Page 5 of 5

- 1.2 Continue to prioritize capital infrastructure projects to support managed growth and optimize community benefit.
- 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 Objective

- 2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.

Strategic Objective

- 3.2 Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" – Location Map

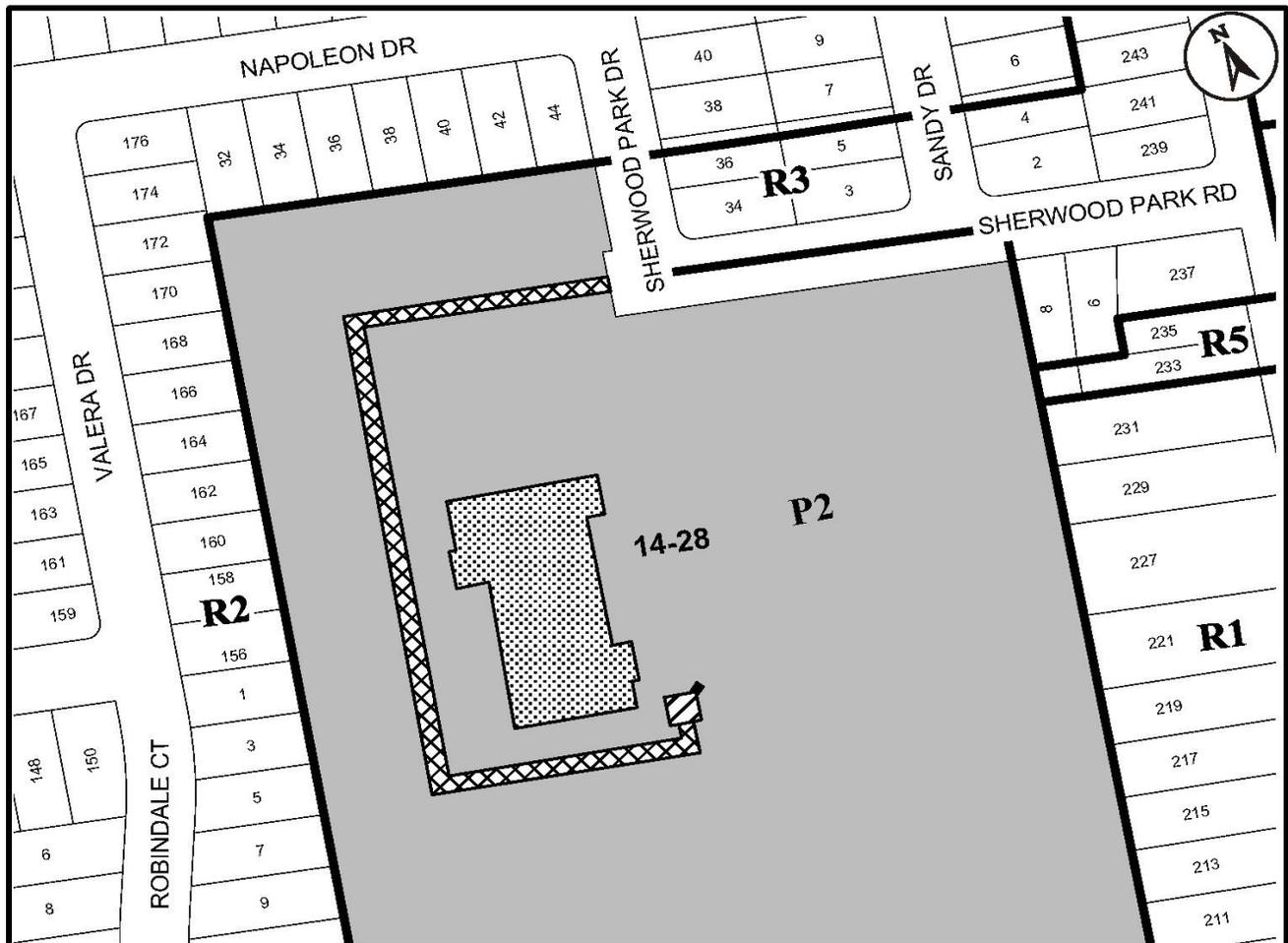
Appendix "B" – Terms and Conditions Sheet

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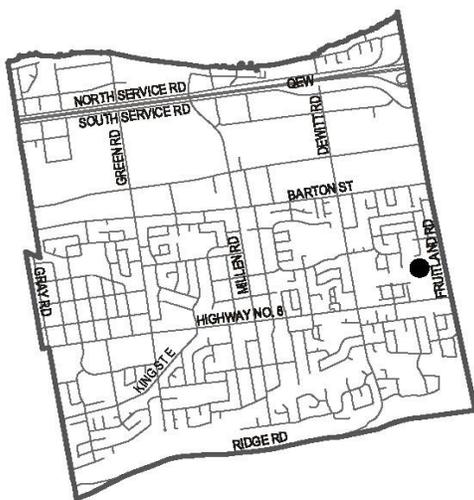
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Appendix "A" to Report PED18179
Page 1 of 1



● Site Location



Key Map - Ward 10

N.T.S.



Location Map



Hamilton

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

File Name/Number:
2012-086

Date:
June 19, 2015

Appendix "A"

Scale:
N.T.S.

Planner/Technician:
JH/VS

Subject Property

New Wind Mobile Cell Tower



14-28 Sherwood Park Drive, Stoney Creek
Survey 13-30-570-01-C (Reference plan to be registered prior to closing)



Part 1 - For hydro access



Part 2 - Tower/compound area



Part 3 - Access to tower



Arena