



City of Hamilton
PUBLIC WORKS COMMITTEE
AGENDA

Meeting #: 24-001
Date: January 15, 2024
Time: 1:30 p.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

Carrie McIntosh, Legislative Coordinator (905) 546-2424 ext. 2729

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2. APPROVAL OF AGENDA	
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- 11.1 Contract Extension for Project Management Services for the Enterprise Asset Management Systems – Phase 3 (PW19035(d)) (City Wide) 182

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13. NOTICES OF MOTION

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15. PRIVATE AND CONFIDENTIAL

- 15.1 Confidential Appendix "A" to Item 11.1 - Contract Extension for Project Management Services for the Enterprise Asset Management Systems – Phase 3 (PW19035(d) (City Wide)

Pursuant to Section 9.3, Sub-section (i) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (i) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the City 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.

16. ADJOURNMENT



PUBLIC WORKS COMMITTEE

MINUTES 23-018

1:30 p.m.

Monday, December 4, 2023

Council Chambers

Hamilton City Hall

71 Main Street West

Present: Councillors N. Nann (Chair), E. Pauls (Vice-Chair), J. Beattie, C. Cassar, J. P. Danko, M. Francis, T. Hwang, C. Kroetsch, T. McMeekin, M. Spadafora, M. Tadeson, A. Wilson and M. Wilson

Absent with Regrets: Councillor T. Jackson - Personal

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. Litter Management Service Enhancements (PW23076) (City Wide) (Item 8.1)

(Kroetsch/M. Wilson)

- (a) That the following provisions to be used to enhance city-wide litter management in the public realm, be referred to the 2024 Tax Supported Operating Budget process;
- (i) \$150,000 for the Environmental Services Division to be used to enhance litter prevention community engagement, and enhance materials required for both manual litter removal and litter container collection within parks and trails. This includes four Summer Student positions, which works out to 1.32 full-time equivalent employees;
 - (ii) That 17 full-time Roadway Operator positions at an annual cost of \$1.373 million be added to the Transportation Division's 2024 staffing complement to be used to enhance roadway sweeping on transit routes, Business Improvement Areas and in cycle lanes and to create dedicated proactive and reactive litter removal services city-wide;
 - (iii) That one full-time Waste Management By-law Officer position at an annual cost of \$86,600 be added to the Waste Management

Division's 2024 staffing complement to be used to enforce the Solid Waste Management and Parks By-law in Wards 1, 2 and 3;

- (iv) That two full-time Waste Operator positions, two full-time Supervisor positions, four Seasonal Labourers and four Summer Students, which works out to 3.64 full-time equivalent employees at an annual cost of \$543,000 be added to the Waste Management Division's 2024 staffing complement to be used to enhance litter removal and sidewalk sweeping, within the downtown core to a seven day per week service level including the creation of a night shift;
- (b) That the following provisions to be used to enhance city-wide litter management in the public realm, be referred to the 2024 Tax Supported Capital Budget process;
 - (i) That \$1.78 million be added to the Transportation Division's 2024 Tax Supported Capital Budget to be used to purchase equipment to support the enhanced litter management outlined in Recommendation (a) (ii) including four electric roadway sweepers, four support vehicles and four portable litter vacuums;
 - (ii) That \$175,000 be added to the Waste Management Division's 2024 Tax Supported Capital Budget to be used to purchase two support vehicles to support enhanced litter management within the downtown core outlined in Recommendation (a) (iv) above; and
- (c) That the total Operating Impacts from Capital at an annual cost of \$307,800 resulting from the approval of Recommendation (b), be referred to the 2024 Tax Supported Capital Budget process and if approved take into effect in 2025.

Result: MOTION, CARRIED by a vote of 9 to 4, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Yes – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 No – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 No – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 No – Ward 14 Councillor Mike Spadafora
 No – Ward 15 Councillor Ted McMeekin

2. Review of Level of Service for Winter Control in Alignment with the Principles of Vision Zero (PW23077) (City Wide) (Outstanding Business List Item) (Item 8.3)

(A. Wilson/McMeekin)

That Report PW23077, respecting Review of Level of Service for Winter Control in Alignment with the Principles of Vision Zero (PW23077) (City Wide) (Outstanding Business List Item), be received.

Result: MOTION, CARRIED by a vote of 12 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Not Present – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Yes – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Yes – Ward 15 Councillor Ted McMeekin

3. Terms of Reference – Red Hill Business Park to Highway 6 South Conceptual Link (PED23246) (City Wide) (Item 9.1)

(Tadeson/Spadafora)

That Report PED23246, respecting Terms of Reference – Red Hill Business Park to Highway 6 South Conceptual Link (PED23246) (City Wide), be received.

Result: MOTION, CARRIED by a vote of 12 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Not Present – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Yes – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar

Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Yes – Ward 15 Councillor Ted McMeekin

4. Winterizing Public Washrooms - Winter Operations (PW21031(c)) (City Wide) (Outstanding Business List Item) (Item 9.2)

(Spadafora/A. Wilson)

That Report PW21031(c), respecting Winterizing Public Washrooms - Winter Operations (PW21031(c)) (City Wide) (Outstanding Business List Item), be received.

Result: MOTION, CARRIED by a vote of 12 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Not Present – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Yes – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Yes – Ward 15 Councillor Ted McMeekin

5. Wild Waterworks Commercial Opportunities and Strategic Review (Ward 5) (Item 12.4)

(Francis/Danko)

WHEREAS, the Wild Waterworks facilities are owned by the City and operated by the Hamilton Conservation Authority;

WHEREAS, the structures at the park were built in the 1980's and therefore are anticipated to reach end-of-life condition in the next several years;

WHEREAS, significant capital reinvestment is required to redevelop Wild Waterworks facilities once the structures can no longer safely operate and was outlined in Report HC20048 which was received by Emergency and Community Services committee on November 5, 2020;

WHEREAS, the venue has historically attracted around 100,000 visitors annually, and has the potential to continue to provide an economic and tourist benefit to the City; and

WHEREAS, the current venue and site within Confederation Beach Park provides a strategic opportunity to leverage City property to achieve realizable outcomes related to the City's Council and Strategic priorities include the City's Tourism Plan, the Recreation Master Plan, and the goals laid out in the Confederation Beach Park Master Plan.

THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to investigate opportunities for the redevelopment of the Wild Waterworks site and surrounding lands within Confederation Beach Park, with a focus on, but not limited to, examination of:
 - (i) Investment community and operator/developer interest in creating a water themed entertainment/recreation attraction/venue at Confederation Beach Park;
 - (ii) The potential for the venue to include a broad range of attractions/uses to make a viable destination;
 - (iii) Viable development concepts identified through financial and market feasibility testing;
 - (iv) Various models and options that maximize the contributions of private sector partners with the required experience and know how to execute on the City's objectives; and
 - (v) Processes for securing a viable development and proponent.
- (b) That Corporate Real Estate staff, in collaboration with Parks, Finance and other divisional staff, be directed and authorized to seek input and support from industry experts, and that the cost of the work be funded by reallocating up to \$200,000 from existing Project ID 4401956802 Beach Park Development Program to a new Project ID, to be used to fund the analysis, including retention of requisite advisors/consultants, be approved;
- (c) That staff be directed to report back to the General Issues Committee in Q4 of 2024 with recommendations regarding the scope of work and the process to move forward, based on findings; and
- (d) That the General Manager of Planning and Economic Development be authorized and directed to approve and execute any and all required agreements and ancillary documents, in a form satisfactory to the City Solicitor, related to the investigation of opportunities for the potential redevelopment of the Wild Waterworks site and surrounding lands within Confederation Beach Park.

Result: MOTION, CARRIED by a vote of 12 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Not Present – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Yes – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Yes – Ward 15 Councillor Ted McMeekin

6. Hamilton Cycling Committee Budget 2024 (PED23247) (City Wide) (Item 11.2)

(A. Wilson/Hwang)

- (a) That the Hamilton Cycling Committee 2024 Base Budget submission, in the amount of \$10,000, as described in Appendix “A” attached to Report PED23247, be approved and referred to the 2024 Budget process for consideration;
- (b) That, in addition to the base funding, a one-time budget allocation for 2024 of \$4,000 to support community events and initiatives that meet the mandate of the Hamilton Cycling Committee, funded by the Hamilton Cycling Committee Reserve, be approved and referred to the 2024 Budget process for consideration;
- (c) That remaining funds from the 2023 Hamilton Cycling Committee Budget be allocated into the Hamilton Cycling Committee Reserve, to the upmost allowable amount.

Result: MOTION, CARRIED by a vote of 12 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Not Present – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Yes – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson

Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Yes – Ward 15 Councillor Ted McMeekin

**7. Crime Prevention Through Environmental Design (CPTED)
 Recommendation Report (PW23075) (City Wide) (Outstanding Business List
 Item) (Item 11.3)**

(M. Wilson/Nann)

That the recommended actions in Appendices “A”, “B”, “C”, “D”, and “E” to Report PW23075 be approved and that all capital or operational financial enhancements, \$254,500 operational and \$165,000 capital be referred to the 2024 budget process for consideration.

Result: MOTION, CARRIED by a vote of 10 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Not Present – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Not Present – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Not Present – Ward 15 Councillor Ted McMeekin

**8. Remembrance Day Crosswalk Design for the Stoney Creek Saltfleet
 Memorial and at other Memorial Locations in the City (Item 12.1)**

(Beattie/A. Wilson)

WHEREAS, Remembrance Day, marks the end of hostilities during the First World War, which ended on the 11th hour of the 11th day of the 11th month in 1918;

WHEREAS, Remembrance Day in Canada honours the service and sacrifice of our Armed Forces, Veterans, and their families, who have served, and continue to serve our country during times of war, conflict and peace. Particularly the First & Second World Wars, the Korean War, and all conflicts since then in which members of the Canadian Armed Forces have participated;

WHEREAS, Since 1921, the Poppy has stood as a national symbol of Remembrance to recognize the sacrifice of soldiers in times of war and is often worn on the left lapel close to the heart. The Poppy is a powerful symbol of Remembrance, worn by millions of Canadians and our Commonwealth partners, each year;

WHEREAS, the Dominion Command of The Royal Canadian Legion has registered the trademark of the Poppy image and the Poppy insignia as a protected mark through an Act of Parliament in 1948;

WHEREAS, any proposed usage of the Poppy symbol must be submitted to and approved by the Dominion Command of The Royal Canadian Legion in compliance with the Legion Poppy Manual; and

WHEREAS, the Stoney Creek Saltfleet Memorial located at the south-west corner of King Street and Queenston Road (Highway 8) was constructed in 1922, in memory of the men of Saltfleet Township, who gave their lives in the First World War and is one of the many locations throughout the City that is used to observe Remembrance Day every November 11th

THEREFORE, BE IT RESOLVED:

- (a) That the Transportation Division contact the Dominion Command of The Royal Canadian Legion and seek permission to use the poppy and/or other significant symbols in the crosswalk on King Street closest to the Stoney Creek Saltfleet Memorial in the name of honoring those who served and continue to serve in the nation's defense; and
- (b) That upon the conclusion of the application process with the Dominion Command of The Royal Canadian Legion the Transportation Division work with Wards 10 and 5 on a final crosswalk design for the Stoney Creek Saltfleet Memorial, and at other memorial locations in the City, to be implemented for Remembrance Day 2024.

Result: MOTION, CARRIED by a vote of 10 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Not Present – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Not Present – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar

Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Not Present – Ward 15 Councillor Ted McMeekin

9. Baseball Diamond Improvements to William McCulloch Park, 200 Bonaventure Drive (Ward 14) (Item 12.2)

(Spadafora/Tadeson)

WHEREAS, the baseball backstop on Diamond 5 at William McCulloch Park, 200 Bonaventure Drive, has deteriorated and would benefit from replacement;

WHEREAS, lighting one of the baseball diamonds, subject to public engagement and feasibility would extend the programming opportunities at this park;

WHEREAS, recreational park amenities support valuable opportunities for children, youth and families to be active and play within the Ward 14 neighbourhoods; and

WHEREAS, resources are limited, and this work will be initiated in 2024, scheduled to be completed within 12-24 months, subject to unforeseen challenges such as procurement timing, supply chain issues, weather, or other factors.

THEREFORE, BE IT RESOLVED:

- (a) That the replacement of the baseball backstop (Diamond 5) at William McCulloch Park, 200 Bonaventure Drive, at a cost of \$85,000, including contingency, to be funded from the Ward 14 Capital Re-Investment Reserve (#108064), be approved;
- (b) That the addition of sport lighting to one of the baseball diamonds at William McCulloch Park, 200 Bonaventure Drive, at a cost of \$300,000, including contingency, to be funded from the Ward 14 Capital Re-Investment Reserve (#108064), be approved;
- (c) That \$2,500 be added to the 2025 operating budget to fund the operational impact to the Parks budget for the ongoing electrical costs and maintenance of the new lighting asset; and
- (d) That the General Manager of Public Works be authorized and directed to approve and execute any and all required agreements and ancillary documents, in a form satisfactory to the City Solicitor, related to the replacement of the baseball backstop (Diamond 5) at William McCulloch Park, 200 Bonaventure Drive.

Result: MOTION, CARRIED by a vote of 9 to 1, as follows:

Yes – Ward 1 Councillor Maureen Wilson

Not Present – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Not Present – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 No – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Not Present – Ward 15 Councillor Ted McMeekin

**10. Stop Controls at the Intersection of Hemlock Avenue and Henley Drive
(Ward 10) (Item 12.3)**

(Beattie/Spadafora)

WHEREAS, the City of Hamilton is committed to creating safe neighborhoods and vibrant communities;

WHEREAS, ensuring the safety of both pedestrians and motorists is a priority;
and

WHEREAS, this request was initiated by resident concerns to the Ward 10 Councillor's Office and confirmed by the Transportation Division after review to be warranted.

THEREFORE, BE IT RESOLVED:

That the Transportation Division be authorized and directed to convert the intersection of Hemlock Avenue and Henley Drive in Ward 10, Hamilton, to an all-way stop and that Schedule 5 of the Traffic By-Law No. 01-215 be amended accordingly.

Result: MOTION, CARRIED by a vote of 10 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Not Present – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Not Present – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 No – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson

Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Not Present – Ward 15 Councillor Ted McMeekin

12. Victoria Park Tennis Court Replacement, 500 King Street West, Hamilton (Ward 1) (Item 12.5)

(M. Wilson/A. Wilson)

WHEREAS, Victoria Park has three tennis courts and a practice pad to serve the community's recreation needs;

WHEREAS, this is a public tennis court amenity, with open access to all residents;

WHEREAS, the existing tennis court amenities at this park have surpassed the useful life cycle and require replacement;

WHEREAS, the proposed 2024 Parks capital commitment towards the project will fund \$110,000; and

WHEREAS, the existing tennis sport lighting has also surpassed the useful life cycle and will be removed as part of the court replacement but not replaced until a future budget source is available.

THEREFORE, BE IT RESOLVED:

- (a) That the replacement of 3 existing tennis courts and practice pad at Victoria Park, 500 King Street West, at a cost of \$500,000 including contingency, be funded from the Ward 1 Capital Re-investment Reserve Account (#108051), be approved;
- (b) That the 2024 Parks capital commitment towards the project will be funded through a \$110,000 appropriation from Project 4402154699 - Tennis and Multi-use Court Rehabilitation Program; and
- (c) That the Mayor and City Clerk be authorized and directed to approve and execute all required agreements and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

Result: MOTION, CARRIED by a vote of 9 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Not Present – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Not Present – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang

Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Not Present – Ward 14 Councillor Mike Spadafora
 Not Present – Ward 15 Councillor Ted McMeekin

13. Ward 3 Neighbourhood Traffic Calming Enhancements (Added Item 12.7)

(Nann/M. Wilson)

WHEREAS, Vision Zero and Complete Streets principles are used in the City of Hamilton to provide a safer environment for all road users;

WHEREAS, a Complete Streets study of neighbourhoods in Ward 3 has been undertaken to determine the options and methods to improve traffic calming and the application of Vision Zero principals; and

WHEREAS, Ward 3 residents routinely contact the Councillor's office regarding their desire to improve the safety of their neighbourhoods.

THEREFORE, BE IT RESOLVED:

- (a) That the Transportation Division reviews and assess the following roadways to identify traffic calming opportunities, through leveraging the Ward 3 Complete Streets Project, to enhance neighbourhood safety, including but not limited to speed cushions:
- (i) Cumberland Avenue between Sanford Avenue South and Wentworth Street South;
 - (ii) St. Matthew Street and Cheever Street between Barton Street and Birge Street;
 - (iii) Balsam Avenue between Maplewood Avenue and Cumberland Avenue;
 - (iv) East Avenue between King Street and Barton Street;
 - (v) Kensington Street North between Cannon Street and Roxborough Avenue;
 - (vi) Spadina Avenue between Dunsmure Road to King Street; and
 - (vii) The intersection and adjacent roads on all sides of Bishop Park.

- (b) That the Transportation Division completes the above noted review of roadways listed (i) through (vii) and determines implementation and scheduling details through consultation with the Ward 3 office and that work be funded from the existing remaining available funds from the Ward 3 Complete Streets Capital Project ID #4242009306 and topped off, as required, from the Ward 3 Minor Maintenance Fund Account #4031911603 to a combined upset limit of \$350,000; and
- (c) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

Result: MOTION, CARRIED by a vote of 9 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Not Present – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Not Present – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Not Present – Ward 14 Councillor Mike Spadafora
 Not Present – Ward 15 Councillor Ted McMeekin

14. Stage 3 Phase 2 Glanbrook Landfill Construction (Confidential) (PW23079) (City Wide) (Item 15.1)

(A. Wilson/Danko)

That Report PW23079, respecting Stage 3 Phase 2 Glanbrook Landfill Construction (Confidential), be received and remain confidential.

Result: MOTION, CARRIED by a vote of 9 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Not Present – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Not Present – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie

Yes – Ward 11 Councillor M. Tadeson
Yes – Ward 12 Councillor Craig Cassar
Yes – Ward 13 Councillor Alex Wilson
Not Present – Ward 14 Councillor Mike Spadafora
Not Present – Ward 15 Councillor Ted McMeekin

FOR INFORMATION:**(a) APPROVAL OF AGENDA (Item 2)**

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

5. COMMUNICATIONS

- 5.1 Correspondence from Elizabeth Knight respecting Support for Bike Lanes

6. DELEGATION REQUESTS

- 6.1 Erin Davis respecting bike lanes and public consultation on road works (for today's meeting) - WITHDRAWN
- 6.4 Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Outstanding Business List Item) (Item 8.1) (for today's meeting)
- (a) Ian Borsuk, Environment Hamilton
- (b) Lilly Noble
- 6.5 Lilly Noble respecting Terms of Reference – Red Hill Business Park to Highway 6 South Conceptual Link (PED23246) (City Wide) (Item 9.1) (for today's meeting)

8. STAFF PRESENTATIONS

- 8.2 Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Outstanding Business List Item) REVISED
- (b) Staff Presentation

8.3 Review of Level of Service for Winter Control in Alignment with the Principles of Vision Zero (PW23077) (City Wide) (Outstanding Business List Item)

(a) Staff Presentation

13. NOTICES OF MOTION

13.2 Ward 3 Neighbourhood Traffic Calming Enhancements

CHANGES TO THE ORDER OF ITEMS:

12.4 Wild Waterworks Commercial Opportunities and Strategic Review (Ward 5) - to be considered immediately following Item 9.2.

(A. Wilson/Tadeson)

That the Agenda for the December 4, 2023 Public Works Committee meeting be approved, as amended.

Result: MOTION, CARRIED by a vote of 13 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Yes – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Yes – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Yes – Ward 15 Councillor Ted McMeekin

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)

(i) November 13, 2023 (Item 4.1)

(Hwang/Spadafora)

That the Minutes of the November 13, 2023 meeting of the Public Works Committee be approved, as presented.

Result: MOTION, CARRIED by a vote of 13 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Yes – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Yes – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Yes – Ward 15 Councillor Ted McMeekin

(d) COMMUNICATIONS (Item 5)

(i) Correspondence from Elizabeth Knight respecting Support for Bike Lanes (Item 5.1)

(A. Wilson/M. Wilson)

That the correspondence from Elizabeth Knight respecting Support for Bike Lanes, be received.

Result: MOTION, CARRIED by a vote of 12 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Yes – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Yes – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Not Present – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Yes – Ward 15 Councillor Ted McMeekin

(e) DELEGATION REQUESTS (Item 6)

(i) (Kroetsch/A. Wilson)

That the Delegation Requests be approved, as follows:

- (i) Tara McFadyen respecting Crime Prevention Through Environmental Design (CPTED) Recommendation Report (PW23075) (City Wide) (Outstanding Business List Item) (Item 11.4) (for today's meeting) (Item 6.2)
- (ii) David Antunes respecting the HSR Fare Assist Program (for a future meeting) (Item 6.3)
- (iii) Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Outstanding Business List Item) (Item 8.2) (for today's meeting) (Item 6.4)
 - (a) Ian Borsuk, Environment Hamilton (Item 6.4(a))
 - (b) Lilly Noble (Item 6.4(b))
- (iv) Lilly Noble respecting Terms of Reference – Red Hill Business Park to Highway 6 South Conceptual Link (PED23246) (City Wide) (for today's meeting) (Item 9.1) (Item 6.5)

Result: MOTION, CARRIED by a vote of 12 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Yes – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Yes – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Not Present – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Yes – Ward 15 Councillor Ted McMeekin

(f) DELEGATIONS (Item 7)

- (i) **Tara McFadyen respecting Crime Prevention Through Environmental Design (CPTED) Recommendation Report (PW23075) (City Wide) (Item 11.4) (Outstanding Business List Item) (Item 7.1)**

Tara McFadyen addressed the Committee respecting Crime Prevention Through Environmental Design (CPTED) Recommendation Report (PW23075) (City Wide) (Item 11.4) (Outstanding Business List Item).

(ii) Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Item 8.2) (Outstanding Business List Item) (Item 7.2)

(a) Ian Borsuk, Environment Hamilton (Item 7.2(a))

Ian Borsuk, Environment Hamilton addressed the Committee respecting Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Item 8.2) (Outstanding Business List Item)

(b) Lilly Noble (Item 7.2(b))

Lilly Noble was not present when called upon.

(iii) Lilly Noble respecting Terms of Reference – Red Hill Business Park to Highway 6 South Conceptual Link (PED23246) (City Wide) (Item 9.1) (for today's meeting) (Item 7.3)

Lilly Noble was not present when called upon.

(A. Wilson/Spadafora)

That the following Delegations be received:

(i) Tara McFadyen respecting Crime Prevention Through Environmental Design (CPTED) Recommendation Report (PW23075) (City Wide) (Item 11.4) (Outstanding Business List Item) (Item 7.1)

(ii) Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Item 8.2) (Outstanding Business List Item) (Item 7.2)

(a) Ian Borsuk, Environment Hamilton (Item 7.2(a))

Result: MOTION, CARRIED by a vote of 12 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Yes – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Yes – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls

Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Not Present – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Yes – Ward 15 Councillor Ted McMeekin

(g) STAFF PRESENTATIONS (Item 8)

**(i) Litter Management Service Enhancements (PW23076) (City Wide)
(Item 8.1)**

Joel McCormick, Manager - Waste Collections, addressed the Committee respecting Litter Management Service Enhancements (PW23076) (City Wide), with the aid of a PowerPoint presentation.

(Hwang/A. Wilson)

That the presentation from Joel McCormick, Manager - Waste Collections, respecting Litter Management Service Enhancements (PW23076) (City Wide), be received.

Result: MOTION, CARRIED by a vote of 12 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Yes – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Yes – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Not Present – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Yes – Ward 15 Councillor Ted McMeekin

For further disposition of the matter, refer to Item 1.

**(ii) Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide)
(Outstanding Business List Item) (Item 8.2)**

Mike Field, Manager - Transportation Operations, addressed the Committee respecting Main Street Two-Way Conversion Implementation

and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Outstanding Business List Item), with the aid of a PowerPoint presentation.

(Kroetsch/M. Wilson)

That the presentation from Mike Field, Manager - Transportation Operations, respecting Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations (PW23074/PED23248) (City Wide) (Outstanding Business List Item), be received.

Result: MOTION, CARRIED by a vote of 12 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Yes – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Yes – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Not Present – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Yes – Ward 15 Councillor Ted McMeekin

(M. Wilson/Kroetsch)

- (a) That funding for the detailed engineering design of the two-way conversion of Main Street between Dundurn Street South and Main Street East/King Street East (Delta) in alignment with the principles established by the Main Street Two-Way conversion study, be submitted as Capital Project ID #4032411048 at a value of \$1,000,000 through the 2024 annual capital budget process for consideration of Council;
- (b) Funding for the implementation of Main Street between Dundurn Street South and Main Street East/King Street East (Delta), following the completion of detailed engineering design, be earmarked in the 2026 capital budget at a value of \$26,492,000 and considered for future approval by Council to enable construction targeted to begin in 2026 and completion in 2028; and
- (c) That the remaining unbudgeted candidate one-way to two-way street conversions and alternative complete street interventions as identified in Appendix “E” to Report PW23074/PED23248 be programmed, and that funding associated with the conversions be

identified and brought forward as part of future annual capital budget submissions for consideration of Council.

(M. Wilson/Nann)

(a) That Report PW23074/PED23248, respecting Main Street Two-Way Conversion Implementation and One-way Street Conversion Considerations, be DEFERRED to the February 5, 2024 meeting of the Public Works Committee; and

(b) That staff be directed to report back to the Public Works Committee on February 5, 2024 on the following:

(i) Quantify the core capital investment required to convert Main Street to two way traffic, exclusive of necessary and already programmed capital works, AODA compliance upgrades, any other necessary or contemplated upgrades, reconstruction and rehabilitation capital works and residual lifecycle infrastructure renewal costs.

(ii) Provide further quantification of the assessment of the Main Street two-way evaluation criteria versus prioritizing eastbound vehicular traffic capacity in the recommended Option 3.

(iii) Provide options to implement Council's direction of Main Street two way traffic conversion within two years and/or prior to the initiation of LRT corridor construction by prioritizing core two-way conversion lane re-alignments, intersection and signal upgrades, and corridor upgrades necessary for implementation with further corridor upgrades, resurfacing and other capital rehabilitation work phased over the following four to six years.

(iv) Meet with impacted and interested Ward Councillors with Public Works staff and consulting engineering team.

Result: AMENDMENT, CARRIED by a vote of 12 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson

Yes – Ward 2 Councillor Cameron Kroetsch

Yes – Ward 3 Councillor Nrinder Nann

Yes – Ward 5 Councillor Matt Francis

Yes – Ward 4 Councillor Tammy Hwang

Not Present – Ward 6 Councillor Tom Jackson

Not Present – Ward 7 Councillor Esther Pauls

Yes – Ward 8 Councillor J. P. Danko

Yes – Ward 10 Councillor Jeff Beattie

Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Yes – Ward 15 Councillor Ted McMeekin

(iii) Review of Level of Service for Winter Control in Alignment with the Principles of Vision Zero (PW23077) (City Wide) (Outstanding Business List Item) (Item 8.3)

Carolyn Ryall, Director of Transportation, addressed the Committee respecting Review of Level of Service for Winter Control in Alignment with the Principles of Vision Zero (PW23077) (City Wide) (Outstanding Business List Item, with the aid of a PowerPoint presentation.

(McMeekin/A. Wilson)

That the presentation from Carolyn Ryall, Director of Transportation, respecting Review of Level of Service for Winter Control in Alignment with the Principles of Vision Zero (PW23077) (City Wide) (Outstanding Business List Item, be received.

Result: MOTION, CARRIED by a vote of 12 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Not Present – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Yes – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Yes – Ward 15 Councillor Ted McMeekin

For further disposition of this matter, refer to Item 2.

(g) DISCUSSION ITEMS (Item 11)

(i) Wild Waterworks and Confederation Beach Park - Future Direction (PW23067) (Ward 5) (Item 11.1)

(Francis/Danko)

- (a) That staff be directed to begin a comprehensive review of the Wild Waterworks area within the Confederation Beach Park master plan with consideration of how changes to Wild Waterworks may impact other parts of the larger park master plan, to support work including:
 - (i) A report back to committee with the results of public consultation to establish guiding principles for the master plan design;
 - (ii) A report back to committee with the final draft master plan for approval; and
- (b) That the cost of the review be funded by reallocating \$200,000 from existing Project ID 4401956802 Beach Park Dev Program to a new Project ID.

(Francis/Danko)

That Report PW23067 respecting Wild Waterworks and Confederation Beach Park - Future Direction, be DEFERRED to a meeting of the Public Works Committee in Q4 2024.

Result: **AMENDMENT, CARRIED by a vote of 12 to 0, as follows:**

Yes – Ward 1 Councillor Maureen Wilson
 Not Present – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Yes – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Yes – Ward 14 Councillor Mike Spadafora
 Yes – Ward 15 Councillor Ted McMeekin

(h) MOTIONS (Item 12)

- (i) **Ferguson Station Fence Improvements, 244 King Street East (Ward 2) (Item 12.6) – *WITHDRAWN***

(i) NOTICES OF MOTION (Item 13)

Councillor M. Wilson, in Councillor Spadafora's absence, introduced the following Notice of Motion:

(i) Road Rehabilitation on Argon Court, Elsa Court, Glenhaven Drive, Greendale Drive, Gretna Court, Sonesto Court, Trevi Road, Hamilton (Ward 14) (Item 13.1)

WHEREAS, Argon Court, Elsa Court, Glenhaven Drive, Greendale Drive, Gretna Court, Sonesto Court, Trevi Road, all in Ward 14, are in need of road rehabilitation to extend the life of these roadways and therefore improve service levels and reduce maintenance costs.

THEREFORE, BE IT RESOLVED:

- (a) That Public Works staff be authorized and directed to rehabilitate the road and associated concrete works on Argon Court, Elsa Court, Glenhaven Drive, Greendale Drive, Gretna Court, Sonesto Court, Trevi Road;
- (b) That all costs associated with the road resurfacing scope of work be funded from the Ward 14 Capital Re-Investment Reserve Fund #108064 at an upset limit, including contingency, not to exceed \$1,500,000, with design anticipated to commence in 2024 and construction to be completed in 2025, on the following roads:
 - (i) Argon Court from Glenhaven Drive to the east terminus of Argon Court;
 - (ii) Elsa Court from Greendale Drive to the south terminus of Elsa Court;
 - (iii) Glenhaven Drive from Cranbrook Drive to Greenshire Drive;
 - (iv) Greendale Drive from Cranbrook Drive to Garrow Drive;
 - (v) Gretna Court from Cranbrook Drive to the south terminus of Gretna Court;
 - (vi) Sonesto Court from Trevi Road to the south terminus of Sonesto Court;
 - (vii) Trevi Road from Guildwood Drive to Upper Paradise Road;and
- (c) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

Councillor Nann relinquished the Chair to Councillor Pauls.

(ii) Ward 3 Neighbourhood Traffic Calming Enhancements (Added Item 13.2)

(Nann/M. Wilson)

That the Rules of Order be waived to allow for the introduction of a Motion respecting Ward 3 Neighbourhood Traffic Calming Enhancements.

Result: MOTION, CARRIED by a 2/3 majority vote of 9 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Not Present – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Not Present – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Not Present – Ward 14 Councillor Mike Spadafora
 Not Present – Ward 15 Councillor Ted McMeekin

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

Councillor Nann assumed the Chair.

(j) GENERAL INFORMATION / OTHER BUSINESS (Item 14)

(i) Amendments to the Outstanding Business List (Item 14.1)

(Hwang/A. Wilson)

That the following amendments to the Public Works Committee's Outstanding Business List, be approved:

- (1) Items Considered Complete and Needing to be Removed: (Item 14.1(a)):
 - (i) Winterizing Public Washrooms - Winter Operations (Item 14.1(a)(a))
 Item on OBL: AEE
 Addressed as Item 9.2 (PW21031(c)) (on today's agenda)
 - (ii) Crime Prevention Through Environmental Design Review of the City-Owned Escarpment Staircases (Item 14.1(a)(b))
 Item on OBL: ADP
 Addressed as Item 11.3 (PW23075) (on today's agenda)

- (iii) Review of Level of Service for Winter Control in Alignment with the Principles of Vision Zero (Item 14.1(a)(c))
Item on OBL: ADN
Addressed as Item 8.3 (PW23077) (on today's agenda)

(2) Items Requiring a New Due Date (Item 14.1(b)):

- (i) Implementation plan for the two-way conversion of Main Street (Item 14.1(b)(a))
Item on OBL: ACW
Current Due Date: December 4, 2023
Proposed New Due Date: February 5, 2024
- (ii) Reassessment of one-way streets (Item 14.1(b)(b))
Current Due Date: December 4, 2023
Proposed New Due Date: February 5, 2024

Result: MOTION, CARRIED by a vote of 9 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
 Not Present – Ward 2 Councillor Cameron Kroetsch
 Yes – Ward 3 Councillor Nrinder Nann
 Not Present – Ward 5 Councillor Matt Francis
 Yes – Ward 4 Councillor Tammy Hwang
 Not Present – Ward 6 Councillor Tom Jackson
 Yes – Ward 7 Councillor Esther Pauls
 Yes – Ward 8 Councillor J. P. Danko
 Yes – Ward 10 Councillor Jeff Beattie
 Yes – Ward 11 Councillor M. Tadeson
 Yes – Ward 12 Councillor Craig Cassar
 Yes – Ward 13 Councillor Alex Wilson
 Not Present – Ward 14 Councillor Mike Spadafora
 Not Present – Ward 15 Councillor Ted McMeekin

(k) PRIVATE AND CONFIDENTIAL (ITEM 15)

Committee determined that discussion of Item 15.1 was not required in Closed Session; therefore, the matter was addressed in Open Session, as follows:

- (i) **Stage 3 Phase 2 Glanbrook Landfill Construction (Confidential) (PW23079) (City Wide)**

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

(l) ADJOURNMENT (Item 16)

(Tadeson/Hwang)

That there being no further business, the meeting adjourned at 6:18 p.m.

Result: MOTION, CARRIED by a vote of 9 to 0, as follows:

Yes – Ward 1 Councillor Maureen Wilson
Not Present – Ward 2 Councillor Cameron Kroetsch
Yes – Ward 3 Councillor Nrinder Nann
Not Present – Ward 5 Councillor Matt Francis
Yes – Ward 4 Councillor Tammy Hwang
Not Present – Ward 6 Councillor Tom Jackson
Yes – Ward 7 Councillor Esther Pauls
Yes – Ward 8 Councillor J. P. Danko
Yes – Ward 10 Councillor Jeff Beattie
Yes – Ward 11 Councillor M. Tadeson
Yes – Ward 12 Councillor Craig Cassar
Yes – Ward 13 Councillor Alex Wilson
Not Present – Ward 14 Councillor Mike Spadafora
Not Present – Ward 15 Councillor Ted McMeekin

Respectfully submitted,

Councillor N. Nann, Chair,
Public Works Committee

Carrie McIntosh
Legislative Coordinator
Office of the City Clerk

6.1

Request to Speak to Committee of Council

Submitted on Tue, 12/05/2023 - 12:08

==Committee Requested==

Committee: Public Works Committee

Will you be delegating in person or virtually? In-person

Will you be delegating via a pre-recorded video? No

==Requestor Information==

Name of Individual: Sean Forde

Name of Organization:

Contact Number: [REDACTED]

Email Address: [REDACTED]

Mailing Address:

[REDACTED]
[REDACTED]

Reason(s) for delegation request: I would like to speak about the City buses and the change of service in Stoney Creek.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

6.2

Request to Speak to Committee of Council

Submitted on Thu, 01/04/2024 - 00:34

==Committee Requested==

Committee: Public Works Committee

Will you be delegating in person or virtually? Virtually

Will you be delegating via a pre-recorded video? No

==Requestor Information==

Name of Individual: Nick Becker

Name of Organization:

Contact Number: [REDACTED]

Email Address: [REDACTED]

Mailing Address:

[REDACTED]

Reason(s) for delegation request: Making sure the water will be left on for the icemaking at Victoria Park rink

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

6.3 (a)

Request to Speak to Committee of Council

Submitted on Fri, 01/05/2024 - 09:28

==Committee Requested==

Committee: Public Works Committee

Will you be delegating in person or virtually? In Person

Will you be delegating via a pre-recorded video? No

==Requestor Information==

Name of Individual: James Kemp

Name of Organization: ACPD

Contact Number: [REDACTED]

Email Address: [REDACTED]

Mailing Address:

[REDACTED]

Reason(s) for delegation request: To speak regarding the accessibility of the HSR and its AODA compliance

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

6.3 (b)

Request to Speak to Committee of Council

Submitted on Mon, 01/08/2024 - 18:08

==Committee Requested==

Committee: Public Works Committee

Will you be delegating in person or virtually? Virtually

Will you be delegating via a pre-recorded video? No

==Requestor Information==

Name of Individual: Mark McNeil

Name of Organization: ACPD

Contact Number: [REDACTED]

Email Address: [REDACTED]

Mailing Address:

[REDACTED]

Reason(s) for delegation request: Part of ACPD delegation.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

6.3 (c)

Request to Speak to Committee of Council

Submitted on Tue, 01/09/2024 - 10:17

==Committee Requested==

Committee: Public Works Committee

Will you be delegating in person or virtually? Virtually

Will you be delegating via a pre-recorded video? No

==Requestor Information==

Name of Individual: Paula Kilburn

Name of Organization: ACPD

Contact Number: [REDACTED]

Email Address: [REDACTED]

Mailing Address:

[REDACTED]



Reason(s) for delegation request: HSR Accessibility

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No



INFORMATION REPORT

TO:	Chair and Members Public Works Committee
COMMITTEE DATE:	January 15, 2024
SUBJECT/REPORT NO:	The Canada Community Building Fund (CCBF) Projects Update (PW21073b) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Greg Wuisman (905) 546-2424 Ext. 2431
SUBMITTED BY:	Jackie Kennedy Director, Engineering Services Public Works Department
SIGNATURE:	
SUBMITTED BY:	Carolyn Ryall Director, Transportation Public Works
SIGNATURE:	

COUNCIL DIRECTION

N/A

INFORMATION

On July 5, 2021, at the General Issues Committee meeting, through resolution of a motion titled "Investing in City Roads and Sidewalks Infrastructure with Canada Community-Building Funds", in accordance with The Canada Community Building Fund (CCBF) as an Act, for which the City of Hamilton was allocated an additional \$32.7 million dollars, such:

- (a) That \$30 million of the estimated \$32.7 million of the one-time funding under Bill

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: The Canada Community Building Fund (CCBF) Projects Update
(PW21073b) (City Wide) – Page 2 of 3**

C-25, be invested in sidewalk and road repairs (minor maintenance);

- (b) That the funds be allocated equally amongst 15 wards (\$2 million per Ward); and
- (c) That staff report back to the Audit, Finance and Administration Committee with a procurement process that expedites the use of the funds to limit exposure to rising (inflationary) prices.

Pursuant to Council's direction, Public Works staff developed a plan to expedite the delivery of road and sidewalk infrastructure projects. A multi-phase delivery approach was conducted to ensure inclusive communication and consultation, and to ensure funding is applied to projects that are most suitable for expedited improvements to achieve a maximum return on investment.

On December 9, 2021, staff reported back to the Audit, Finance and Administrative Committee through Report PW21073 with a plan to expedite the delivery of road and sidewalk infrastructure projects, and, following consultation with Councillors, provided a project list (Appendix "A" to Report PW21073). The project list was amended at Council on March 30, 2022, and August 12, 2022. Additionally, an update on the status of each project was presented to General Issues Committee on January 20, 2023, with report PW21073(a).

To date staff have:

- Consulted with each Councillor to receive recommendations and confirm project candidates, improvement options, timing and cost estimates.
- Reviewed coordination requirements of other impacted infrastructure within the limits of each project candidate, including optimization of coordination opportunities within Public Works Divisions and Planning & Economic Development.
- Presented estimated project costs to Councillors for confirmation of project selection.
- Commenced delivery of capital roads projects as follows:
 - Projecting completion of 41.2 lane-kilometres by the end of 2023
 - Programmed 14.6 lane-kilometres for construction in 2024, and
 - Programmed 2.1 lane-kilometres for construction in 2025.

Appendix "A" to Report PW21073(b), provides a further update summary of the Canada Community Building Fund projects listing the Ward, Street, limits, and status of each project as of November 15, 2023.

Appendix "B" to Report PW21073(b) provides a budget summary delineating work already underway, planned work, and remaining balances for each Ward. A total balance of \$5,949,974 remains unscheduled at this time however staff will be working

**SUBJECT: The Canada Community Building Fund (CCBF) Projects Update
(PW21073b) (City Wide) – Page 3 of 3**

with Councillors who have remaining funds available for their Wards to prioritize and program additional projects until the remaining balance is depleted.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PW21073(b) – Canada Community Building Fund Projects
Listing with project status as of November 27,
2023

Appendix “B” to Report PW21073(b) – Summary of Canada Community Building Funds
as of December 15, 2023

Canada Community Building Fund Projects Listing
with project status as of November 27, 2023

Ward	Street	From	To	Target Delivery Year	Status on October, 2022	Status as of November 27, 2023
1	Morden Street	Locke Street North	Pearl Street North	2023	In Design - 2023 Tender	Completed
1	Strathcona Bike Boulevard Pilot	Road resurfacing: Breadalbane Street, King to Jones Jones Street, Breadalbane to Woodbine Bike boulevard installation: Breadalbane St, King to Jones Jones St, Breadalbane to Woodbine Woodbine Cres, Jones St to York Blvd	various	2022	In Construction	Complete
1	Kirkendall Bike Boulevard Pilot	Road resurfacing: Glenfern Ave, Kent to Kent Kent St, Glenfern to Charlton Charlton Ave, Kent to approx 20m westerly Bike boulevard installation: Kent St, Amelia to Charlton Pearl St, Tuckett to Hunter Hunter St, Pearl to Locke Canada St, Locke to Pearl	various	2022	In Construction	Complete
2	Streets within Corktown Neighbourhood south of Arkledun Avenue - Road resurfacing	James St South (local portion), James St (arterial) to Freeman Place Freeman Pl, James St S to Mountwood Ave - Road resurfacing Kingsway Drive, John Street South to Arkledun Avenue - Road resurfacing	various	2024	2023 Tender	2023 Tender and 2024 Construction
2	Streets within Corktown Neighbourhood south of Arkledun - Road reconstruction	John Street South, south end to Arkledun Avenue - Road reconstruction Mountwood Ave - Freeman to St. Joseph's Dr - Road reconstruction Louisa Av - Mountwood to John Rockwood Pl - Mountwood to John	various	2024	2023 Tender	2023 Tender and 2024 Construction
3	Sherman Avenue 2-way conversion	Wilson Street	Burlington Street	2024	In Design	In Design, 2024 Construction
3	Barton St Boulevards and Depaving	Various locations		2022-2024	On going	On going
4	Sidewalk deficiencies	Various locations		2022	Delivered by Transportation, Operations & Maintenance (TOM) - Awarded and in construction	Complete
4	Fairfield Avenue	Barton Street	Britannia Avenue	2023	In Design - 2023 delivery	In Construction - estimated completion mid - late December 2023
5	Streets within Battlefield Neighbourhood	Avalon Avenue, Lake Avenue to west end - Road resurfacing Brandow Court, Second Street North to north end - Road	various	2023	Design - 2023 Tender	estimated completion mid December 2023
6	Carson Drive and Landron Avenue	Carson Drive - Upper Ottawa Street to approximately 30 metres west of Kingsberry Street Landron Avenue - Carson Drive to Upper Kenilworth Avenue	various	2022	In Construction	Complete
6	East 43rd Street	Fennell Avenue	Queensdale Avenue	2022	In Construction	Complete
6	Additional project selection pending surplus				Not started	Not started
7	Upper Wentworth Street	Lincoln Alexander Parkway	Mohawk Road	2024	2023 Tender	2024 Construction
7	Upper Wentworth Street	Mohawk Road	Fennell Avenue	2022	In Construction	Complete
8	Roads Minor Maintenance	Preventative Maintenance, primarily on arterials/major roads	various	2024+	To be delivered by Transportation, Operations & Maintenance (TOM)	Project to be cancelled by Motion in January 2024
8	Limeridge Road (cycling only)	Garth Street	West 5th Street	2023	2023 Tender.	Project anticipated to be cancelled by Motion in Q1 2024
8	Implementation of Phase Two of the Ward 8 Complete Streets Review	Traffic calming measures including gateway features, curb bump-outs, raised crosswalks and other traffic safety installations.		2024-2025	To be delivered by Transportation, Operations & Maintenance (TOM)	Phase 2 implementation planning in 2024, and field work 2025-2027

8	Mountbatten Drive Burrwood Drive Tyrone Drive	Elkwood Drive Marlowe Drive West 5th Street	Marlowe Drive Mountbatten Drive Burrwood Drive	2024-2025	N/A	Project anticipated to be brought forward by Motion in Q1 2024
9	Gatestone Drive	Shadyglen Drive	Isaac Brock Drive	2023	Tendered and awarded	Complete
9	Highland Road	Fifth Road East	Eighth Road	2023	Project Limit to be reconsidered to fit	Project on Hold. May be cancelled and alternate project substituted.
10	Millen Road	Maple Drive	Highway 8	2023	Project to be Cancelled	Project to be cancelled by Motion on December 13, 2023 via Council agenda item 7.3
10	Maple Drive	Millen Road	Approximately 30 metres east of Jenny Court	2023	To be Tendered in 2023	Complete
10	Spartan Avenue	Highway 8	McIntosh Drive	2023	To be Tendered in 2023	Complete
10	Fruitland Rd	Highway 8	Barton St	2025		To be brought forward by Motion on December 13, 2023 via Council agenda item 7.3
11	Sidewalks on Homestead Drive and street lighting upgrades	Provident Way	Upper James Street	2022-2023	Contract awarded by Transportation, Operations & Maintenance (TOM). Q4 2022 completion anticipated.	Complete
11	Barlow Road - Rural road surface treatment	Sinclairville Road	end	2023-2024	To be delivered by Transportation, Operations & Maintenance (TOM) in 2023	Complete- Single Surface Treatment (Seal Coat) to be completed in 2024
11	Guyatt Road - Rural road pulverize and double surface treatment	Regional Road 56	Fletcher Road	2023-2024	To be delivered by Transportation, Operations & Maintenance (TOM) in 2023	Complete-Single Surface Treatment (Seal Coat) to be completed in 2024
11	Leeming Road - Rural road pulverize and double surface treatment	Highway 6	end	2023-2024	Tendered - C15-45-22 - 2022 Surface Treatment Program	Complete-Single Surface Treatment (Seal Coat) to be completed in 2024
11	Trimble Road - Rural road pulverize and single surface treatment	Kirk Road	Road bridge	2023-2024	To be delivered by Transportation, Operations & Maintenance (TOM) in 2023	Complete-Single Surface Treatment (Seal Coat) to be completed in 2024
11	Trimble Road - Rural road pulverize and double surface treatment	Hall Road	Haldibrook Road	2023-2024	To be delivered by Transportation, Operations & Maintenance (TOM) in 2023	Complete-Single Surface Treatment (Seal Coat) to be completed in 2024
11	Woodburn Road - Rural road surface treatment	Bell Road	Hall Road, south intersection	2023-2024	To be delivered by Transportation, Operations & Maintenance (TOM) in 2023	Project to be cancelled and alternate project substituted pending available funds . Councillor emailed in March 2023 confirming project removal
11	Glover Road - Rural road bonded wearing course	Twenty Road East	Dickenson Road East	2023-2024	To be delivered by Transportation, Operations & Maintenance (TOM) in 2023	City crews completed this location via the spreader program.
11	Additional project selection pending surplus from Ward 11 projects.				To be delivered by Transportation, Operations & Maintenance (TOM) pending surplus funding	Not started
12	Golfdale Place	Golf Links Road	end	2022	In Construction	Complete
12	Terrence Park Drive	40m west of Chatterson Drive	Templar Drive	2022	In Construction	Complete
12	Crestview Avenue	Brookview Court	to west end at guard rail	2022	In Construction	Complete
12	Jerseyville Road	Fiddler's Green Road	Wilson Street	2021	To be Cancelled - Previously paved in 2021	To be Cancelled - Previously paved in 2021
12	Church Street	Wilson Street East	Lodor Street	2022	In Construction	Complete
12	Academy Street	Wilson Street East	Rousseaux Street	2022	In Construction	Complete
12	Pedestrian crossing (PXO) on Sulphur Springs Road in close proximity to the intersection of Sulphur Springs and Queen			2024	Delivered by Transportation, Operations & Maintenance (TOM) June 2022. Project added by Motion March 21/22	Tendered and scheduled for implementation in Spring 2024

Canada Community Building Fund Projects Listing
with project status as of November 27, 2023

12	Installation of a sidewalk on the west side of Queen Street between Sulphur Springs Road and the Ancaster Memorial Art Centre			2022	To be delivered by Transportation, Operations & Maintenance (TOM) pending additional consultation with homeowners. Project added by Motion March 21/22	Complete
13	Carey Street	South end of street	Concession 5 West	2023	Transportation, Operations & Maintenance (TOM) delivered June 6th, 2022, through the Shave & Pave program. Fully-funded through W13 Council- Priority Minor Rehabilitation program.	Complete
13	Osler	South St	Grant Blvd	2022	in Construction	Complete
13	East St North	Hunter St	York Rd	2023	2023 Tender. Project added by Motion March 30/22.	Estimated completion mid - late December 2023
14	Streets within Falkirk East Neighbourhood	Falkirk Drive, Courtland Avenue to Maynard Street - Road resurfacing Harvard Place, west end to Falkirk Drive - Road resurfacing Marcel Place, west end to Courtland Drive - Road resurfacing Maynard Street, west end to McIntosh Avenue - Road resurfacing McIntosh Avenue, south end to Stone Church Road - Road resurfacing Roland Road, Regent Avenue to 100 metres southerly - Road resurfacing	various	2022	in Construction	Complete
15	Hamilton Street	Dundas Street	Silver Court	2022	In Construction	Complete
15	Howard Boulevard / Thomson Drive	Mays Crescent	Main Street / Snake Road	2022	In Construction	Complete
15	Additional project selection pending surplus from Hamilton Street, Howard Boulevard and Thomson Drive				Not Started	Not Started

Summary of Canada Community Building Funds as of December 15, 2023

	Budget	Work Underway	Planned Work	Available Balance
Ward 1	2,000,000	1,913,342	0	86,658
Ward 2	2,000,000	276,666	1,720,000	3,334
Ward 3	2,000,000	140,902	1,821,887	37,210
Ward 4	2,000,000	1,176,818	0	823,182
Ward 5	2,000,000	1,344,894	0	655,106
Ward 6	2,000,000	1,294,284	0	705,716
Ward 7	2,000,000	842,361	1,155,000	2,639
Ward 8	2,000,000	0	2,000,000	0
Ward 9	2,000,000	1,221,425	0	778,575
Ward 10	2,000,000	1,535,390	460,000	4,610
Ward 11	2,000,000	1,431,785	0	568,215
Ward 12	2,000,000	1,122,283	0	877,717
Ward 13	2,000,000	1,848,399	0	151,601
Ward 14	2,000,000	1,631,318	0	368,682
Ward 15	2,000,000	1,113,272	0	886,728
	<u>30,000,000</u>	<u>16,893,138</u>	<u>7,156,887</u>	<u>5,949,974</u>



INFORMATION REPORT

TO:	Chair and Members Public Works Committee
COMMITTEE DATE:	January 15, 2024
SUBJECT/REPORT NO:	Accessible Transportation Services Performance Report (PW22079(e)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Michelle Martin (905) 546-2424 Ext. 2765
SUBMITTED BY:	Maureen Cosyn Heath Director, Transit Public Works Department
SIGNATURE:	

COUNCIL DIRECTION

Public Works Committee, at its meeting of April 22, 2022, approved the following: “That staff be directed to report back to the Public Works Committee and the Advisory Committee for Persons with Disabilities on a quarterly basis respecting Accessible Transportation Services (ATS).” (PW Report 22-006, Item 3 (PW21055(a))).

INFORMATION

In 1998, an Ontario Human Rights Code (OHRC) complaint was filed, and the subsequent settlement established, in part, that the City of Hamilton report on service-specific requirements: notably, a trip denial rate goal of 5%, an on-time performance goal of 95% or greater for DARTS trips, and an annual report to the City’s Advisory Committee for Persons with Disabilities on: trip requests, trip denials, passenger refusals of trips, cancellations, no shows, missed trips, trips provided, complaints and on-time performance.

Accessible Transportation Services Q1 and Q2 2023 indicators were presented as described in PW22079(c) and PWC22079(d). Q3 2023 indicators were presented to the Advisory Committee for Persons with Disabilities on December 12, 2023 (meeting 23-012, Item 8.1).

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: Accessible Transportation Services Performance Report
(PW22079(e)) (City Wide) - Page 2 of 4**

When the 2023 Q1 information was presented to the Advisory Committee for Persons with Disabilities (ACPD), attached to Report PW22079(e) as Appendix "A", the ACPD requested that validated customer complaints per 1,000 trips broken down by provider and also into additional subcategories as shown in Appendix "A" on page 13. This level of detail is more than what the OHRC settlement requires but Accessible Transportation Services will regularly report these details as requested.

The Q3 year-to-date trend for contractor DARTS on-time performance is almost 98%, greater than the 95% on-time performance guideline established by the 2004 Ontario Human Rights Commission settlement cited above. This performance level is approaching the 99% industry standard. (Canadian Urban Transit Association Specialized Transit Services Industry Practices Review, 2016). A detailed breakdown of trends year over year and for late trip counts is provided in Appendix "A" to Report PW22079(e).

Total complaints received in Q3 2023 resulted in 7.7 complaints per thousand DARTS trips, which is a slight decrease from Q2 2023. The industry standard is 1.0 customer complaints/1,000 trips, and the 2016 Canadian Urban Transit Association average was 2.1 complaints/1,000 trips for large systems such as Hamilton (Canadian Urban Transit Association Specialized Transit Services Industry Practices Review, 2016).

Late trips on DARTS continue to be the largest driver of the overall rate of complaints. 32% of all complaints received against in Q3 2023 were due to late trips.

Complaints of being on hold or unable to connect accounted for about 9% of all DARTS complaints received in Q3 2023. Call centre statistics provided by DARTS show that call centre service levels are at just over 50% as of the end of June; that is, only half of calls received are transferred to a call taker within five minutes.

The Q3 2023 trip denial rate for DARTS trips showed some improvement over Q2, at 2.1% of trips requested being denied. Poor on-time performance can also appear in trip denial rates: a trip that is missed and then rebooked due to a projected late arrival is counted as a denied trip. This is within the trip denial 5% benchmark set in the 2004 Ontario Human Rights Commission settlement. The 2016 Canadian Urban Transit Association average is 1.98% for large systems such as Hamilton, while the industry best practice is 0% (Canadian Urban Transit Association Specialized Transit Services Industry Practices Review, 2016).

The quarterly report presented above exceeds the terms and the reporting frequency requirements of the 2004 Ontario Human Rights Commission settlement. The Q4 2023 report (October – December 2023) will be presented to the ACPD in early Q1, 2024 and then to the Public Works Committee.

**SUBJECT: Accessible Transportation Services Performance Report
(PW22079(e)) (City Wide) - Page 3 of 4**

Beginning with this report, and as part of continuous improvement, Accessible Transportation Services will include additional performance monitoring metrics related to the management of the contracted relationship. Accessible Transportation Services will include a summary count of performance-related letters sent by the City to the contractor, DARTS, classified according to category (see Table 1, below). It should be noted that the letters may be related to DARTS and/or their subcontractors.

Table 1: Letters sent to Contractor by City 2020 – 2023 Year to Date.

Category of Letter	2020	2021	2022	2023 YTD	TOTAL 2020 - 2023 YTD
Budget	1	2		1	4
Contracted Relationship	1		1	3	4
Serious Incidents	2		2	6	10
Service Standards			4	4	8
Vehicle Maintenance		3	5	4	12
TOTAL	4	5	12	16	39

Also, Appendix “B” attached to report PW22079(e) summarizes Contractor Vehicle Inspection results to date; these include results from both third-party mechanical inspections and on-site vehicle records inspections by City staff.

This work was undertaken in response to recommendations from the Office of the Auditor General and will be reported in the ATS Quarterly Report to Public Works Committee, going forward (see also Report PW24005 being brought forward to the Audit, Finance and Administration Committee on January 18, 2024 – titled DARTS Vehicle Safety Audit AUD22007(a) Update to Management Response).

Related to the above paragraph, it should be noted that the Office of the City Auditor has not completed any work to validate the current status of the Management response to AUD22007(a).

**SUBJECT: Accessible Transportation Services Performance Report
(PW22079(e)) (City Wide) - Page 4 of 4**

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PW22079(e) – Advisory Committee for Persons with Disabilities
Meeting 23-012 8.1 – Accessible Transportation
Services Performance Report Q3 2023

Appendix "B" to Report PW22079(e) – Contractor Vehicle Inspection Results Q3 2022 –
Year-to-Date

City of Hamilton
Accessible Transportation Services Performance Review
Q3 2023

Michelle Martin
Manager, Accessible Transportation Services
Transit Division
Public Works Department
December 12, 2023

This information report provides a summary of key statistical data and performance indicators for Q3 of 2023 (July to September). The City is obligated to provide statistical reports to the Advisory Committee for Persons with Disabilities (ACPD) to meet the terms of the City’s 2004 settlement with the Ontario Human Rights Commission (OHRC) and complainants under the Code.

The report reflects the performance of specialized transportation offered by HSR Accessible Transportation Services (ATS) through its contractor for services, Disabled and Aged Regional Transportation System (DARTS) and their subcontractors, and through the ATS Taxi Scrip program. The data was obtained from DARTS performance report records, ATS contact reports, and ATS Taxi Scrip program data.

TRIPS REQUESTED AND PROVIDED

Table 1: System Requested and Delivered Passengers Q1 to Q3 & YTD Q3 2023

DEMAND	Q1 2023	Q2 2023	Q3 2023	YTD 2023
DARTS: Number of Total Trips Requested	192,077	195,723	193,981	581,781
DARTS: Number of Total Trips Delivered	125,547	134,405	130,501	390,453
TAXI SCRIP: Number of Total Trips Delivered	8,233	7,965	8,606	24,804
ATS: Number of Total Trips Requested, All Modes	200,310	203,688	202,587	606,585
ATS: Number of Total Trips Delivered, All Modes	133,780	142,370	139,107	415,257
ATS % Of Total Trips Delivered vs. Requested, All Modes	67%	70%	69%	68%

Table 2: System Demand by Mode: DARTS vs. Taxi Scrip

DEMAND BY MODE	Q1 2023 %	Q2 2023 %	Q3 2023 %	YTD 2023
DARTS	96%	96%	96%	96%
TAXI SCRIP	4%	4%	4%	4%
ATS: All Modes	100%	100%	100%	100%

In Q3 2023, ATS delivered a total of 139,107 trips through both DARTS and the Taxi Scrip program.

Demand for specialized trips on DARTS remains the main driver of trips requested and delivered. Taxi Scrip continues to account for just 4% of system trips requested, and 96% of trips requested are for DARTS to date in 2023 (Table 2, above). The total number of requested trips includes client cancellations and no shows. Note: ATS increased the Taxi Scrip program discount from 40% to 60%, effective May 2023 and continuing to August 2023. This has not resulted in an increase in the number

of trips taken that are paid for with Taxi Scrip coupons. The percentage of trips taken through the Taxi Scrip program is lower than 2022, when it was approximately 6%.

For Q3 of 2023, DARTS completed trip counts are at approximately 63% of 2019 numbers for the same period (pre-COVID), and at approximately 91% of budgeted service up to end of Q3.

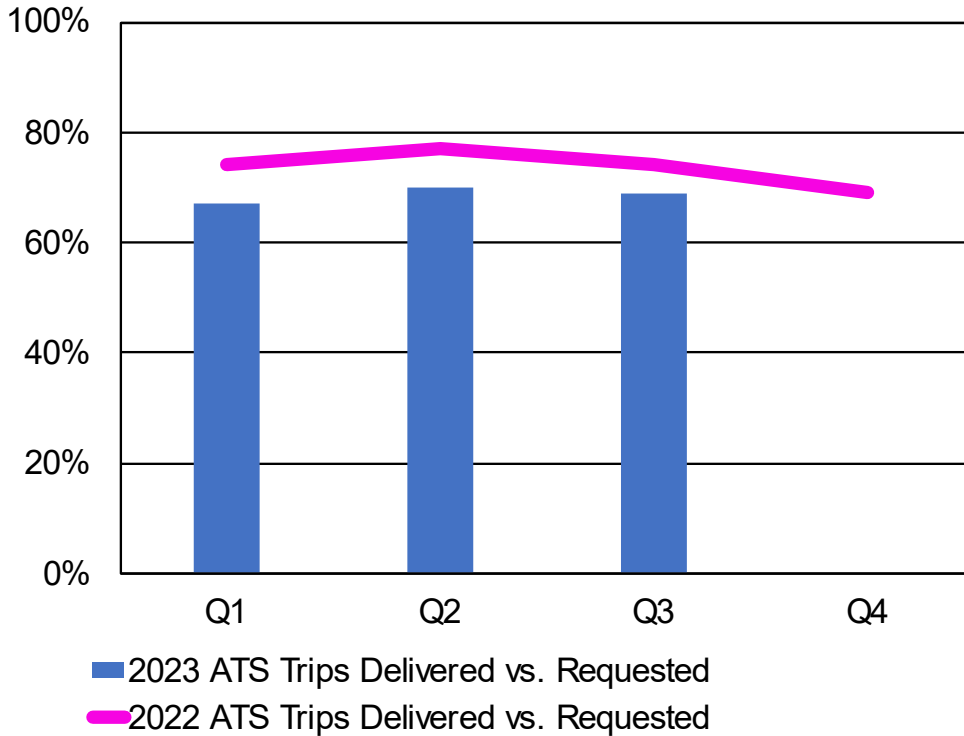


Figure 1: Demand: Count of ATS Trips Delivered versus Requested, All Modes

Alternate text for Figure 1: The graph in Figure 1 (above) compares total ATS trips requested to total number of ATS trips delivered for both DARTS and Taxi Scrip (i.e., all modes). The blue vertical columns show the percentage of trips provided out of the total number of trips requested so far in 2023. The pink line graph above the column shows the trend across all of 2022. So far in 2023, the percentage of requested trips delivered is lower than any quarter in 2022. The total number of requested trips also includes trips booked but not taken, i.e., cancelled trips and passenger no show trips (see also Table 1, above).

RATE OF DENIED SYSTEM TRIPS

Table 3: Rate of Denied Trips: ATS All Modes

Rate of Denied Trips: ATS All Modes	Q1 2023	Q2 2023	Q3 2023	YTD 2023
ATS Total Number of Trips Requested	200,310	203,688	202,587	606,585
ATS Total Number of Trips Denied	8,754	5,305	4,087	18,146
% of Trips Denied	4.4%	2.6%	2.0%	3.0%

System trip denial rates remain below the 5% goal established by the City’s 2004 settlement with the OHRC, which includes Taxi Scrip trips for the purpose of calculating the trip denial rate. The industry best practice is 0% (Canadian Urban Transit Association (CUTA) Specialized Transit Services Industry Practices Review, 2016). Table 3 (above) shows that the while system denial rate remains within the OHRC standard and has decreased from Q1, the rate year to date is still about 1.5% higher than overall denial rate for 2022 and is driven by increased DARTS trip denials by (see Table 4, below).

SPECIALIZED TRANSPORTATION TRIP DISPOSITION

Table 4: Contractor (DARTS) Trip Dispositions

Contractor Trip Dispositions	Q1 2023	Q2 2023	Q3 2023	YTD 2023
Total Trips Requested	192,077	195,723	193,981	581,781
Total Trips Provided	125,547	134,405	130,501	390,453
Total Trips Denied	8,754	5,305	4,087	18,146
% of Total Trips Denied	4.6%	2.7%	2.1%	3.1%

Contractor Denied Trip

A denied trip by the contractor occurs when the client’s request, made within the allowable booking windows, cannot be agreed to within one hour of the requested date and time of travel, or an acceptable alternative cannot be found (see Appendix 1, below). On-time performance impacts trip denial rates: a trip that is missed and then rebooked due to a projected late arrival is counted as a denied trip.

Contractor Call Centre

Table 5: Contractor (DARTS) Call Centre Queue Productivity

Queue Productivity	Q1 2023	Q2 2023	Q3 2023	YTD 2023
Inbound Calls	111,404	111,504	109,829	332,737
Calls Handled by Agents	76,284	83,290	80,380	239,954
Calls Abandoned by Clients	35,120	28,214	29,449	92,783
Transfer Rate	68.5%	74.7%	73.2%	72.1%
Abandoned Rate	31.5%	25.3%	26.9%	27.9%
Abandoned > 30 Seconds	30,230	23,677	25,008	78,915
Abandoned > 30 Seconds Rate	27.1%	21.2%	22.8%	23.7%
Service Level	48.94%	52.21%	53.00%	51.38%
Minimum Wait Time	00:00:00	00:00:00	00:00:00	00:00:00
Maximum Wait Time	04:50:18	04:18:00	06:00:55	05:03:04
Average Wait Time	00:07:08	00:06:40	00:06:45	00:06:51
Average Abandoned Wait Time	00:04:05	00:03:36	00:03:53	00:03:51

In response to ACPD feedback following the final 2022 ATS Performance Report, ATS requested DARTS provide call centre data (Table 5, above). The concern expressed by ACPD members was specifically around calls abandoned by clients who are attempting to book trips, which would not be captured in the trip denial rate in Table 3. The service level, which is calculated using the number of calls that are abandoned after the acceptable wait time of five minutes, is at about 50% at the end of

September 2023. It should be noted that the above call centre data also indicates some clients may be having difficulty calling in to cancel trips in a timely manner (see Table 6, below). Call Centre terms are defined in Appendix 1 to this report.

Table 6: Client Trip Disposition - DARTS

Client Trip Disposition	Q1 2023	Q2 2023	Q3 2023	YTD 2023
Total Trips Cancelled On Time	27,257	26,583	28,811	82,651
% of Total Trips Cancelled on Time	14.2%	13.6%	14.9%	14.2%
Total Trips Cancelled Late	24,481	22,937	23,460	70,878
% of Total Trips Cancelled Late	12.7%	11.7%	12.1%	12.2%
Total No Show/Cancelled at Door	5,900	6,397	7,047	19,344
% of Total No Show/Cancelled at Door	3.1%	3.3%	3.6%	3.3%
Total Trips Refused	138	96	75	309
% of Total Trips Refused	0.1%	0.05%	<0.1%	0.1%

Client Trip Cancelled On Time

A trip cancelled on time has been cancelled by the client by 4:30 PM of the day prior to service Trips that are cancelled on time provide the opportunity to accommodate any outstanding trip requests or wait list trips in a timely manner.

Table 6 (above) on-time cancellations sit at 14.2% of trips requested on DARTS at the end of Q3 2023. The average on-time cancellation reported by CUTA in 2016 is 20.76% for large systems (agencies that serve a population higher than 150,000) (CUTA Specialized Transit Services Industry Practices Review, 2016), while the industry best practice is an on-time cancellation rate of no more than 10%.

Client Trip Cancelled Late

A late cancellation is one that is made after 4:30 p.m. of the day prior to service, and prior to vehicle arrival within the pickup window and/or within thirty minutes after the negotiated pickup time. Late cancellations rarely provide opportunity to accommodate any outstanding trip requests or wait list trips in a timely manner. Table 6 shows the late cancellation rate currently sits at 12.2% as of the end of Q3 2023. The CUTA Specialized Transit Services Industry Practices Review does not provide a statistic for late cancellations.

Client No-Show/ Cancelled at Door

A “no show” trip occurs when a client books a trip, does not cancel ahead of time, and is not available at the time that the vehicle arrives within the pickup window and/or within thirty minutes after the negotiated pickup time. This includes any occurrence of trips “cancelled at door”, where the client refuses a trip at the door that is within the pickup window and/ or within thirty minutes after the negotiated pickup time. No shows leave no opportunity to accommodate any outstanding trip request or wait list trips. Table 6 shows the no-show rate sits at 3.3% of requested DARTS trips year to date Q3 2023. This is down slightly from 3.5% for 2022 and still lower than the 2016 average of 3.68% for larger systems reported by CUTA, but it exceeds the industry best practice of less than 1%. No

shows result in both lost revenue and lost service efficiency (CUTA Specialized Transit Services Industry Practices Review, 2016).

HSR is currently working with the contractor for specialized transit, DARTS, and the software provider, Trapeze, to install an updated service infraction application to track late cancellations and no shows according to the points system outlined in PW21055(a). Trapeze experience some delays in building the program; however, these have been resolved and the program is undergoing user acceptance testing with ATS staff. Please note there are circumstances in which ATS would not apply any penalty for a late cancellation or no show. These include illness or hospitalization, or an investigation result showing that DARTS was in error.

Client Refused Trip

A refused trip occurs when a client does not accept the travel times provided at the time of booking. The refused trip rate continues to be extremely low, at only 0.1% at the end of Q3.

DARTS ON-TIME PERFORMANCE

The City’s 2004 settlement with the OHRC defines late trips as those where the contractor or subcontractor Operator does not arrive until 30 minutes or more after the scheduled arrival time and established an on-time performance goal of 95% or greater. The industry standard for on time performance is 95%-99% for large systems (agencies that serve a population higher than 150,000) (CUTA Specialized Transit Services Industry Practices Review, 2016).

In 2022, at 99%, on-time performance was consistently better than the target established in the OHRC settlement agreement and sat at the upper end of the industry benchmark. As shown in Table 7 (below), on time performance has improved since Q1, is still within the 2004 OHRC guideline, but still lower than in 2022, at 97.6% year to date. As noted above, DARTS has reported some reasons to be beyond its control: increased employee absences including Operators, and in Reservations, Maintenance and Dispatch; and DARTS vehicles out of service awaiting parts for repair, due in part to supply chain issues. ATS expects to see the trend of improvement continue as new vehicles are brought into service.

Table 7: Contractor (DARTS) On-Time Performance

Service Metrics	Q1 2023	Q2 2023	Q3 2023	YTD 2023
Total Trips Provided	125,547	134,405	130,501	390,453
Total Number of Late Trips	4,726	2,656	1,895	9,277
% of Trips Completed on Time	96.2%	98.0%	98.5%	97.6%

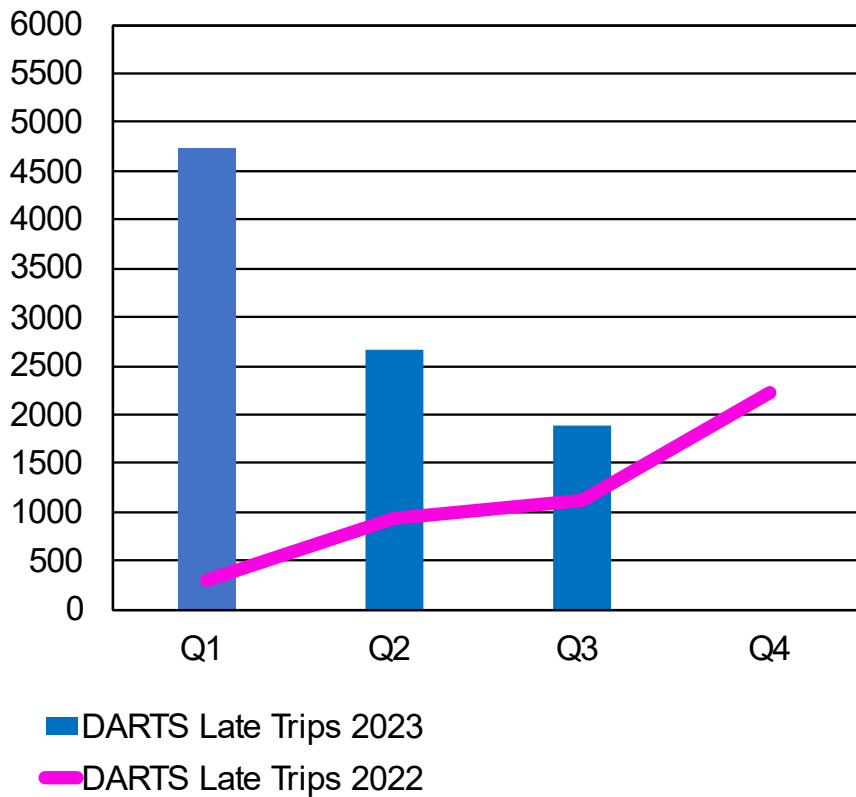


Figure 2: DARTS Late Trips

Alternate text for Figure 2: In Figure 2 (above), the vertical blue columns show the number of late trips to date in 2023, compared to the trend across each quarter in 2022. At 1,895, the number of late trips has decreased from Q1, but is higher than the number reported in Q3 of 2022 (see also Table 7, above).

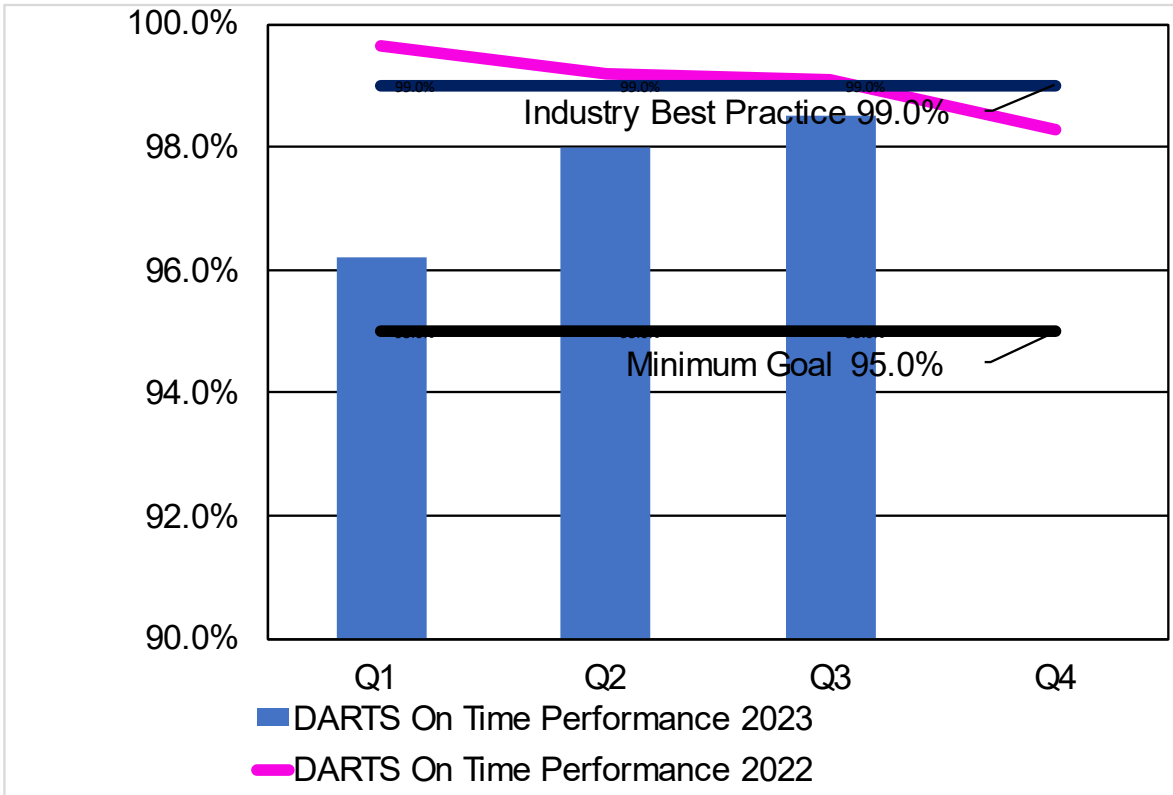


Figure 3: DARTS On Time Performance

Alternate text for Figure 3: Figure 3 (above) graphs DARTS on-time performance. The solid pink line shows the DARTS on-time performance trend across all quarters of 2022. The black line at the 99% level illustrates the industry best practice, and the black line at the 95% level shows the goal as directed by the OHRC in 2004. The pink line shows a decrease in DARTS on-time performance from Q1 to Q4 of 2022 dropping to just over 98%. The vertical blue bars show that at 98.5%, on-time performance in Q3 of 2023 has improved from Q1: it is 3.5% above the OHRC goal of 95% but still below the industry standard of 99% (see also Table 7, above).

COMPLAINTS

Table 8: Complaints per Thousand Trips

Year	Complaints per Thousand ATS Trips, All Modes	ATS and DARTS Complaints per Thousand DARTS Trips
2023 Q1	8.8	9.3
2023 Q2	8.0	8.4
2023 Q3	7.1	7.7
YTD 2023	8.4	8.5

Complaints are those customer contacts in which a customer submits an objection to the planning or provision of service. Complaints per thousand are shown in Table 8, above. The first column uses the total number of ATS trips provided (where complaints about Taxi Scrip have been included). In Q3 of 2023, there were 6 Taxi Scrip complaints. The second column uses the total number of DARTS trips provided (not including complaints about Taxi Scrip).

The industry best practice is 1.0 complaints per 1,000 trips. The 2016 CUTA average for large systems is 2.1 complaints per 1,000 trips. The year-to-date 2023 complaint level per thousand DARTS trips, while improved, is almost nine times the industry best practice (1:1,000) and more than four times the 2016 CUTA average (CUTA Specialized Transit Services Industry Practices Review, 2016).

Table 9: Total Complaints Received by Complaint Type: ATS and DARTS

Complaint Type	Q1 2023	Q2 2023	Q3 2023	YTD 2023
Service Performance	991	1,005	707	2,703
Staff Performance	125	132	134	391
Service Sufficiency	64	150	175	389
TOTAL	1,180	1,137	1,016	3,333

Table 9 (above) breaks down the number of complaints based on three general categories:

- Service performance – categories of complaint where the service as performed did not meet expectations, including but not limited to complaints about pickup/ drop off outside of window; call return wait time; address, date or time errors; missed trip; or scheduled on board time. Most complaints are in this category.
- Staff performance – categories of complaint where staff conduct did not meet expectations, including but not limited to complaints about staff conduct or driving habits. This is the second most frequent category of complaint.
- Service sufficiency – categories of complaint where the service was insufficient to meet reported customer needs, including but not limited to complaints about subscription trips or waiting lists. Taxi Scrip complaints are captured in this category. This is the least frequent category of complaint.

In Table 9, total complaints include all complaints received, including complaints that were found “not valid” following investigation. Complaints about late trips continue to drive total complaints received, with 32% of all complaints classified as pickup/ drop off outside of window.

COMMENDATIONS

Table 10: Commendations per Thousand Trips

Year	Commendations per Thousand ATS Trips, All Modes	ATS and DARTS Commendations per Thousand DARTS Trips
Q1 2023	0.8	0.8
Q2 2023	1.1	1.2
Q3 2023	1.5	1.6
YTD 2023	1.1	1.2

Table 10 (above) shows the number of commendations per thousand ATS system trips (including Taxi Scrip trips) and per thousand DARTS trips. It should be noted ATS does not typically receive commendations about Taxi Scrip service, and none were received to date as of Q3 in 2023. The above commendations include commendations for both DARTS and ATS staff.

The industry best practice is 1 commendation per 1,000 trips. The 2016 CUTA average for large system is 0.36 commendations per 1,000 trips. Commendations year to date in Q3 sit just above the industry best practice of 1 commendation per thousand trips, and above the 2016 CUTA average (CUTA Specialized Transit Services Industry Practices Review, 2016).

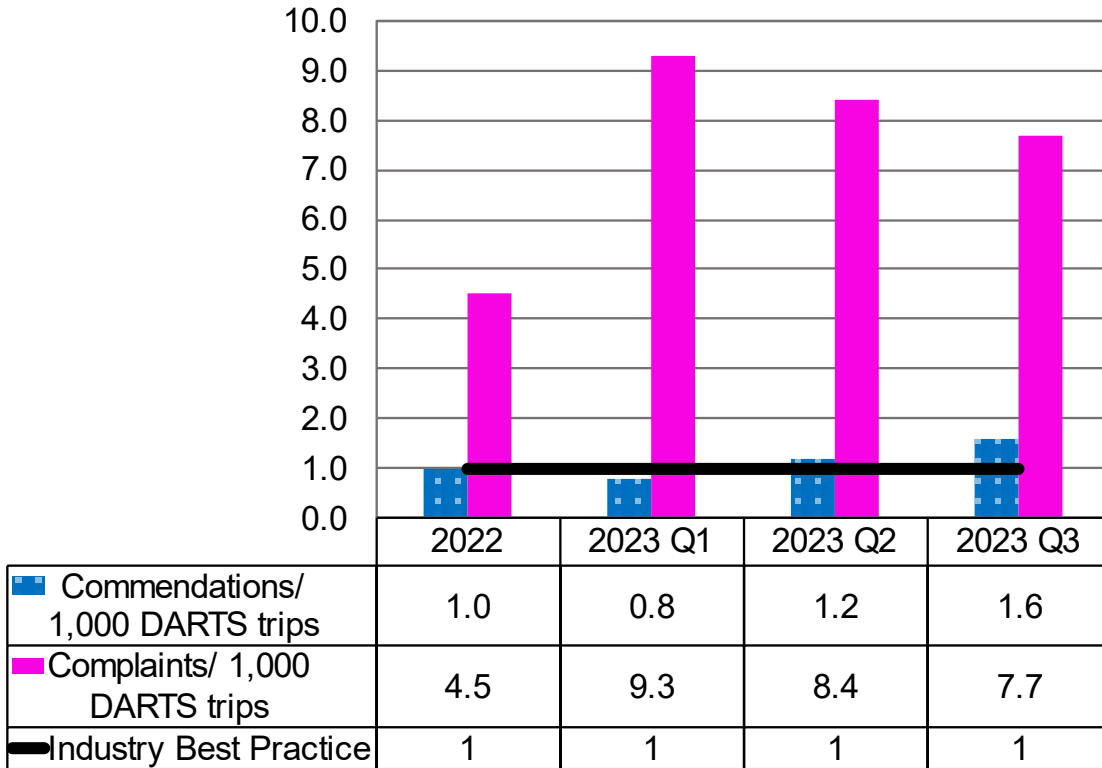


Figure 4: ATS and DARTS Commendations and Complaints per Thousand DARTS Trips.

Alternate text for Figure 4: Figure 4 (above) graphs ATS and DARTS commendations and complaints per thousand trips, comparing the 2022 average with Q1 to Q3 of 2023. The clustered vertical columns compare commendations to complaints. The vertical blue columns with white dots on the left side of each cluster show commendations per thousand trips, and the vertical pink columns on the right side of each cluster show complaints per thousand trips. The solid black line shows the industry best practice of less than one complaint per thousand trips and more than one commendation per thousand trips. The graph shows that the trend in 2023, though showing improvement, continues at higher than the 2022 rate, which was also higher than the industry standard for complaints. The industry standard for commendations is slightly exceeded, as of Q3 2023. See also Tables 8 and 10, above.

VALIDATED COMPLAINTS FOR DARTS AND DARTS SUBCONTRACTORS

Table 11: Validated Complaints per Thousand Trips for DARTS and DARTS Subcontractors

Provider	Number of Trips YTD Q3 2023	Number of Validated Complaints YTD Q3 2023	Validated Complaints per Thousand Trips YTD Q3 2023
DARTS	160,051	2780	17.4
VETS	59,222	52	0.9
Hamilton Rising	105,950	124	1.2
City Marvel	63,502	121	1.9
Hamilton Cab	1,728	5	2.9
TOTAL	390,453	3082	7.9

DARTS and subcontractor complaints are processed to DARTS for investigation. Where these complaints are deemed unfounded by DARTS, and if ATS concurs with this outcome, these complaints are not included in the count of validated complaints. Removing 48 complaints against ATS Customer Service (including Taxi Scrip complaints) and excluding unfounded complaints leaves an overall count of 7.9 complaints per thousand trips for the contractor and subcontractors, still almost eight times the industry best practice and just under 4 times the CUTA 2016 average (Table 11, above). Complaints against DARTS also include DARTS reservations, dispatch, scheduling, and on-street service. Complaints against subcontractors include on-street service only. See also Appendix 2 of this report, which provides additional detail as requested by members of the Advisory Committee for Persons with Disabilities on May 9, 2023, following presentation of the Q1 Accessible Transportation Services Performance Report.

To date in 2023, 1,728 trips have been delivered by demand taxi, when appropriate for ATS individual client travel needs, to meet the service standard.

APPENDIX 1 Definition of terms

Number of Total ATS Trips Requested, All Modes: the sum of DARTS Requested Trips [plus] Taxi Scrip Trips Delivered.

Taxi Scrip Trips Delivered: the total of all passengers reported by contracted brokers under the Taxi Scrip program.

Number of Total DARTS Trips Requested: the sum of Trips Delivered by DARTS, DARTS subcontractors, and meter taxi [plus] No Show Trips [plus] Cancelled Trips [plus] Trips Denied [plus] Trips Refused.

Trips Denied: a denied trip occurs when

- a casual trip request has been made as much as 7 days in advance up to 4:30 PM on the day prior to the required day of service, and a negotiated time cannot immediately be agreed to within one hour of the requested time or at a time otherwise suitable to the passenger, or cannot subsequently be agreed to through the use of the waiting list
- when a passenger requests a subscription trip which cannot immediately be fulfilled, this form of request is not recorded as a denial of service, however, each instance of a like casual trip request that cannot be accommodated as noted above is recorded as a trip denial
- when the passenger agrees to assignment to the waiting list, a trip denial will still occur if no trip can be found, or if an offered trip is not deemed by the passenger as either suitable or required
- when a passenger requests a trip after 4:30 PM of the day prior to the required day of service, or on the required day of service, and the trip request cannot be accommodated, such request will not be recorded as a denial of service.

Cancelled Trips: a cancelled trip is one that is cancelled by the passenger, or on the passenger's behalf, once a subscription or casual booking has been made

- an advance cancellation is one that is made by 4:30 p.m. of the day prior to service
- a late cancellation is one that is made after 4:30 p.m. of the day prior to service, and prior to vehicle arrival within the pickup window and/or within thirty minutes after the negotiated pick up time
- a program closure cancellation is one that is made for all passengers to a program with advance notification, including program shutdown periods and temporary program venue changes
- a service suspension cancellation is one that is made as a result of a weather or other emergency within the control of ATS and/ or DARTS.

No Show Trips: a no show occurs when a passenger books a trip, does not cancel ahead of time, and is not available at the time that the vehicle arrives within the pickup window and/or within thirty minutes after the negotiated pickup time. This includes any occurrence of trips cancelled at door, where the passenger refuses a trip at the door that is within the pickup window and/or within thirty minutes after the negotiated pickup time.

APPENDIX 1 Definition of terms (continued)

Number of Total DARTS Trips Delivered: the sum of all trips taken by passengers and their escorts and/or companions delivered by DARTS on DARTS, DARTS subcontractors, or metered taxi.

Late Trips: the sum of all trips that are more than 30 minutes late from that time negotiated with the passenger for the trip, as reported by drivers and as recorded by DARTS from driver manifests.

Complaints: those customer contacts under which a customer submits an objection to the planning or provision of service

Commendations: those customer contacts under which a customer submits praise for the planning or provision of service.

Validated complaint: complaint determined to be substantiated based on investigation by the contractor and ATS review/ agreement.

Rate of Denied Trips: Denied Trips expressed as a percentage of Number of Total ATS Trips Requested, All Modes.

Inbound calls: incoming calls entering call system queue.

Calls Handled by Agents: incoming calls transferred to an agent.

Calls Abandoned by Clients: calls for which the caller hung up.

Transfer Rate: rate of incoming calls transferred to an agent, as a percentage of calls queued.

Abandoned Rate: rate of calls abandoned, as a percentage of calls queued.

Minimum Wait Time: the shortest amount of time before call was transferred to an agent.

Maximum Wait Time: the longest amount of time before a call was transferred to an agent.

Service Level: calculated as [calls transferred within 5 minutes] / ([calls transferred] + [calls abandoned after 5 minutes]) * 100

Rate of Cancelled Trips: Cancelled Trips (by type) expressed as a percentage of Number of Total DARTS Trips Requested.

Rate of No-Show Trips: No Show Trips expressed as a percentage of Number of Total DARTS Trips Requested.

Rate of On-Time Performance: (DARTS Trips Delivered [minus] Late Trips) expressed as a percentage of (Number of Total DARTS Trips Delivered).

Refused Trips: A refused trip occurs when a client does not accept the travel times provided at the time of booking – see Trips Denied, above.

Complaints per 1,000 Trips: complaints per thousand trips (sum of Taxi Scrip Trips Delivered [plus] DARTS Trips Delivered).

Commendations per 1,000 Trips: commendations per thousand trips (sum of Taxi Scrip Trips Delivered [plus] DARTS Trips Delivered).

APPENDIX 2 Validated Complaints YTD Q3 2023: Detail

SERVICE PROVIDER	COUNT
ATS Customer Service	48
ERROR ADDR/DATE	2
FARES	1
MISCELLANEOUS	11
POLICIES	2
STAFF CONDUCT/SERV	1
TAXI SCRIP	31
City Marvel	121
ACCIDENTS	1
DAMAGED PROPERTY	1
DRIVING HABITS	26
ERROR ADDR/DATE	30
FARES	7
INJURED PASSENGER	5
NO DOOR TO DOOR	14
NOSHOW	8
POLICIES	1
STAFF CONDUCT/SERV	19
TRIP MISSED	5
VEHICLE CONDITION	4
DARTS Dispatch	188
CAN'T BOOK SAME DAY	3
ERROR ADDR/DATE	37
MISCELLANEOUS	2
ONHOLD/CAN'T CONNECT	84
PU/DO OUTSD WINDOW	3
STAFF CONDUCT/SERV	34
TIME CHANGE	8
TRIP MISSED	11
TRIP TRANSFER	3
CR WAIT TIME	3
DARTS On Street	W
ACCIDENTS	3
DAMAGED PROPERTY	4
DRIVING HABITS	18
ERROR ADDR/DATE	45
FARES	5
INJURED PASSENGER	16
MISCELLANEOUS	1
NO DOOR TO DOOR	10
NOSHOW	11
POLICIES	2
STAFF CONDUCT/SERV	48
TRIP MISSED	13
VEHICLE CONDITION	5

APPENDIX 2 Validated Complaints YTD Q3 2023: Detail (continued)

SERVICE PROVIDER	COUNT
DARTS Reservations	358
CAN'T BOOK REQD TIME	55
ERROR ADDR/DATE	65
FARES	1
ONHOLD/CAN'T CONNECT	204
STAFF CONDUCT/SERV	15
TRIP NOTIFICATION	18
DARTS Scheduling	2053
ERROR ADDR/DATE	81
MISCELLANEOUS	3
NOSHOW	1
PU/DO OUTSD WINDOW	1260
SCHED ON BOARD TIME	174
SUBSCRIPTIONS	10
TIME CHANGE	4
TRIP MISSED	202
WAITING LIST	318
Hamilton Rising	124
DRIVING HABITS	23
ERROR ADDR/DATE	26
FARES	6
INJURED PASSENGER	2
MISCELLANEOUS	4
NO DOOR TO DOOR	7
NOSHOW	11
POLICIES	2
PU/DO OUTSD WINDOW	2
STAFF CONDUCT/SERV	27
TRIP MISSED	11
VEHICLE CONDITION	3
TAXI	5
ERROR ADDR/DATE	1
NO DOOR TO DOOR	2
STAFF CONDUCT/SERV	1
TRIP MISSED	1

APPENDIX 2 Validated Complaints YTD Q3 2023: Detail (continued)

SERVICE PROVIDER	COUNT
VETS	52
ACCIDENTS	1
DRIVING HABITS	10
ERROR ADDR/DATE	7
FARES	5
INJURED PASSENGER	1
NO DOOR TO DOOR	7
NOSHOW	2
POLICIES	1
PU/DO OUTSD WINDOW	1
STAFF CONDUCT/SERV	14
TRIP MISSED	3
Grand Total	3130

Contracted Vehicles Inspection Results Q3 2022 – Year-to-Date

Table 1: Quarterly First Time Vehicle Inspection Failure Rates

Quarter	DARTS	City Marvel	VETS	Hrising	All Providers
Q3 2022	12%	0%		0%	10%
Q4 2022	0%	8%	33%	17%	9%
Q1 2023	0%	31%	5%	5%	10%
Q2 2023	0%	13%	31%	15%	14%
Q3 2023	6%	7%	9%	15%	9%
Q4 2023 YTD	30%	29%	6%	0%	13%
OVERALL	5%	16%	18%	10%	11%
AVERAGE	8%	15%	17%	9%	11%

Table 2: Total Number of First Time Vehicle Inspections and Inspection Failures



Provider	# of First Time Inspections	# of First Time Inspection Failures
DARTS	164	8
City Marvel	67	11
VETS	88	16
HRising	73	7
TOTAL	392	42

Table 3: Vehicle Records Inspections Compliant versus Non-Compliant

Provider	Outcomes
City Marvel	12 visits total, records for 2 vehicles
Compliant	7
Non-Compliant	5
DARTS	12 visits total, records for 4 vehicles
Compliant	11
Non-Compliant	1
HRising	12 visits total, records for 2 vehicles
Compliant	9
Non-Compliant	3
VETS	12 total, records for 2 vehicles
Compliant	7
Non-Compliant	5
Grand Total	48 on-site visits



INFORMATION REPORT

TO:	Chair and Members Public Works Committee
COMMITTEE DATE:	January 15, 2024
SUBJECT/REPORT NO:	Accelerated Active Transportation Plan (PED24023/PW24002) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Danny Pimentel (905) 546-2424 Ext. 4581 Peter Topalovic (905) 546-2424 Ext. 5129
SUBMITTED BY:	Brian Hollingworth Director, Transportation Planning and Parking Planning and Economic Development Department
SIGNATURE:	
SUBMITTED BY:	Carolyn Ryall Director, Transportation Division Public Works Department
SIGNATURE:	

COUNCIL DIRECTION

Council has requested a consolidated summary of planned capital investments in cycling infrastructure annually as contained in the Capital Budget. This Report (PED24023/PW24002) provides a summary of cycling projects completed in 2023 and a list of planned investments for 2024 to 2028.

At the January 20, 2023 General Issues Committee (Budget), staff were directed to initiate an Integrated Active Transportation Delivery Team comprised of staff from Planning and Economic Development Department, and Public Works Department, with the goal of filling connectivity gaps and accelerated implementation of the Cycling Master Plan and report to the 2023 Operating Budget on financial implications of such an accelerated plan.

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SUBJECT: Accelerated Active Transportation Plan (PED24023/PW24002) (City Wide) - Page 2 of 6

INFORMATION

As outlined in Report PED23042/PW23008, which presented the Annual Cycling Infrastructure Plan, accelerating the implementation of cycling infrastructure will require a multi-pronged approach which includes increasing staff resources, acting on near-term projects, ensuring project funding is available, and re-prioritizing infrastructure projects with a cycling component. This will require a detailed review of existing Ten-year Capital forecast to identify projects that can be prioritized to be delivered by this new team, focusing on projects that are efficient and timely to implement in the short-term, and working with existing groups to expedite, where possible, other coordinated projects in the medium and long-term.

○ Summary of 2023 Cycling Project Implementation

A total of eleven cycling infrastructure projects were delivered in 2023 by means of a joint effort between Planning and Economic Development Department - Transportation Planning and Parking, and Public Works Department – Transportation Division, and Engineering Services Division. Combined, these projects represent over ten kilometres of new and upgraded cycling infrastructure. This included over six kilometres of new bicycle lanes, over two and half kilometres of upgrades to existing bicycle lanes, and over three kilometres of new multi-use paths. All lengths stated in Report PED24023/PW24002 are centreline lengths (includes both directions of travel).

Projects delivered in 2023 included those identified in the current and prior year's Capital Budgets. A complete listing of projects implemented in 2023 is attached as Appendix "A" to Report PED24023/PW24002.

In total, \$1.393 M was invested in cycling infrastructure in 2023. Some of the planned projects in 2023 were not able to be implemented due to a need for additional design, weather-related installation issues, internal installation priorities, construction delays, and a need to conduct further feasibility assessments. These projects will move to 2024 as priority installations.

Cycling Investment in 2024 Capital Budget

The 2024 Cycling Project Budget is informed by the Cycling Master Plan, which identifies a priority program of cycling infrastructure for implementation. This includes the consideration and integration of an All Ages and Abilities design approach and the objective to develop a robust cycling network and minimum grid across the City.

Based on the Capital Budget and other funding sources, as described below, the total planned investment in cycling expenditure in 2024 is \$6.6 M.

SUBJECT: Accelerated Active Transportation Plan (PED24023/PW24002) (City Wide) - Page 3 of 6

The planned investment in 2024 is significantly enhanced by funding from senior levels of government. Additional funding for 2024, and beyond, has been approved through the Investing in Canada Infrastructure Program: Public Transit Stream. The total funding through the Investing in Canada Infrastructure Program is \$10.5 M (to be spent over 2021 to 2033).

- 2024 Planned Linear Cycling Projects

Below is a summary of the various types of projects to be delivered in 2024. As these planned projects continue to proceed through the implementation process, consultation with the affected Ward Councillors will occur to communicate impacts and to facilitate community engagement.

A total of 24 kilometres of cycling infrastructure projects are planned to be installed in 2024. The following Table 1 shows how these projects breakdown into the following categories by length.

Table 1: 2024 Project Type Summary

Project Type	Total Length (kilometres)
Stand-Alone	18.3
Part of Other Infrastructure	5.3
TOTAL	23.6

- Stand-alone Cycling Projects

Stand-alone cycling projects include projects identified in the Cycling Master Plan and Ward-specific studies. Approximately 18 kilometres of stand-alone projects are planned for 2024, as listed in Table 2. Funding for these projects is primarily through the On-street Cycling Budget (Project ID 4662217124), On-street Cycling Enhancements (Project ID 4032217050), Bicycle Boulevards (Project ID 4032217053), individual projects, and Ward-specific reserves.

Table 2: 2024 Stand Alone Cycling Projects

Ward	Project Name	Limits	Length (kilometres)
1	Main Street (Ainsle Woods)	Filman Road to Ofield Road	1.0
1	York Boulevard	Plains Road to High Level Bridge	1.5
2, 3	Victoria Avenue South	Hunter Street to Stinson Street Victoria Avenue to West Avenue Wellington Street to West Avenue	0.5

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SUBJECT: Accelerated Active Transportation Plan (PED24023/PW24002) (City Wide) - Page 4 of 6

Ward	Project Name	Limits	Length (kilometres)
3, 4	Montclair Avenue Central Avenue Graham Avenue Frederick Avenue	Gage Park to Edgemont Street Edgemont Street to Redhill Valley Trail Roxborough Avenue to Lawrence Road Roxborough Avenue to Barton Street	5.4
6	Stone Church Road	Arbour Road/Anchor Road to Upper Red Hill Parkway	0.7
8	West 5th – Keddy Trail Connector	Keddy Access Trail to Fennell Avenue (deferred from 2023)	0.6
7,8	Bendamere Avenue Southbend Road	West 35th Street to Columbia Drive Laurier Avenue to Holt Avenue	4.2
12, 14	Stone Church Road	Stonehenge Drive to Omni Boulevard	1.0
14	Fessenden/Gurnett	Wendover Drive/ Greencedar Drive/ Amalfi Street/ Upper Horning Drive/ Omni Boulevard	2.1
14	Upper Paradise Road	Stone Church Road to Rymal Road	1.0

○ Cycling Projects as Part of Other Infrastructure Projects

Based on a Complete Streets approach, and guided by the Cycling Master Plan, a number of cycling projects are planned as part of other infrastructure projects such as road rehabilitations. A total of six kilometres of cycling infrastructure is included as part of other 2024 Capital Projects as listed in Table 3.

Table 3: Projects to be Delivered as Part of Other Infrastructure

Ward	Project Name	Limits	Length (kilometres)
1	Sterling Street	Forsythe Street to King Street	0.7
1	York Boulevard Cannon Street	Dundurn Street to Caroline Street York Boulevard to James Street	1.1
4	Barton Street	Woodward Avenue to Red Hill Valley Parkway	0.5
6	Concession Street Mountain Brow Boulevard	Upper Gage Avenue to Oakcrest Street	1.5
9	First Road West*	Bedrock Drive to Ridgeview Drive	0.5
11	Nebo Road	Twenty Road to Rymal Road	1.3

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SUBJECT: Accelerated Active Transportation Plan (PED24023/PW24002) (City Wide) - Page 5 of 6

Accelerating the Implementation of the Cycling Master Plan Implementation

Many municipalities in Canada are exploring how to accelerate delivery of active transportation facilities. These plans employ various strategies which can help inform Hamilton's analysis of the implementation of the Cycling Master Plan.

Council has directed staff to accelerate implementation of the City's Cycling Master Plan staff with four main areas of focus:

- Increasing staff complement to deliver cycling facility projects and conduct streamlined public engagement;
- Developing "Quick-Win" projects that have the characteristics that allow a timely delivery;
- Providing additional funds for current and future projects, as part of the Capital Budget process; and,
- Reprioritizing road resurfacing and construction projects to advance ones that have a cycling component.

In response to Council's direction, staff developed the Accelerated Active Transportation Implementation Plan (herein referred to as "The Accelerated Plan") provides a blueprint for completing additional active transportation projects in a shorter time-period than previous years, with a focus on cycling projects, including multi-use paths and trails. The full report, "Proposed Accelerated Active Transportation Implementation Plan (2024-2028)" can be found in Appendix "B" attached to Report PED24023/PW24002. This plan aims to deliver 143 kilometres of new and upgraded cycling, pedestrian, and trails projects at a total estimated cost of \$60 M, some of which represents previously committed dollars and some of which will be requested through the Capital Budget process and through opportunities for funding from senior levels of government over the next five years. These funds include both standalone cycling projects, as well as projects that will be integrated with other road and transportation projects.

It should be noted that the Accelerated Active Transportation Implementation Plan (2024-2028) represents a first stage in the overall City-wide Integrated Active Transportation Plan which has been initiated and will be completed over the next year. The Active Transportation Plan will update and consolidate the Cycling Master Plan, Pedestrian Mobility Plan, and Recreational Trails Master Plan. Funding for the completion of the Integrated Active Transportation Plan was approved as part of the 2023 budget process.

Appendix "C" attached to Report PED24023/PW24002 provides a list of accelerated projects between 2024-2028 that aim to achieve an average of approximately 30

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kilometres of new and enhanced infrastructure per year. The following two tables provide a breakdown of projects and facility types per year.

Summary of Accelerated Plan Annual Implementation

Year	Number of Projects	New Cycling Facility Kilometres	Percent of New Facilities	Enhanced Cycling Facility Kilometres	Percent of Enhanced Facilities	Total Kilometres
2024	16	17.4	86%	2.8	14%	20.1
2025	29	29.8	81%	7.1	19%	36.9
2026	24	29.9	83%	6.3	17%	36.2
2027	28	27.9	85%	4.8	15%	32.7
2028	19	14.4	87%	2.2	13%	16.6
Total	116	119.4	84%	23.2	16%	142.5

New and Enhanced Facilities by Implementation Year

Year	New Facilities (kilometres)			Enhanced Facilities (kilometres)			Total New and Enhanced Facilities (kilometres)		
	Separated	Dedicated	Shared	Separated	Dedicated	Shared	Separated	Dedicated	Shared
2024	5.1	1.0	11.3	2.8	0	0	7.8	1.0	11.3
2025	16.2	7.3	6.3	4.8	2.3	0	21.0	9.6	6.3
2026	22.3	7.0	0.6	4.5	1.7	0	26.9	8.7	0.6
2027	25.3	1.2	1.4	4.8	0	0	30.1	1.2	1.4
2028	12.0	0.7	1.7	2.2	0	0	14.2	0.7	1.7
Total	81.0	17.2	21.3	19.1	4.0	0	100	21.2	21.3

The full report in Appendix “B” attached to Report PED24023/PW24002 provides a rational and context for the projects that have been chosen and the breakdown per year.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED24023/PW24002 – 2023 Cycling Investments

Appendix “B” to Report PED24023/PW24002 – Proposed Accelerated Active Transportation Implementation Plan (2024-2028)

Appendix “C” to Report PED24023/PW24002 – Proposed Accelerated Active Transportation Implementation Plan (2024-2028) – Project List

Appendix “D” to Report PED24023/PW24002 – Proposed Accelerated Active Transportation Implementation Plan (2024-2028) - Maps

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Cycling Infrastructure Installed or Commenced in Hamilton in 2023

Ward	Project	Limits of Project	Description	Lane Kilometres
1	Emerson Street	Main Street to Rail Trail	Addition of a small asphalt bicycle path adjacent to sidewalk on Main Street (north side) from University Engineering plaza to Emerson Street. Addition of a bi-directional cycle track on the west side, with floating bus bay, between the Main Street and the Rail Trail	0.4
2	John Street	Burlington Street to Guise Street	Extension of the John Street cycle track on the west side	0.3
2	John Street	Burlington Street to Simcoe Street	Addition of barriers within the painted buffer area of existing cycle track	0.6
2	Charlton Avenue	MacNab Street to James Street	Charlton Avenue: extend the north side bicycle lane to James Street and add a planter within buffer area and add barriers to existing contra flow bicycle lane on the south side	0.4
	MacNab Street	Charlton Avenue to Herkimer Street	MacNab Street: Add a northbound buffered bicycle lane on the east side	
2 and 3	Wellington Street/ Copeland Avenue	Intersection	Intersection Bicycle Crossing Treatment	0.1
8	Inverness Avenue	Upper James Street to East 8th Street	Inverness Avenue: buffered bicycle lanes	1.2
	East 8th Street	Inverness Avenue to Queensdale Avenue	East 8th Street and Queensdale Avenue: bicycle boulevard (wayfinding pavement markings and signage)	
	Queensdale Avenue	East 8th Street to Upper Wellington Street		
9	Highland Road	Winterberry Drive to First Road	Replace existing Pavement markings for on-street. Bicycle lanes (like-for-like)	1.9
9	Highway 56 (Summit Park Phase 10)	Dalgleish Trail to Swayze Road	Connect multi-use path to Swayze Rd	0.7
10	DeWitt Road	Highway 8 to Barton Street	Addition of buffered bicycle lanes. Inclusion of barriers planned for 2024	1.0
12	Southcote Road	Garner Road to Highway 403 bridge	Road reconstruction with a new multi-use path	1.3

Appendix "A" to Report PED24023/PW24002

Ward	Project	Limits of Project	Description	Lane Kilometres
12	Stonehenge Drive	Southcote Road to Stone Church Road	Addition of buffered bicycle lanes with flexposts at major intersections	2.5
Ward	Bike Parking and Fix-it Station Related Works	Limits of Project	Description	
City- wide	Bicycle Racks	City-wide	Over 260 bike parking spots created (100 hammer hoops/10 Multi-ring units installed)	
City- wide	Fix-it Stations	City-wide	Two fix-it stations installed	
City- wide	Bike Parking Pads	City-wide	Three bicycle parking pads installed	

CITY OF HAMILTON | SUSTAINABLE MOBILITY

Proposed Accelerated Active Transportation Implementation Plan (2024 – 2028)

Technical Background Report



November 2023

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1 An Active Transportation Vision for Hamilton

The Accelerated Active Transportation Implementation Plan (herein referred to as “The Accelerated Plan”) provides a blueprint for completing additional active transportation projects in a shorter time period than previous years, with a focus on cycling projects, including multi-use paths and trails. In the next five years (2024 to 2028), this plan aims to deliver 140 km of new and upgraded cycling, pedestrian and trails projects at a total estimated cost of \$60,000,000 dollars, some of which represents previously committed dollars and some of which will be requested through the capital budget process over the next five years.

The 2018 Transportation Master Plan established a strong vision and policy framework for a multi-modal, connected Hamilton. The vision aims for Hamilton to have a safe, sustainable, and equitable transportation system that allows communities to access the resources they need to thrive. Since its adoption, there has been growing momentum in the programs, policies, services and projects delivered across the organization.

Like many cities in Canada and the US, the bicycle offers Hamilton an opportunity for transformational change. However, the City can only expect more people to cycle and walk with safe, connected and convenient facilities, similar to how cities traditionally provide infrastructure for automobiles. How people choose to travel is informed by the cycling facilities available and the level of safety, reliability, comfort and affordability the network provides. The City has made progress towards this vision as the number of trips made by bike nearly tripled from 2006 to 2016 (according to the Transportation Tomorrow Survey), primarily in the lower city, which was the focus of investment during that time.

This Accelerated Active Transportation Plan is the pre-cursor to the Integrated Active Transportation Plan (ATP) which will consolidate the Cycling Master Plan, Pedestrian Mobility Plan and Recreational Trails Master Plan. The Accelerated Plan provides a roadmap for the next five years, and the Integrated Active Transportation Plan will present a 10 year plan, consolidated with future construction projects. The ATP will include consultation, costing, preliminary designs and more. This document lays the groundwork for the action plan and provides a solid foundation to develop the long-range planning through the ATP.

2 Directions for the Accelerated Plan

At the January 20, 2023 General Issues Committee (Budget), staff were directed to initiate an Integrated Active Transportation Delivery Team comprised of staff from Planning and Economic Development (PED) and Public Works (PW) with the goal of filling connectivity gaps and accelerated implementation of the Cycling Master Plan and report to 2023 operating budget on financial implications of such an accelerated plan.

As outlined in Report PED23042/PW23008, which presented the Annual Cycling Infrastructure Plan, accelerating the implementation of cycling infrastructure will require a multi-pronged approach which includes increasing staff resources, acting on near-term projects, ensuring project funding is available, and re-prioritizing infrastructure projects with a cycling component. This will require a detailed review of existing ten-year capital forecast to identify projects that can be prioritized to be delivered by this new team, focusing on projects that are efficient and timely to implement in the short-term, and working with existing groups to expedite, where possible, other coordinated projects in the medium- and long-term.

2.1 Council Priorities

The Accelerated Plan is in line with the 2022 - 2026 Council approved priorities, specifically:

Priority 2 – Safe and Thriving neighbourhoods; focused on Outcome 2 of this priority area which is: “Make sure people can safely and efficiently move around by foot, bike or transit or car.”

This plan will help achieve the measures of the success associated with this outcome including:

- Expanded and upgraded active transportation networks
- Application of Vision Zero principles to eliminate road injuries and death

2.2 Policy Alignment

The Accelerated Plan aligns with key City transportation policy and builds on the previously developed and approved action plans and direction.

2.2.1 Transportation Master Plan (TMP)

The TMP addresses all aspects of an integrated transportation system and is structured around a sustainable and balanced transportation system, healthy and safe communities, and economic prosperity and growth. The plan sets an aspirational target for 15% of City-wide trips to be made by active modes.

Since the installation of Ontario’s first two-way, separated cycle track on Cannon Street in 2014, and the launch of the first “smart” bike share system in North America, the rate of cycling across the city has steadily increased. This was an intentional increase planned out in the 2007 Transportation Master Plan (TMP) and approved by Council (and updated in 2018); specifically:

- Action 13: Maintain an annual capital budget for the implementation of the updated Cycling Master Plan and associated facilities.
- Action 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.
- Action 34: Adopt a Complete Streets policy for road design, operation and maintenance. The Complete Streets approach emphasizes routine accommodation in order to ensure designs consider the needs of users of all ages and abilities.
- Action 51: Integrate the goals and principles of Vision Zero into the Complete Streets design manual and Engineering Guidelines.

This plan builds upon the work of the Transportation Master Plan and the Cycling Master Plan which were both updated and finalized in 2019 and aims to accelerate the cycling master plan, specifically focused on both new and upgraded infrastructure projects.

2.2.2 Hamilton Strategic Road Safety Program & Vision Zero Action Plan (2019 – 2025)

The Hamilton Vision Zero policy has a clear goal: no more fatalities or serious injuries on local roadways. The Vision Zero Action Plan actions the need to identify and fill in gaps within the active transportation network, as providing dedicated cycling facilities to create a cohesive cycling network will help achieve the goals of Vision Zero. It also actions the need to ensure that cycling and pedestrian network needs are implemented in all roadway projects.

The analysis undertaken as part of the Annual Collision Report is used to identify problem areas for pedestrians and cyclists. The findings inform local active transportation investments and will be incorporated into the upcoming Integrated Active Transportation Master Plan prioritization framework.

2.2.3 Complete Streets Design Manual and Policy

The Complete Streets Design Manual operationalizes the Complete – Livable – Better Streets Policy (CLBS Policy) adopted as part of the Transportation Master Plan Update. The manual is a compendium of design guidance for users and practitioners to understand the principles of complete streets and touches on several elements, including street design, intersection design and implementation. A central pillar of Hamilton's CLBS Policy is prioritizing transit and active transportation in the planning and design of the local transportation network.

Staff are utilizing the new standards established in the manual to inform the design of street projects and implementing them through standalone projects, major street projects, plans and studies, and operations & maintenance. The design manual is being used to inform the desired outcomes of street projects and is helping to direct their design through more human-focused design standards.

2.2.4 Climate Change Action Strategy

The Community Energy and Emissions Plan establishes "changing how we move" as one of five low-carbon transformations that will be pivotal in achieving a low-carbon future. To meet Hamilton's decarbonization goals, it notes that by 2050, 50% of short trips made within the urban area will need to be made using active travel.

The plan calls for expediting the rollout of the Cycling Master Plan and supports updating the plan regularly to align with the net-zero scenario. It also supports establishing local e-mobility services, such as shared e-bikes and e-scooters, to address those trips not suited for transit. Both calls to action inform active transportation investments.

3 Creating a Cyclable Hamilton

To fully realize the Transportation Master Plan vision, Hamilton must continue to invest in a *high-quality* cycling network that is *connected* and *equitable*. The Accelerated Plan is the plan that will help to drive us towards the vision by helping to:

- Implement **high-quality** cycling infrastructure, ranging from concrete-separated bicycle lanes to low-speed, low-volume bicycle boulevards that are safe comfortable and accommodate users of all ages and abilities. Using durable materials can help the City reimagine more streets more quickly as safer places for all road users while bundling the delivery of new and enhanced cycling facilities within the capital program provides opportunities to create a more inviting street environment.
- Form a **connected** cycling facility network that allows people to cycle efficiently and conveniently. A city-wide network linking communities to each other and employment, stores, transit, and social opportunities facilitates longer and more diverse trip types.
- Serving historically disenfranchised communities **equitably** by providing access to safe and convenient places to cycle to provide access to opportunities across the City. This will help address some transportation inequities that have disproportionately impacted communities.

The complex and intertwined challenges of safety, climate and equity require a bold solution. The Accelerated Plan is one step towards tackling this challenge and helps bring Hamilton closer to achieving the vision of the Transportation Master Plan.

3.1 Designing and Growing a Cycling Network

3.1.1 The Evolution of Cycling Facility Design towards All Ages and Abilities

Design standards for cycling facilities have undergone a dramatic evolution since the mid-1990s. There was no uniformly accessible standard in Ontario, so local jurisdictions were left to develop their own if they had the resources. Many of the standards from this era¹ encouraged solutions that focused on shared facilities (e.g. bus-bike lanes, extra wide curb lanes) or where designated facilities like bicycle lanes and shared used paths were identified, calling for widths much narrower than desired today.

The lack of a uniform approach to cycling design in Ontario carried on for much of the next two decades, and emerging design ideas, such as bicycle lanes separated by barriers and traffic lights with a bicycle symbol, were ambiguous concerning their conformity to the Highway Traffic Act. It wasn't until 2012 that the Ministry of Transportation Ontario (MTO) produced the Ontario Traffic Manual | Book 18 – Cycling Facilities, which provided uniform design guidance for cycling facilities that were consistent with the intent of the Highway Traffic Act for municipal roads and infrastructure. Since the release, there has been high growth in cycling in urban communities coupled with the expansion of higher-quality cycling facilities.

Over the past decade, there has been a growing emphasis on designing for 'all ages and abilities,' also commonly referred to as 'AAA facilities' and 'AAA networks.' Organizations have adopted different thresholds for what makes a AAA facility/network on a specific street. The City of Hamilton's practice to date has been to refer to the National Association of City Transportation Officials' (NACTO²) *Designing for All Ages & Abilities* report, which defines who a AAA user is, guidance for selecting a AAA facility in urban areas³ and discusses the sources of stress and design strategies to address them. The direction is primarily aligned with MTO's 2021 update to Book 18, meaning local projects delivered in Hamilton typically meet the NACTO AAA threshold (Table 1).

Table 1: Comparison of NACTO AAA Facilities and OTM Book 18 (2021)

Vehicle Speed	Daily Traffic	Context	NACTO AAA Guideline Suggested Facility	OTM Book 18 Suggested Facility
Any		Any of the following: frequent buses, motor vehicle congestion, turning conflicts	Protected	Typically separated bicycle lane or cycle track
<16 km/h (10 mph)	Less relevant	Pedestrians share the road	Shared street	Shared Space if < 3,000 to 4,000 ADT
<32 km/h (20 mph)	1,000 to 2,000	< 50 motor vehicles per hour in the peak direction at PH	Bike Boulevard	Shared Space (incl. bike boulevard)
<= 40km/h (25 mph)	<= 500 to 1,500			Shared Space (incl. bike boulevard)
	<= 1,500 to 3,000	Low curbside activity or low congestion pressure.	Conventional, Buffered or Protected	Top end of Shared Space to Designated Space
	<= 3,000 to 6,000	Single lane in each direction or one-way.	Buffered or Protected	Top end of Shared Space to Designated Space
	> 6,000		Protected	Separated would start closer to 7,000

¹ This includes standards recommended in plans developed by the Town of Dundas (1994), the Town of Stoney Creek (1995) and the Region of Hamilton-Wentworth (1999).

² NACTO is an organization of 100+ municipalities and transit agencies in Canada and the US. The City of Hamilton is one of seven Canadian member organizations that were accepted through an application process.

³ NACTO's design guidance for urban bikeways does not discuss cycling facilities in rural or exurban areas.

Vehicle Speed	Daily Traffic	Context	NACTO AAA Guideline Suggested Facility	OTM Book 18 Suggested Facility
	Any	Multiple Lanes		Designated or Separated
>40 km/h (26+ mph)	<= 6,000	Low curbside activity or low congestion pressure. Single lane in each direction or single lane one-way.	Protected lane or Reduce Speed	40 to 55 km/h: Designated 55+ km/h: Separated
	> 6,000	Low curbside activity or low congestion pressure. Multiple lanes per direction lane in each direction or one-way.	Protected lane OR Reduce to single lane & Reduce Speed	Separated

3.1.2 The Need to Enhance Legacy Cycling Facilities

Before the release of OTM Book 18, Ontario municipalities continued to build their cycling networks per the Provincial framework and design standards. In the case of Hamilton, this included various local and regional bikeway plans and standards from before amalgamation and then 2009’s city-wide Shifting Gears Cycling Master Plan.

These *legacy facilities* reflect the practices of their time but are substandard to what would be designed today. A pillar of the Accelerated Plan is identifying opportunities to enhance legacy facilities that are integral to the cycling network to meet modern standards. However, retrofitting these in the short-term is not always practical due to various reasons such as the availability of space or property, conflicts with utilities of trees, the need for further investigation or permitting (e.g. archaeology, conservation authority permits) or constraints such as bridges and culverts. Overcoming these barriers typically requires solutions over the longer term, such as capital program coordination and collaborative engagement with other entities. In some situations, the best choice may be to remove existing facilities and use an alternative corridor or route where achieving AAA design is possible.

3.2 Quality over Quantity: AAA Network Means More Than Just Length

The Accelerated Plan includes enhancing several existing cycling facilities and routes to make them AAA. For instance, several signed on-street routes could be improved to a bicycle boulevard with vehicle speed and volume management to create a more comfortable environment and establish a principal route within the cycling network. This won’t necessarily increase the cycling network length (i.e., the kilometrage) but would increase the AAA network length.

Staff are of the opinion that this supports the spirit of the original Council motion; although enhancing existing facilities may mean the network length is not necessarily increasing. If the ultimate goal is to increase the number of trips made by bike, it is suggested that the City focus on measuring the delivery of the cycling network using three metrics:

- The length of the cycling network in the urban area;
- The length of the cycling network in the rural area; and,
- The total length of the AAA cycling network in the urban area (NACTO’s AAA guidelines are limited to urban cycling facilities).

Having a separate measure for the length of the AAA network will better reflect what gets people cycling: safer cycling facilities. Creating a AAA cycling network of principal and secondary will be a core component of the upcoming review of the cycling network.

3.3 AAA Cycling Facilities: Supporting More Than Just Cycling

The Transportation Master Plan and the Complete Streets Design Manual set a bold vision for creating multi-modal streets. On the surface, implementing the Cycling Master Plan projects is often viewed as only supporting one mode. Still, many projects provide more extensive multi-modal benefits that can help all road users.

Expected benefits of cycling projects that benefit other road users include:

- Buffering pedestrians on curb-facing sidewalks, which can provide more separation between pedestrians and vehicle traffic (e.g. Hunter Street);
- Providing raised bus stops or platforms that bring legacy stops to modern accessibility standards (e.g. Victoria);
- Reducing vehicle lane widths to better help support speed management where motorists may feel comfortable going faster than permitted (e.g. Cannon);
- Introducing traffic calming measures that help reduce cut-through traffic and support speed management measures; and,
- Formalizing on-street parking areas to make it easier for motorists to park and consolidating redundant driveways to reduce conflict points and the volume of access points.

These multi-modal benefits are aligned with the City's broader Vision Zero and Climate Emergency policies. Going forward, the more comprehensive multi-modal benefits should be better shared with the community to understand it's not just about "cyclists" and better position these as complete street projects.

3.4 Developing the Accelerated Plan: Programming Framework

The Accelerated Plan takes an updated, data-driven approach that applies equity and vision zero lenses to reflect the local policy framework. The 2018 Cycling Master Plan primarily took a network-building approach. The update aims to expand on that approach to reflect new policies and programs, such as Vision Zero, Climate Emergency declaration and equity goals.

3.4.1 A New Prioritization and Evaluation Framework for a New Hamilton

A transparent and comprehensive development framework was created to guide the plan's development, which aims to create a continuous, safer network for cycling while reflecting the City's broader priorities and policies (**Figure 1**). Staff compiled a long cycling project list based on the Cycling Master Plan, secondary plan, Councillor motions and other sources since the 2018 plan was released. Projects were then reviewed to determine which have been implemented and which are outstanding.

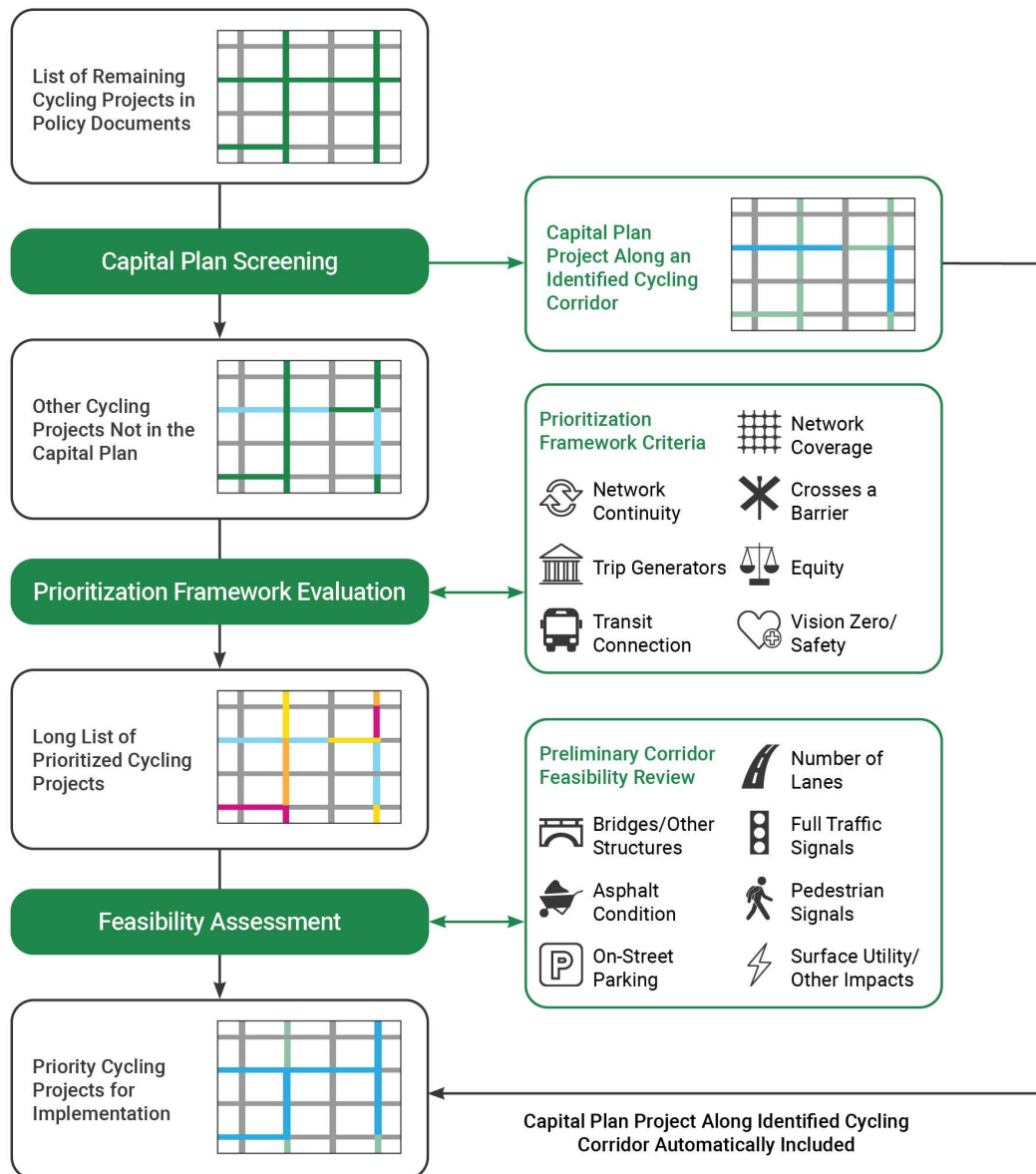
The Accelerated Plan framework then assessed the list through a three-step process.:

- **Capital Plan Screening:** The capital program was reviewed against the list to determine opportunities to bundle delivery through Engineering Services initiatives. Scopes for the cycling projects will be submitted through the Capital Project Management System, and active transportation staff will work with Engineering Services within the design process. These projects were then assigned to the respective delivery year already planned.
- **Prioritization Evaluation:** Each project was assessed against seven criteria. These criteria support building an integrated network, reaching destinations, connecting to transit, crossing barriers, equity and Vision Zero. Further details on the evaluation are available in the following section.

- Preliminary Feasibility Screening:** The top-scoring projects were assessed for initial feasibility to determine if implementing a cycling facility would be achievable within the time. Projects found to be infeasible (e.g. lack of space, utility conflicts, requires new signals to be safe) were removed from consideration and have been flagged for bundling with future capital projects. Projects determined to be feasible were then programmed as part of the Accelerated Active Transportation Plan. Additional information is available below.

The ultimate list of projects is provided in Appendix C - Accelerated Active Transportation Implementation Plan Project List

Figure 1: Accelerated Plan Prioritization and Evaluation Framework



3.4.2 Prioritization Evaluation Framework

Each cycling project was scored against seven measures, and then the scores were summed together (Table 2). The projects that scored higher best reflect the local desired outcomes and should be prioritized.

Table 2: Prioritization Evaluation Framework

Measure	Desired Outcome	Score	Evaluation Score
Continuity	Connect to the greatest number of existing cycling facilities.	30	<ul style="list-style-type: none"> 3+ existing cycling facilities = 30 2 existing cycling facilities = 20 1 existing cycling facility = 10
Trip Generator	Serve major trip destinations and activity centres.	10	<ul style="list-style-type: none"> City-Wide Destination = 10 (e.g. hospital, post-secondary, BIA, city-wide park, high school, identified employment area) Local Destination = 5 (e.g. school, library, rec centres, community park)
Transit Access	Connecting to local and regional transit.	10	<ul style="list-style-type: none"> 15 min or better HSR service during peak. transit terminal/station = 10 Other transit service = 5
Network Coverage	Provide cycling facilities where few or none exist.	10	<ul style="list-style-type: none"> No other on-street parallel facility within 500 m = 10 No other on-street parallel facility within 250 m = 5 Existing facility within 250 m = 0
Barrier Crossing	Provide crossings across major travel barriers.	10	<ul style="list-style-type: none"> Crosses a major barrier (e.g. rail line, valley, provincial highway, escarpment) = 10 Crosses an arterial or along an arterial = 5
Equity	Serves one or more Neighbourhood Development communities	10	<ul style="list-style-type: none"> Passes within an identified community = 10 Adjacent to an identified community = 5
Vision Zero	Prevent fatalities and injuries in problem areas	20	<ul style="list-style-type: none"> Death within 500 m involving a cyclist or pedestrian Injury within 500 m involving a cyclist or pedestrian

3.4.3 Preliminary Feasibility Screening

The top-scoring projects from the Prioritization Evaluation Framework were advanced for feasibility screening (Table 3). For each project, staff complete a desktop review of each project using Google Streetview and internal GIS imaging.

Table 3: Preliminary Corridor Feasibility Review Measures

Measure	Desired Condition	Rationale
Bridge/Culvert/Other Structure	Structure maintains the width of the road surface.	Have enough space to provide a cycling facility at pinch point locations.
Asphalt Condition	Asphalt in fair condition or better.	Provide a more comfortable riding condition; the condition will permit flex posts and/or curbs to be affixed, if needed.
On-Street Parking	Have space to preserve parking where it is needed.	Preserving on-street parking in communities with no other option.
Number of Lanes	Have adequate space to provide a cycling facility without having a negative impact on other modes.	Have necessary space to introduce appropriate cycling facilities while maintaining space for transit, walking, goods movement and automobiles.
Vehicle Signals	Exist at major crossings and may have space to allow cyclist activation.	Enables cyclists to cross a major road/barrier, while avoiding more complicated signal design work and construction.
Pedestrian Crossings	Exist at major crossings and may have space to allow cyclist activation.	Enables cyclists to cross a major road/barrier, while avoiding more complicated signal design work and construction or having to dismount and cross as a pedestrian.
Utility/Other Surface Conflicts	No or few conflicts with stationary objects.	Have space for an off-street cycling facility, like a multi-use path or raised cycle track.
Other Considerations	Varies	Make note of any other conditions or plans that may impact a project.

The review aimed to identify potential fatal flaws along a higher-scoring corridor that would prevent a cycling project from being delivered within the Accelerated Plan’s timeframes. Projects that have fatal flaws were removed from consideration and will most likely need a larger capital project to deliver later.

3.5 It’s a Floor; Not a Ceiling

The Accelerated Plan provides a blueprint for the delivery of enhance cycling facilities and additional kilometres to the end of 2028. The adoption of the Accelerated Plan should be viewed as foundational step rather than an ultimate destination. Viewing this plan as the floor acknowledges the dynamic nature of urban development and transportation needs. Our city is evolving, and as population growth, environmental concerns and social needs continue to shape the urban landscape, flexibility in planning becomes paramount. By considering the current plan as a baseline, the City remains open to adjusting and expanding cycling facilities to meet future demands and seize unforeseen opportunities.

Future opportunities that may arise over the course of this plan include:

- Any new funding programs from higher levels of government that may support projects related to topics, such as active transportation, sustainability or last-mile connections to transit.
- The capital program. As noted in the Cycling Master Plan, cycling facilities beyond those outlined in the formal network should be considered as part of every capital project. The new Complete Streets Design Manual provides clear guidance on this issue, and in partnership with Engineering Services and other major project delivery projects, Sustainable Mobility continues to work to identify opportunities.
- Future Council initiatives or direction related to specific roadways. Current and future major initiatives that Council chooses to undertake can provide opportunities to incorporate cycling facilities or support them in some other ways. For instance, the two-way conversion plan of Main Street that was present to the public in mid-2023, incorporates cycling facilities in some areas despite them not being identified in the Cycling Master Plan. Similarly, Sustainable Mobility staff continue to work with the City’s LRT Office to identify potential active travel crossings of the B-Line corridor that would help protect for future north-south connections and crossings.

Treating the Accelerated Plan as the minimum commitment underscores the commitment to sustainable and equitable mobility options. This Plan is not just about accommodating current demand; it’s about expanding the mobility options to all residents and workers by providing safer, efficient and convenient cycling options. By setting this plan as the floor, the City is sending a strong message that it is committed to fostering a culture of cycling and equitable, sustainable responsibility. In essence, by considering this plan as a starting point, Hamilton is setting itself on a trajectory of continuous improvement and urban development in the demands of the future.

4 The Accelerated Active Transportation Implementation Plan: 2024 to 2028

The Accelerated Plan is a blueprint to get more done, faster. Council’s approval of the Integrated Active Transportation Delivery Team during the 2023 budget provided additional resources to support designing and implementation of cycling facilities in multiple divisions.

The Accelerated Plan presented in this report offers an opportunity to implement new cycling facilities where there are none today and to enhance existing facilities, like signed routes, to meet the City’s new design standards. This Plan is the product of a comprehensive programming framework (Section 3.4), and is a manifestation of this Term of Council’s Priorities related to Safe & Thriving Neighbourhoods and Sustainable Economic & Ecological Development.

At its core, the Accelerated Plan will significantly expand the local AAA network, providing safer and more accessible routes for cyclists of all backgrounds. It is designed to connect neighbourhoods, schools, local businesses and recreational/leisure destinations, allowing residents to navigate Hamilton by low/no-carbon means. By prioritizing the development of the Accelerated Plan, Hamilton will be helping to advance our environment, climate change and transportation policies and objectives simultaneously.

Moreover, this network sets the stage for fostering a culture of cycling. It is not just about facilitating the needs for current cyclists but encouraging more people to embrace cycling as practical option to get around. The Accelerated Plan is more than a collection of routes; it is a pivotal step towards creating a more sustainable, accessible and vibrant Hamilton. It signifies a commitment to prioritizing sustainable mobility, while remaining adaptable to future opportunities and growth. Through this network we're laying the foundation for a healthier, more connection, forward-thinking Hamilton for all.

4.1 The Accelerated Plan

The Accelerated Plan consists of 151 kilometres of cycling facilities, that will be implemented from 2024 to 2028. A map of the ultimate network is available in Figure 5 (page 18), while maps of annual projects are available in Appendix D – Proposed Accelerated Active Transportation Plan - Maps. A table listing of all projects is available in Appendix C – Proposed Accelerated Active Transportation Plan - Project Listing.

Table 4: Summary of Accelerated Plan Annual Implementation

Year	Number of Projects	New Cycling Facility Kilometres	Percent of New Facilities	Enhanced Cycling Facility Kilometres	Percent of Enhanced Facilities	Total Kilometres
2024	16	17.4	61%	4.3	15%	28.7
2025	29	29.8	81%	7.1	19%	36.9
2026	24	29.9	83%	6.3	17%	36.2
2027	28	27.9	85%	4.8	15%	32.7
2028	19	14.4	87%	2.2	13%	16.6
Total	116	119.5	79%	24.6	16%	151.1

The plan will see 81 km of new separated facilities (e.g. separated bike lanes, raised cycle tracks, multi-use paths), 17 km of new dedicated facilities (e.g. buffered and painted lanes) and 21 km of new shared facilities (e.g. bike boulevards) implemented over four years. This will significantly improve the accessibility of the network for residents. Improved accessibility means that people can more easily access key destinations such as schools, workplaces, commercial centres, and recreational areas by bike or another small wheeled device.

Table 5: New and Enhanced Facilities by Implementation Year

Year	New Facilities (kilometres)			Enhanced Facilities (kilometres)			Total New and Enhanced Facilities (kilometres)		
	Separated	Dedicated	Shared	Separated	Dedicated	Shared	Separated	Dedicated	Shared
2024	5.1	1.0	11.3	2.8	0	0	7.8	1.0	11.3
2025	16.2	7.3	6.3	4.8	2.3	0	21.0	9.6	6.3
2026	22.3	7.0	0.6	4.5	1.7	0	26.9	8.7	0.6
2027	25.3	1.2	1.4	4.8	0	0	30.1	1.2	1.4
2028	12.0	0.7	1.7	2.2	0	0	14.2	0.7	1.7
Total	81.0	17.2	21.3	19.1	4.0	0	100.1	21.2	21.3

4.2 Tracking Cycling Master Plan Completion

The Accelerated Plan is a game changer. Over the next four years, the plan will create 100 km of new AAA cycling facilities and will enhance 21 km of existing facilities to modern standards (Table 4). This will increase the percentage of the Cycling Master Plan delivered from 58% to 74% and will reduce the outstanding kilometrage of the plan to approximately 256 km, which is primarily in the rural area. The 151 km of facilities that will be delivered is more than double what would be expected over the City's recent trend of approximately 15 km per year recently, or 60 km over four years.

4.3 How Does Hamilton Compare

Across Canada, other municipalities are also making greater efforts to enhance their active transportation networks through Master Plans, increased funding, and more ambitious and protective infrastructure design. Halifax, Edmonton, Winnipeg, Waterloo Region, and Montréal are some noteworthy examples of jurisdictions which are leading the development of Canadian active transportation in their cities alongside Hamilton. Table 6 outlines a summary of comparisons between Hamilton and these municipalities.

Table 6: Comparison of Municipal Active Transportation Funding

City	Population	Active Transportation Investment	Km	Notes
Hamilton	569,000	\$2.5M/yr (standalone projects) 12M/yr (including capital projects)	151km of new and enhanced facilities (30km/yr)	
Halifax	439,000	\$8.16M in 2022-23 (\$8.16M/yr)	Ultimate 57km network	Continues to increase the budget for Integrated Mobility Plan projects year-by-year.
Edmonton	1,100,000	\$100M over 4 years (\$25M/yr)	678km of new and enhanced facilities	
Winnipeg	749,000	\$334M over 20 years (\$16.7M/yr)	-	City Council approved a 20-year plan in 2015 which would spend a total of \$334M. Initial investment has been slow (~\$1.7M/yr)
Waterloo Region	535,000	\$12.8M/yr	200km over 10 years (20km/yr)	Regional Council committed to a 2018-2022 project to create a comprehensive cycling grid across the KW region. Funding has exceeded the initial commitment.
Montréal	1,800,000	\$150M over 5 years (\$30M/yr)	200km of added express cycling facilities (40km/yr)	Vision Vélo 2023-2027 is Montréal's plan for upgrading and installing protected cycling infrastructure over five years.

4.3.1 Halifax

The Halifax Regional Municipality has set aside \$8.16M for Integrated Mobility Plan projects in its 2022-23 budget, an increase from the \$6.5M dedicated in 2021-22. HRM has completed approximately 40% of its planned 57km AAA cycling network. This work is behind schedule, which planned to complete all

facilities by 2022. The municipality continues to see challenges from slow construction, disconnected cycling corridors, and seasonal protections which are removed for snow clearance, compromising the entire network in the winter. These difficulties are the result of the Transportation Committee and City Council delaying projects due to budgetary reasons, resulting in an unfulfilled plan and gaps in the network.

Halifax's Integrated Mobility Plan prioritizes mode share as the main metric of success, rather than kilometres or funding. They look to increase the number of residents choosing sustainable modes more frequently, with staff ultimately aiming for 30% of trips made through cycling or walking. City Council has instead aimed for 12%.

Figure 2: Current State of the Cycling Network in Halifax

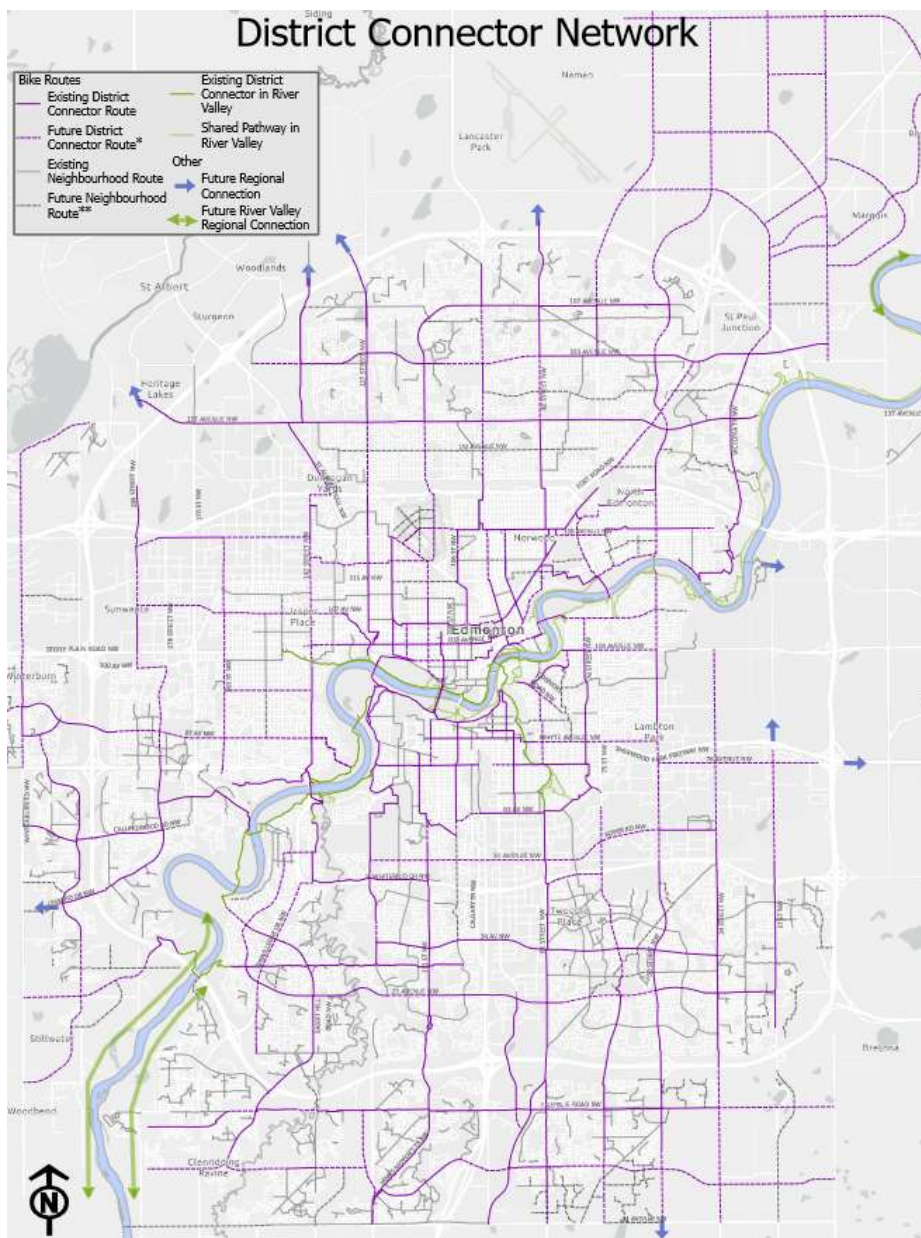


4.3.2 Edmonton

Much like Hamilton's plan, Edmonton's is long-range and seeks to leverage other infrastructure development to install cycling infrastructure. It targets new roads and waits for existing identified routes to have the roads re-built before installing cycling infrastructure, creating more efficiencies in the development. Edmonton anticipates maintenance costs to be \$11M/year once the network is built out, or roughly \$16,000/km.

Edmonton has seen success with protected cycling lanes, seeing cycling increase four times since installing a protected facility network.

Figure 3: Current State of the Cycling Network in Edmonton



4.3.3 Winnipeg

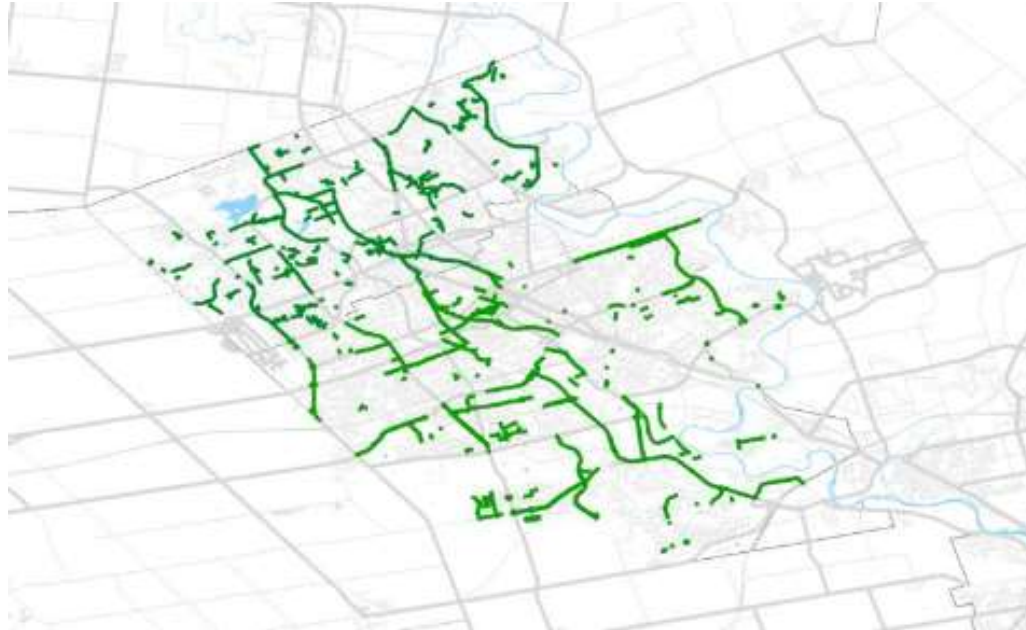
Winnipeg approached cycling infrastructure slowly, now rolling out seasonal protected lanes while they study and design the permanent implementation.

4.3.4 Region of Waterloo

Waterloo Region continues to coordinate between its constituent municipalities and present an overarching connected cycling plan. A pilot project for protected bike lanes saw a 57% increase in cycling. The Region will make the pilot protected lanes permanent and seek to expand the facility further. The constituent municipalities are still responsible, with Regional funding, for developing their own networks independently.

Waterloo Region has the benefit of coordinating across several municipalities to achieve greater active transportation goals. For instance, the Region has secured a shared ebike and scooter network through Neuron Mobility which operates seasonally between April and October, a major step towards increased active transportation mode share in the Region.

Figure 4: Current State of the Cycling Network in Region of Waterloo



4.3.5 Montréal

Vision Vélo is an ambitious attempt at expanding the already-effective cycling network in Montréal. It seeks to add 200km of protected facilities to the existing 184km on the Réseau Express Vélo, high-capacity cycling lanes which are meant for long-distance commuting. Since 2019, cycling infrastructure has been a priority of Montréal City Council and the last year alone has seen a 20% increase in cycling trips.

Alongside more standard facility installation, Vision Vélo also focuses on improving unsafe intersections and creating two véloroutes which will act as long-distance, high-speed, and straight cycling highways.

4.3.6 Lessons Learned

Hamilton has the unique position of being able to learn from the experiences of these other municipalities, whose acceleration, and commitments to cycling infrastructure came slightly earlier.

In general, trends show that building infrastructure has a direct and rapid impact on the number of cycling trips taken within a city. However, this infrastructure has to be safe, thoughtful, and most of all connected in order to effectively replace vehicle trips and entice non-cyclists to try a new mode. With the increasing prevalence of ebikes and scooters, micromobility becomes more appealing to a larger segment of the population – it's more important than ever to ensure that AAA facilities exist to allow people to feel comfortable taking these trips alongside vehicle traffic. Halifax's example shows that building a disconnected network will lead to lower ridership than anticipated and that if projects need to be re-prioritized or delayed, considering their connectivity and the impact on other planned projects is key to maintaining the highest integrity of network possible as the plan continues to be built out.

Likewise, the comparison shows that ambitious plans for expanding cycling infrastructure will build momentum. Montréal is embarking on its second major expansion since 2019 as a direct result of the first project's continuing success. A thoughtfully-planned and successfully-implemented initial network will make it easier to continue to build out effective facilities as the city matures, expands, and densifies.

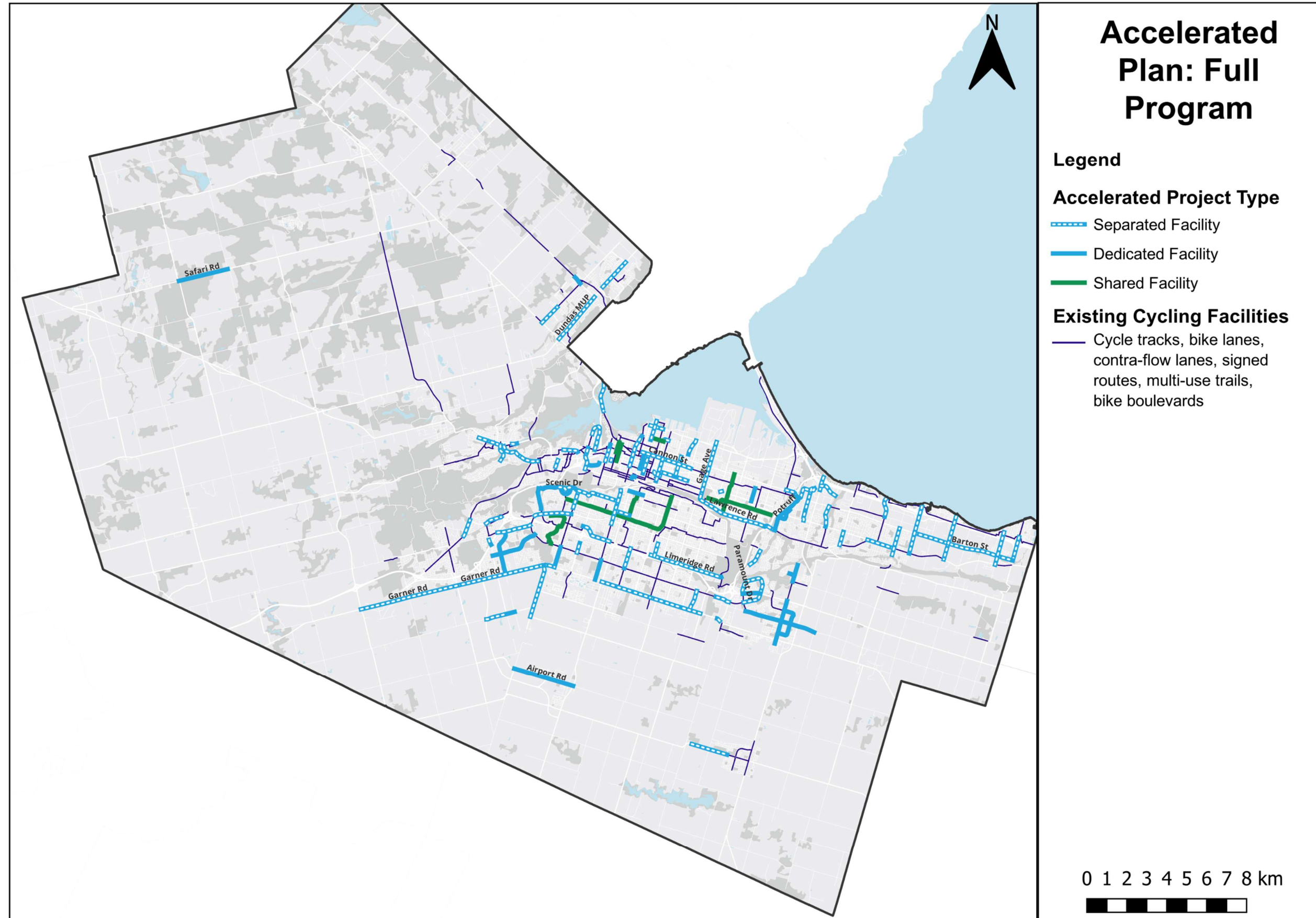
4.4 Filling the Gaps: Pedestrian Facilities

The Accelerated Plan will also deliver broader multi-modal benefits for the community. While projects within this plan are based on existing cycling policies and plans, several projects offer opportunities to address gaps within the pedestrian walking network. Past planning policies, particularly in the outlying pre-amalgamation communities, required no pedestrian accommodations on many streets, meaning that there are gaps within the sidewalk network that forces individuals to walk on the road or use grass. These practices do not reflect the policies, practices, and expectations of the modern-day Hamilton.

Staff have done preliminary work to identify projects where there may be an opportunity to address sidewalk gaps while delivering cycling facilities. For instance, on higher-volume streets where there are no sidewalks, a separated cycling facility may be warranted. Depending on the specific context and attributes of the area, a separated cycling facility like a multi-use path, may be able to address the needs of both pedestrians and cyclists. As individual projects work their way through the Feasibility Plan stage, staff will monitor for opportunities where an Accelerated Active Transportation Plan project may be able to address a pedestrian gap on one or both sides of a particular street.

In lieu of addressing pedestrian and sidewalk gaps via the projects identified within the Accelerated Plan, the Integrated Active Transportation Delivery Team will also work towards filling is gaps within the sidewalk network across the City. As identified within PW13078 (Pedestrian Mobility Plan), an annual workplan will be developed that enables a systematic approach to retrofitting deficient sidewalk locations. Prioritization will be given to filling gaps connecting transit stops, schools, parks, and other key destinations.

Figure 5: Proposed Accelerated Plan: Full Program (2024 - 2028)



5 Delivering the Plan

5.1 Integrated Active Transportation Delivery Team

Accelerating the implementation of cycling infrastructure will require a multi-pronged approach which includes increasing staff resources, acting on quick win projects, ensuring project funding is available, and re-prioritizing infrastructure projects with an active transportation component.

Council has previously approved the development of an Integrated Active Transportation Delivery Team (the Team) which will assist in the delivery of active transportation projects in that all staff resources from planning through design and construction would work together. This Team would be composed of existing Staff from Transportation Planning and Parking, Transportation, Engineering Services and Landscape Architectural Services.

The Integrated Team will work towards delivering on the projects identified within the Accelerated Active Transportation Plan, which is informed by the Core Cycling Network Map, the Cycling Master Plan, Complete Streets design process, and other supporting policies and work. The Team would also oversee the completing of the long range Integrated Active Transportation Plan.

5.1.1 Roles of the Integrated Active Transportation Delivery Team

In order to complete the projects in the Accelerated Plan, the Team will perform the following key tasks:

Jointly Delivery Projects across Planning and Public Works:

- oversee active transportation projects from concept to operations,
- meet regularly to coordinate the implementation of projects, and engage with respective consultation groups
- monitor and report on project progress/status annually to Council
- provide AT scope/input for CPMS projects

Develop Multi-year Plans

- create a detailed implementation plan and cost for the Accelerated Plan and inform the 2024 – 2028 Capital Budget process
- collaborate on the development of the long range Integrated Active Transportation Plan,
- develop a 10 year plan that aligns with existing capital 10 year plan as part of the Integrated Plan

Modify Existing Standard Operating Procedures

- review and modify existing Standard Operating Procedures (Cycling, Sidewalk and Capital Project Management System) to reflect the new delivery of AT projects

Meet Key Performance Indicators and Metrics

- The Team will be working across multiple sections and projects; therefore, it will be important to track project progress and delivery.
- A master project delivery database will be maintained that all team members will use for project coordination.
- The Key Performance Indicators are as follows:
 - Number of projects completed vs. number of projects planned
 - Number of public engagement activities undertaken
 - Length of projects completed for conventional lanes and paved shoulders*
 - Length of projects completed for cycle tracks on-street*

- Length of projects completed for MUPs/Sidewalk level Cycle Tracks*
- Length of projects completed for sidewalks*
- Length of projects completed for Trails*

**It should be noted that each completion category will have different metrics given that there are different implementation challenges associated with each.*

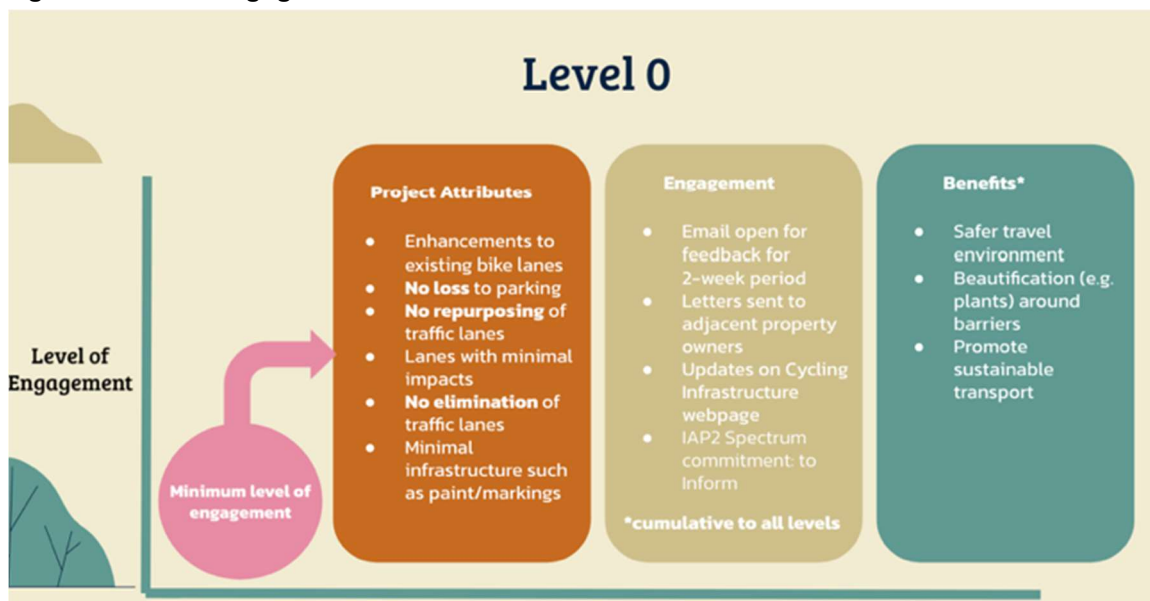
5.2 Public Engagement

All of the projects comprising the Accelerated Plan will have a public engagement component. Depending on the size, complexity and right of way impacts, a customized engagement for each project will be undertaken.

5.2.1 Public Engagement Matrix

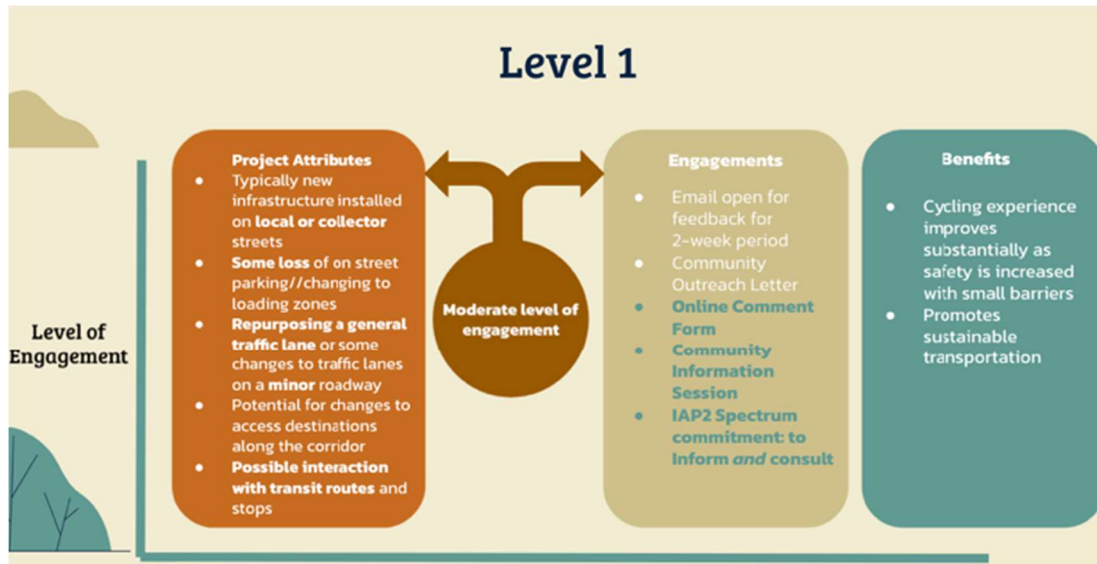
In collaboration with CityLAB the Sustainable Mobility team has explored the creation of a public engagement matrix to apply when creating new projects or advancing existing ones. This matrix includes 3 levels depending on the scale of infrastructure being implemented. This project was developed through engagement of community members and key stakeholders in the Hamilton cycling community in order to better communicate future implementation plans and to provide users with a better concept of what these plans will entail. For early scopes this can also be a platform for encouraging feedback to the design team. The new process is designed around engaging, informing, and consulting the public on future projects in order to best design equitable and accessible infrastructure to support the communities it is installed for.

Figure 6: Public Engagement Matrix - Level 0



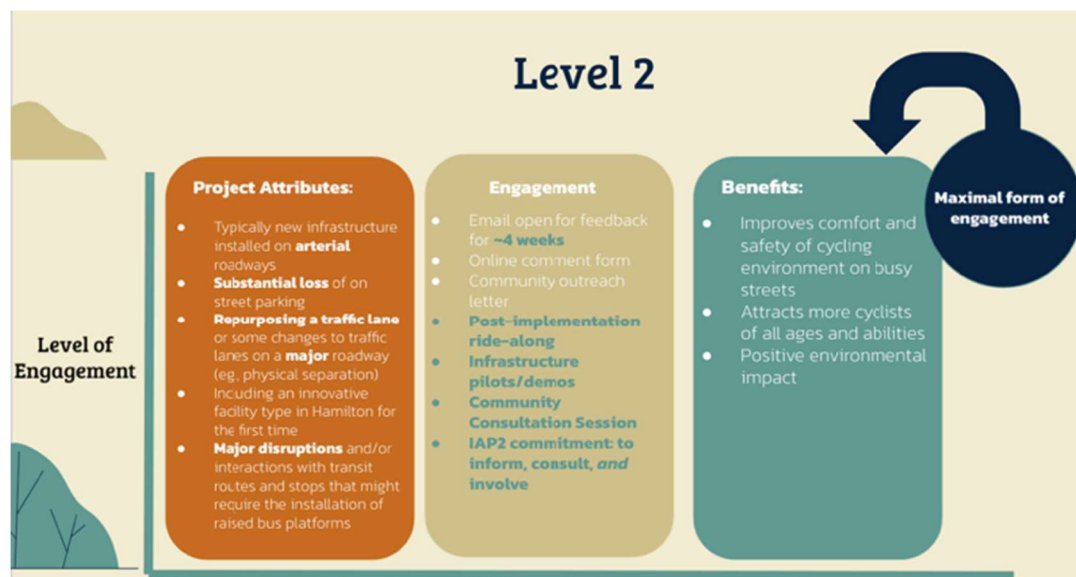
Level 0 engagements do not impact the existing roadways with their implementation; all traffic and parking lanes will be maintained and minimal pieces such as paint will be added. Level 0 engagements will provide residents and others to provide feedback on the plans via email for a 2 week period (this can be extended if deemed necessary), letters delivered to adjacent property owners, and updates posted to the cycling infrastructure page. It recognizes there is a public need to report on all new infrastructure being installed, regardless of the scale.

Figure 7: Public Engagement Matrix - Level 1



Level 1 engagements are for typically new infrastructure projects that are installed on local or collector streets. These projects may include a loss of on-street parking or a travel lane, or potential changing of access to some side streets (ie. New route planning options may be required). Level 1 engagement will include the standard email feedback form open for 2 weeks, in addition to online comment forums, community outreach letters sent to property owners along and adjacent to the proposed corridor, and a community information session. Level 1 projects will significantly improve the cycling experience along their routes, and increase safety typically with small barrier separation. This level recognizes the need to report and consult on all new infrastructure.

Figure 8: Public Engagement Matrix - Level 2



Level 2 engagements are typically new infrastructure being installed on arterial roadways. Due to the nature of these projects they can lead to substantial losses of parking, loss of a travel lane(s), and can create disruptions/interactions with traffic or transit movements at intersections. Level 2 will have a longer email feedback form open for 4 weeks, in addition to an online comment form and community outreach letter. Community consultation sessions will directly engage and give a platform for community members to engage in person regarding the project scope. Consulting, informing, and involving property owners and other stakeholders is key for large disruptive projects. After completion of the project a ride-along will be scheduled to explore the new infrastructure and talk further about it. Ride-alongs have been determined as an important strategy to develop relationships between stakeholders and the City, to encourage people to get out and use new infrastructure, and as a way of improving quality feedback.

5.2.2 Additional Public Engagement Activities

Each project, regardless of scope will get a full feasibility plan which would include, but not limited to road type, traffic statistics, Complete Street elements, stakeholders and recommended infrastructure types of upgrades. Feasibility plans can be found on the City of Hamilton website (hamilton.ca/newlanes), where members of the public can review the details of the project. Feasibility plans will also be presented and/or discussed with the Hamilton Cycling Committee as well as the Mobility Lab - Cycling Network, for their review and comments. Feasibility studies will also include rough sketches of what future infrastructure will look like on the ground.

Figure 9: Screen Capture of Cycling Infrastructure Website

2023 IMPLEMENTATION PROJECTS			
ROADWAY	INFRASTRUCTURE TYPE	PROJECT STAGE	ADDITIONAL INFO
Baldwin St/Cootes Dr - York St to Court St, Baldwin St to Dundas St	Bicycle Boulevard Multi-use Path	Design	Cootes Dr Feasibility Plan (PDF, 560.13 KB)
Barton St - Woodward Ave to Redhill Valley Parkway	Multi-use Path	Construction	Capital Project
Bay St - Cannon St to Hunter St	Barrier Enhancements	Planning	
Breadalbane/Jones/Woodbine - Breadalbane/Jones/Woodbine Bike Boulevard, King St. to York Blvd.	Bicycle Boulevard	Tender	Video: Breadalbane Info Session ↗
Centennial Pkwy - Confederation Dr to Goderich Rd	Multi-use Path	Design	Centennial Pkwy Feasibility Plan (PDF, 379.29 KB)
Charlton Ave/MacNab St	Connection Enhancements	Design	Charlton Ave/MacNab St Feasibility Plan (PDF, 386.67 KB)

The Hamilton Cycling Committee is an Advisory Committee of Council and is made up of citizen member who have apply for consideration when forming the committee. The Hamilton Cycling Committee advises City Council on:

- a. all matters related to cycling and micro-mobility
- b. monitors the implementation of the Hamilton Cycling Master Plan
- c. encourages and participates in planning for bicycling and micro-mobility facilities
- d. encourages citizens to cycle instead of drive
- e. educates the public about the benefits and necessities of cycling
- f. integrates the work of area municipal bicycle and active transportation committees

The Mobility Lab is a team consisting of community members who can provide feedback on cycling infrastructure projects that represent the diverse experiences of Hamiltonians. Building on the previous work from the Mobility Lab, the Mobility Lab – Cycling Network was created to focus on the rapidly expanding bicycle network . The group is involved in the design process by attending public information centres, community bike rides and reviewing feasibility studies. These champions are expected to share information between the City and their respective communities and represent the interests of all Hamiltonians impacted by these changes. This includes bringing examples from other cities, and ideas for how to improve and increase cycling in Hamilton.



5.3 Types of Infrastructure Projects




The projects in Appendix A represent a variety of active transportation facility types, that are suited to the street typology as per the Complete Streets Design Manual. These include:



Separated Facilities

Separated facilities are facilities that are physically separated from vehicular traffic while remaining within the road right-of-way (R.O.W.). There are three types of separated facilities: Multi-Use Path, Cycle Track (raised uni-directional & street level bi-directional) and Barrier Bicycle Lanes (mini jersey barrier, pre-cast barrier, poured concrete barrier & parking barrier). These are listed in the table below:

Table 7: Separated Facility Type Descriptions

Facility Type	Example
Multi-Use Path:	
<p>Provides two-way travel and is shared between people riding bikes, pedestrians, and other micro mobility users.</p>	<p>Cootes Drive</p> 
Raised Uni-Directional Cycle Track:	
<p>A bikeway that is horizontally and vertically separated from the travelled portion of the roadway by a curb and/or a horizontal buffer. Cycle tracks often travel parallel to the sidewalk but are designated exclusively for use by people riding bikes.</p>	<p>Region of Waterloo:</p> 





Street Level Bi-Directional Cycle Track:	
<p>A bikeway that is street level with vertical barriers from the travelled portion of the roadway, typically consolidated to one side of the roadway.</p>	<p>Bay Street:</p> 
Mini-Jersey Barrier Bicycle Lane:	
<p>Buffered bicycle lanes that include mini jersey barriers that serve as a physical separation to vehicular traffic.</p>	<p>Wilson Street (Ancaster):</p> 
Poured Concrete Barrier Bicycle Lane:	
<p>Bicycle lanes with a poured concrete curb barrier that serves as a permanent physical separation to vehicular traffic.</p>	<p>Hunter Street</p> 

Pre-cast Concrete Curb Barrier Bicycle Lane:	
<p>Buffered bicycle lanes that include pre-cast concrete curbs that serve as a physical separation to vehicular traffic.</p>	<p>Upper Paradise Road</p> 
Parking Barrier Bicycle Lane:	
<p>Bicycle lanes with parking lanes utilized as barriers that serve as a physical separation to vehicular traffic.</p>	<p>Herkimer Street:</p> 

Dedicated Facilities

Dedicated facilities are cycling facilities that are within the roadway and have a delineation between bicycle lanes and vehicular traffic, creating a dedicated space within the roadway. There are three types of dedicated facilities: Painted Buffer Bicycle Lanes, Painted Bicycle Lanes (may/could include flexposts) and Bicycle Lanes with a Planter. These are listed in Table 8:



Table 8: Dedicated Facility Type Descriptions

Facility Type	Example
Painted Buffer Bicycle Lane:	
<p>Bicycle lanes that consist of a painted buffer that serve as a separation to vehicular traffic.</p>	<p>Paramount Drive</p> 
Painted Bicycle Lane:	
<p>Bicycle lanes that consist of a painted line to delineate the separation between vehicular traffic and a bicycle lane. Could also include flexposts as a temporary form of physical separation.</p>	<p>Delaware Avenue:</p> 
Painted Bicycle Lane with Planter:	
<p>Planters are used as a temporary physical separation between vehicular traffic and a bicycle lane. Concrete planters provide year-round physical separation.</p>	<p>Locke Street:</p>  <p>Herkimer Street</p> 

Shared Facilities

Shared facilities are cycling facilities that are shared with vehicular traffic within the roadway while alerting drivers that the road is a shared cycling route. There are two types of shared facilities: Bicycle Boulevards & Signed Bike Route. These are listed in the table below:

Table 9: Shared Facility Type Descriptions

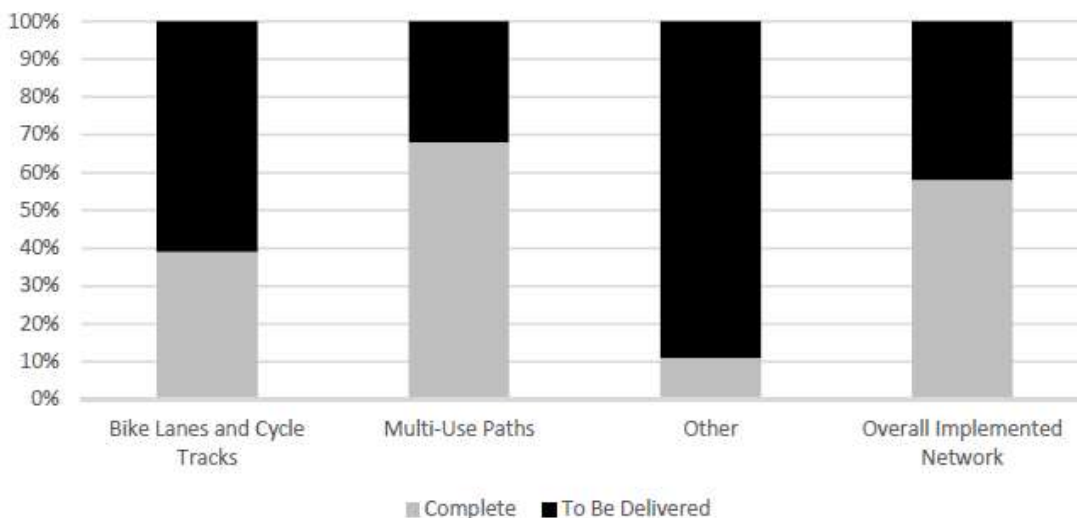
Facility Type	Example
<p>Bicycle Boulevard</p> <p>Consist of painted wayfinding pavement markings on the road to let road users know that the road is a cycling route and is shared with vehicular traffic.</p>	<p>Breadalbane Street</p> 
<p>Signed Bike Route</p> <p>Consists of signage to let road users know that the road is a cycling route and is shared with vehicular traffic</p>	<p>Bendamere Avenue</p> 

5.4 Paved Shoulders

Paved shoulders are visually separated areas at the edge of a roadway and are located to the right of motor vehicle lanes. OTM Book 18 recommends that the desired width of a paved shoulder is 1.5 m or more. However, in situations where there is a need for a paved shoulder within a constrained corridor, practitioners may consider providing a minimum paved shoulder width of 1.2 m. They are not reserved for any specific use, but commonly provide space for people walking and cycling along a road, typically in a rural environment.

City staff presented Report PED23042/PW23008 - Cycling Infrastructure 2023 to General Issues Committee on January 20, 2023. The report included Figure 10, which identifies the implementation of the Cycling Master Plan by facility type as of the end of 2022. The category "Other" is made up bicycle boulevards and paved shoulders and is the least implemented facility type, with approximately 10% implemented.

Figure 10: Cycling Master Plan Implementation by Facility Type



Paved shoulders are typically considered during capital works projects such as roadway resurfacing, rehabilitation, reconstruction or new road construction. Outside of capital works, it is challenging to implement paved shoulders exclusively due to several potential constraints, which impact the overall cost of construction:

- Land Acquisition
- Culvert extension/replacement
- Utility relocation
- Ditch regarding
- Street light/traffic sign relocation
- Guiderail modifications

Recognizing that paved shoulders can benefit all road users by providing dedicated space for bicyclists, pedestrians and motor vehicles, it is imperative that paved shoulders play a more focal consideration in the overall active transportation network. In addition to the proposed Accelerated Active Transportation Plan and funding requirement for implementation, additional funding should be considered that is exclusively intended to implement paved shoulders within rural environments.

As part of the Integrated Active Transportation Plan, consideration should be given to completing a study that examines the potential and feasibility of implementing paved shoulders on City owned roads as identified within the existing Cycling Master Plan. The study would prioritize which segments of roads are highest priority for the implementation of paved shoulders based on the variables of active transportation priority, construction feasibility, and capital and life cycle costs.

5.5 Maintaining the Network

Facilities are only comfortable and useful if they are in good condition. Maintaining active transportation routes/corridors, is an important component of ensuring that walking, rolling, and cycling is a viable and accessible transportation option for people of all ages and abilities year-round. Maintenance activities such as, seasonal sweeping (including paved shoulders) to remove debris, vegetation impeding operating space, roadway surface quality and pavement markings, all contribute to users choosing to use a specific facility/corridor.

While the installation of new active transportation infrastructure is often seen as the top priority to promote more trips by active modes, ongoing maintenance of existing infrastructure is equally, if not more important, than installing new infrastructure. The ongoing maintenance and operations of infrastructure needs to be considered at all stages of the planning and design process, as well as when considering to accelerate the implementation of active transportation infrastructure. It is often challenging in maintaining existing active transportation infrastructure due to:

- tight operating budgets
- competing maintenance needs
- a lack of appropriate equipment
- changing maintenance best practices
- an insufficient inventory of maintenance issues.

The Accelerated Plan identifies capital funding to implement additional infrastructure. However, it does not identify additional funding requirements to maintain these additional facilities, while still maintaining existing facilities. As a result, additional funding and/or resources will be required within the Operating budget, to ensure both existing and future infrastructure is adequately maintained.

5.6 Data Collection and Monitoring

Data collection will be used to measure the success of the Accelerated Plan. A successful monitoring plan should be meaningful, measurable and manageable. Monitoring should yield meaningful results, establish criteria that are measurable and for which information can be readily obtained, consider resource limitations and identify measures where information is accessible or data is simple to collect.

Data will be collected both before and after project implementation, analysed, and ultimately published for Council's and the public's information. Key metrics that will be captured and reported:

- Volume, Speed and Classification Counts
- Safety (including collision data)
- Parking impacts

Major projects which anticipate high volume or are on arterial streets will likely use counters and cameras, which may already exist, in order to measure the large volume of data. Smaller projects with low anticipated volumes or on side streets will rely on in-person counts by staff. Monitoring will continue along existing active transportation spines in order to measure any impact on current active transportation volumes. Working with our Micromobility data partners (eg. Hamilton Bike Share Inc.) will help assess impact on shared micromobility uptake as a result of infrastructure improvements, where applicable.

Pre-implementation data will be used as a benchmark to measure future success, and ongoing measurement will be gauged against milestones. Data from previous cycling infrastructure upgrade programs will be used to set milestones and expectations for these projects. Use is expected to increase as time goes on.

In areas where parking will be impacted, a parking study may be undertaken to determine overall parking impacts and how they can be mitigated. After implementation, parking impacts will continue to be analysed in areas where major changes to parking have occurred.

6 Towards an Integrated Future

The goal of the Accelerated Plan is to develop a path forward in the next five years to accelerate the implementation of AT infrastructure. This plan, as presented in section 4 is on par with other Canadian municipalities and is consistent with the Transportation Master Plan.

Further to this, a more long-range planning exercise is planned that will help develop the next ten years of projects beyond the Accelerated Plan, and it will consolidate the Cycling Master Plan, Pedestrian Mobility Plan and the Recreational Trails Master Plan. This plan is called the Integrated Active Transportation Plan (herein referred to as the "Integrated Plan") and will be completed in 2025.

6.1 Working on the next plan

The purpose of the long range Integrated Plan is to develop a comprehensive integrated active transportation master plan that includes:

- Bringing together the on-street, off-street and pedestrian-only networks;
- Supporting policy papers to improve certain special topic areas;
- Create a 10-year delivery plan that identifies the projects by implementation year; and,
- Develop functional designs for major key projects.

The City's Transportation Master Plan aims to improve active travel rates to 15%, while supporting goals of equity, climate change and Vision Zero also encourage the increase of folks getting around in non-motorized ways. This plan will help to advance these goals.

6.2 An Integrated Future

From 2006 to 2016, the number of trips made by active modes (walking and cycling) by Hamilton residents on the typical weekday grew by 26.9% (252% for cycling trips, 1% for walking trips). Today, planning and implementation of active transportation facilities are guided by three plans, the Cycling Master Plan, the Pedestrian Mobility Master Plan and the Recreational Trails Master Plan, each of which are due for a review and update. The timing presents an opportunity to undertake a comprehensive review of the network, policies and programs contained in these plans through an integrated approach. The integrated approach will help ensure consistency, connectivity and efficiency across Hamilton's on-street walking and cycling network and off-road trails networks.

This integrated approach underscores the importance of taking a wholistic view of Active Transportation to include the following: trails, on-street infrastructure, off-street infrastructure, paved shoulders, park paths, e-bikes, transit, first-last mile infrastructure (including the mountain climber program), complete streets, end of trip facilities, micromobility and shared-use mobility (bike share, e-scooters and carshare) and supporting programming through transportation demand management, events and promotion. By engaging in a planning process that considers all of these modes and programs and their interactions, the City will benefit from a more sustainable, less carbon intensive, more active, safer and convenient transportation network.

6.3 Next Steps

In order to achieve the goals of the Accelerated Plan for 2024 to 2028 the following is planned:

- Present the 2024 to 2028 Accelerated Plan to Council;
- Plan and complete projects through existing or new capital works, coordinated through the capital budget submission process;
- Completing a study that examines the potential and feasibility of implementing paved shoulders in order to meet Cycling Master Plan targets in the long term;
- Work through the Operating Budget to identify additional funding and/or resources that are required to ensure both existing and future infrastructure is adequately maintained; and,
- Continue to hire previously approved positions to finalize the Integrated Active Transportation Delivery Team and begin reporting on the team's activities.

Appendix "C" to Report PED24023/PW24002

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Proposed Accelerated Plan Project Listing

Year	Ward	Project Name	Limits	Length	New (N) Enhance (E)	Project Owner
2024	1	Sterling St	Forsythe St to King St	0.7	E	Engineering Services
2024	1	York Blvd Cannon St	Dundurn St to Caroline St York Blvd to James St	1.1	E	Engineering Services
2024	11	Nebo Rd	Twenty Rd to Rymal Rd	1.3	N	Engineering Services
2024	6	Concession St Mountain Brow Blvd	Upper Gage Ave to Oakcrest Dr	1.5	N	Engineering Services
2024	8	West 5th - Keddy Trail Connector	Keddy Access Trail to Fennell Ave	0.6	N	Sustainable Mobility
2024	1	Main St (Ainsle Woods)	Filman Rd to Ofield Rd	1.0	E	Sustainable Mobility
2024	6	Stone Church Rd	Arbour Rd/Anchor Rd to Upper Red Hill Valley Pkwy	0.7	N	Sustainable Mobility
2024	7,8	Bendamere Ave Southbend Rd	West 35th St to Columbia Dr Laurier Ave to Holt Ave	4.2	N	Sustainable Mobility
2024	14	Fessenden/Gurnett	Wendover Dr/Greencedar Dr/Amalfi St/Upper Horning Dr/Omni Blvd	2.1	N	Sustainable Mobility
2024	3, 4	Montclair Ave Central Ave Graham Ave Frederick Ave	Gage Park to Edgemont St Edgemont St to Red Hill Valley Trail Roxborough Ave to Lawrence Rd Roxborough Ave to Cannon St	5.0	N	Sustainable Mobility
2024	2, 3	Victoria Ave	Hunter St to Stinson St Victoria Ave to West Ave Wellington St to West Ave	0.5	N	Sustainable Mobility
2024	1	York Boulevard (Burlington Connection)	Plains Rd to High Level Bridge	1.5	E	Sustainable Mobility
2024	14	Upper Paradise Rd	Stone Church Rd to Rymal Rd	1.0	N	Sustainable Mobility

Appendix “C” to Report PED24023/PW24002

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Year	Ward	Project Name	Limits	Length	New (N) Enhance (E)	Project Owner
2024	4	Barton St	Woodward Ave to Red Hill Valley Pkwy	0.5	N	Engineering Services
2024	13	Grant Blvd Stairs Design	Grant Blvd to McMaster/ Hamilton Conservation Area lands	0.0	N	Landscape Architectural Services
2024	1, 2, 3, 6, 7, 8	Rail Trail Improvements	Corktown Park to Mohawk Sports Park	7.0	E	Landscape Architectural Services
2025	7	East 24th	Concession St to Upper Wentworth St	2.0	N	Sustainable Mobility
2025	1	Pearl St	Canada St to York Blvd	0.9	N	Sustainable Mobility
2025	3	Gage Ave	Industrial Dr to Cumberland Ave	2.8	E	Sustainable Mobility
2025	2	Bay St	Cannon St to Strachan St	0.8	E	Sustainable Mobility
2025	12, 14	Stone Church Rd	Harrogate Dr to Omni Blvd	1.2	E	Sustainable Mobility
2025	2	Burlington St	James St to Ferguson Ave	0.7	N	Engineering Services
2025	9	Terryberry Rd Whitedeer Rd Highbury Rd Picardy Dr Lormont Blvd	Rymal Rd to Bellagio Ave Highbury Dr to Rymal Rd Whitedeer Rd to Highland Rd Highland Rd to Lormont Blvd Picardy Dr to First Rd	2.9	N	Sustainable Mobility
2025	9	First Rd W	Toffee Trail to Green Mountain Rd	0.4	N	Sustainable Mobility
2025	6	Nebo Rd	Stone Church Rd to Rymal Rd	1.0	N	Engineering Services
2025	9	First Rd W	Mud St to Southern Limit	1.5	N	Sustainable Mobility
2025	14	Scenic Dr	Chateau Crt to Upper Paradise Rd	2.3	E	Engineering Services
2025	1	Locke St	York Blvd to King St	0.5	N	Engineering Services

Appendix “C” to Report PED24023/PW24002
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Year	Ward	Project Name	Limits	Length	New (N) Enhance (E)	Project Owner
2025	15	Dundas St	Reynold St to Avonsyde Blvd	1.7	N	Engineering Services
2025	1	Frid St Extension	Chatham St to Longwood Rd	0.7	N	Engineering Services
2025	8	McElroy Rd	West 5th to Clarendon Ave	0.7	N	Engineering Services
2025	5	Centennial Parkway	Van Wagners Beach Rd to Goderich Rd	0.6	N	Sustainable Mobility
2025	6, 7	Limeridge Rd	Upper Wentworth St to Mountain Brow Blvd	3.8	N	Sustainable Mobility
2025	10	Fruitland Rd	North Service Road to Hwy 8	2.4	N	Sustainable Mobility
2025	5	Pottruff Heather Woodman	King St to Barton St (1.4km) Pottruff Rd to Woodman Dr (375m)	2.2	N	Sustainable Mobility
2025	9	First Rd W	Bedrock Dr to Ridgeview Dr	0.5	N	Engineering Services
2025	3	Victoria Phase 3	Stinson St to Rail Trail	0.2	N	Sustainable Mobility
2025	8	West 5th St (South)	Fennell Ave to Governors Blvd	0.3	N	Sustainable Mobility
2025	1	Dundurn St Crossing	Baker/Lamoreaux	-	E	Other
2025	15	Dundas St	Hwy 6 to Hamilton St	2.8	N	Sustainable Mobility
2025	12	Kitty Murray Lane	Golf Links Rd to Garner Rd	2.3	N	Sustainable Mobility
2025	4	Pipeline Trail Gateway Design	Ottawa St to London St	0.1	N	Landscape Architectural Services
2025	14	Chedoke Browlands Design	Sanitorium Rd	0.4	N	Landscape Architectural Services
2025	14	Olympic Park Trail Connections Design	Olympic Park to Hydro Trail	0.8	N	Landscape Architectural Services
2025	6, 9	East Mountain Trail Loop Design	Stone Church Rd to Garrow Dr	0.5	N	Landscape Architectural Services

Appendix “C” to Report PED24023/PW24002

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Year	Ward	Project Name	Limits	Length	New (N) Enhance (E)	Project Owner
2026	10	Hwy 8 (Stoney Creek)	King St to Dewitt Rd	1.4	E	Sustainable Mobility
2026	5	Kentley-Nashdale	Barton (RHVP-Nash) Nash (Barton-Bancroft) Bancroft (Nash-Kenora) Kenora (Transfer Station-Kentley) Transfer Station (Kenora-Goderich)	2.8	N	Other
2026	2	Simcoe St	John St to Wellington St	0.6	N	Engineering Services
2026	10	Barton St	Fruitland Rd to Fifty Rd	5.0	N	Engineering Services
2026	12	Garner Rd	Fiddlers Green Rd to Glanaster Rd	4.4	N	Engineering Services
2026	15	Parkside Dr	Hwy 6 to Hollybush Dr	1.1	N	Engineering Services
2026	3	Birch Ave (Phase 2)	Burlington St to Princess St	0.8	N	Engineering Services
2026	14	Rymal Rd	Glanaster Rd to Upper Paradise Rd	0.5	E	Engineering Services
2026	8	Rymal Rd	Upper James St to Upper Wellington St	0.9	N	Engineering Services
2026	6, 7	Rymal Rd	Upper Sherman Ave to Upper Gage Ave	0.8	N	Engineering Services
2026	7, 8	Upper Wellington St	Limeridge Rd to Stone Church Rd	1.0	N	Engineering Services
2026	11, 14	Glanaster Rd	Garner/Rymal to Dickenson	2.6	N	Engineering Services
2026	9	Paramount Dr	Winterberry Dr to Mud St	1.0	E	Engineering Services
2026	9	Highland Rd	First Rd to Upper Centennial Pkwy	0.9	E	Engineering Services
2026	12	Golf Links Rd	403 Bridge to Stone Church Rd	1.6	E	Engineering Services
2026	12	Mohawk Rd	McNiven to Hwy 403	0.7	N	Engineering Services
2026	10	Glover Rd	Barton to Hwy 8	0.8	N	Engineering Services

Appendix “C” to Report PED24023/PW24002

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Year	Ward	Project Name	Limits	Length	New (N) Enhance (E)	Project Owner
2026	11	Airport Rd	Upper James St to Glancaster Rd	3.1	N	Engineering Services
2026	9	Mud St	Winterberry Dr to Paramount Dr	0.9	E	Engineering Services
2026	12	Book Rd	Southcote Rd to Smith Rd	0.4	N	Engineering Services
2026	3	Ferrie St Wellington St	Wellington St to Victoria Ave Ferrie St to Simcoe St	0.5	N	Sustainable Mobility
2026	8	West 5th St	Rymal Rd to Stone Church Rd	1.0	N	Engineering Services
2026	13	Safari Rd	Kirkwall to Valens	2.5	N	Engineering Services
2026	8	Fennell Ave	West 5th St to Garth St	0.9	N	Engineering Services
2027	12	Old Ancaster Rd/ Ogilvie Dr Osler Rd/ Main St	Hatt St to Rail Trail Hatt St to York St/ Main St	2.5	N	Sustainable Mobility
2027	10	Millen Rd	Shoreview Pl to Arvin Ave	1.0	N	Sustainable Mobility
2027	10	Glover Rd	Watershore Dr to Barton St	1.4	N	Sustainable Mobility
2027	1	Longwood Rd Macklin St	Franklin Ave to Key Drage Pk Longwood Rd to King St	1.0	E	Sustainable Mobility
2027	5	King St at Red Hill Valley Parkway	Lawrence (Mt Albion Rd to King St) King (Red Hill Valley Pkwy to Pottruff St)	0.6	N	Engineering Services
2027	13	Hatt St (Phase 1)	Peel St to Market St	0.4	E	Engineering Services
2027	14	Mohawk Rd	Old Mohawk Rd to Upper Paradise Rd	0.4	N	Sustainable Mobility
2027	12	Book Rd	Hwy 6 to Southcote Rd	1.0	N	Engineering Services
2027	12	Garner Rd	Hwy 2/Wilson St to Fiddlers Green Rd	3.5	N	Engineering Services
2027	15	Centre Rd	Northlawn Rd to Parkside Dr	0.4	N	Engineering Services

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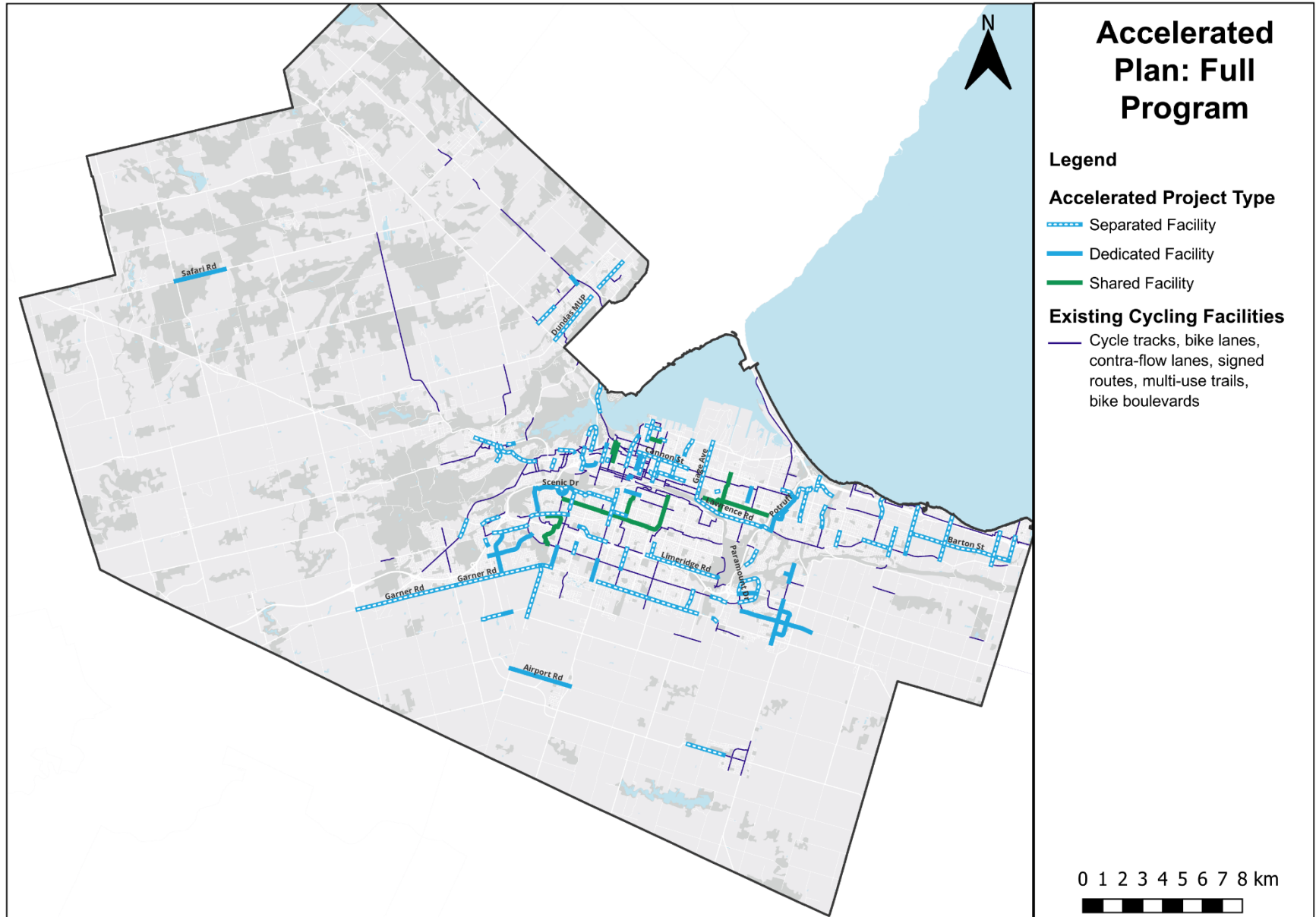
Year	Ward	Project Name	Limits	Length	New (N) Enhance (E)	Project Owner
2027	7	Rymal Rd	Upper Wellington St to Upper Wentworth St	1.2	N	Engineering Services
2027	6	Rymal Rd	Upper Gage Ave to Upper Ottawa St	0.8	N	Engineering Services
2027	1	Dundurn St	Canadian Pacific Rail Bridge to King St	0.4	N	Other
2027	14	Scenic Dr	Upper Paradise Rd to Garth St/Denlow St	1.2	N	Engineering Services
2027	2	Catharine St	Cannon St to Augusta St	1.0	N	Sustainable Mobility
2027	2	Hughson St	Cannon St to Hunter St	0.8	N	Sustainable Mobility
2027	1	Longwood Rd	Main St to King St	0.5	N	Sustainable Mobility
2027	12	Wilson St	Halsen St to Rousseaux St	0.8	N	Sustainable Mobility
2027	14	Upper Paradise Rd	Scenic Dr to Sanatorium Dr	0.9	E	Engineering Services
2027	8, 14	Garth St	Stone Church Rd to Garrow Dr	0.5	N	Engineering Services
2027	5	Mount Albion	Greenhill Ave to Glen Castle Dr	1.9	N	Sustainable Mobility
2027	5	Kenora Ave	Barton St to Queenston Rd	1.0	N	Sustainable Mobility
2027	3	Main St	Victoria Ave to Sherman Ave	1.5	N	Engineering Services
2027	8	Clarendon Ave Skyland Dr	Brucedale Ave to South Bend Rd Inverness Ave to Brucedale Ave	1.4	N	Sustainable Mobility
2027	3	Sanford Ave	Barton St to Main St	1.0	N	Sustainable Mobility
2027	11	Binbrook Rd	Glanbrook Community Centre to Royal Winter Dr	1.8	N	Sustainable Mobility
2027	10	Fifty Rd	North Service Road to Barton St	1.2	N	Other
2027	2	Cannon St	James St - Sherman Ave	2.5	E	Sustainable Mobility
2028	6	Rymal Rd	Upper Ottawa St to Dartnall Rd	1.0	N	Engineering Services

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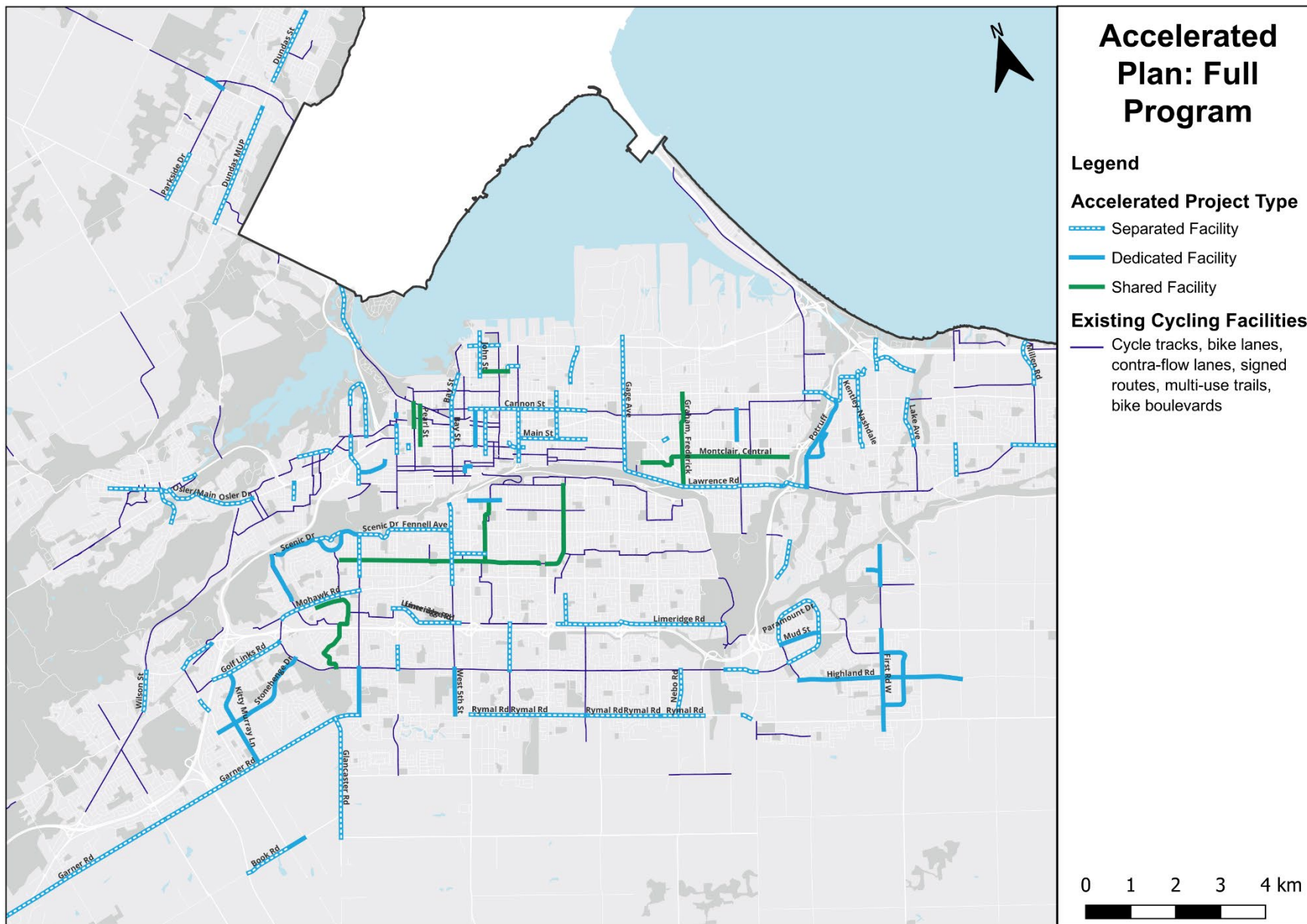
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Year	Ward	Project Name	Limits	Length	New (N) Enhance (E)	Project Owner
2028	13	Hatt St (Phase 2)	Market St to Main St	1.4	E	Engineering Services
2028	5	Lawrence Rd	Kenilworth Ave to Mt Albion Rd Gage Ave to Kenilworth Ave	1.7 1.7	E	Sustainable Mobility
2028	1	Longwood Rd	Main St to Aberdeen Ave	0.4	N	Other
2028	5	Lake Ave	Barton St to Warrington St	0.7	N	Engineering Services
2028	5, 10	Gray Rd	King St to Hwy 8	0.6	N	Engineering Services
2028	10	Winona Rd	Lido Dr to Hwy 8	1.7	N	Sustainable Mobility
2028	7	Rymal Rd	Upper Wentworth St to Upper Sherman Ave	0.8	N	Engineering Services
2028	12	Southcote Rd	Hwy 403 Bridge to Dorval Dr	0.3	N	Engineering Services
2028	12	Osler Dr	Grant Blvd to West Park Ave	0.5	N	Engineering Services
2028	8	Limeridge Rd	Bonaventure Dr to Hawkridge Ave	1.6	N	Engineering Services
2028	4	Strathearne Ave	Britannia Ave to Main St	0.7	N	Engineering Services
2028	2	Bay St	Cannon St to Hunter St	0.8	E	Sustainable Mobility
2028	8	West 5th St	Governors Blvd to Marlowe Dr	0.9	N	Sustainable Mobility
2028	15	Clappison Ave	Parkside Dr to Dundas St	1.2	N	Sustainable Mobility
2028	3	Dunsmure Rd	Sherman Ave to Strathearne Ave	1.2	N	Sustainable Mobility
2028	5	Warrington St	Centennial Pkwy to Lake Ave	0.9	N	Sustainable Mobility
2028	6	Margaret Ave	Princeton Dr to Mountain Brow Blvd	0.5	N	Sustainable Mobility
2028	3, 7	Arkledun Ave	Concession St to St Joseph's Dr	1.4	N	Sustainable Mobility

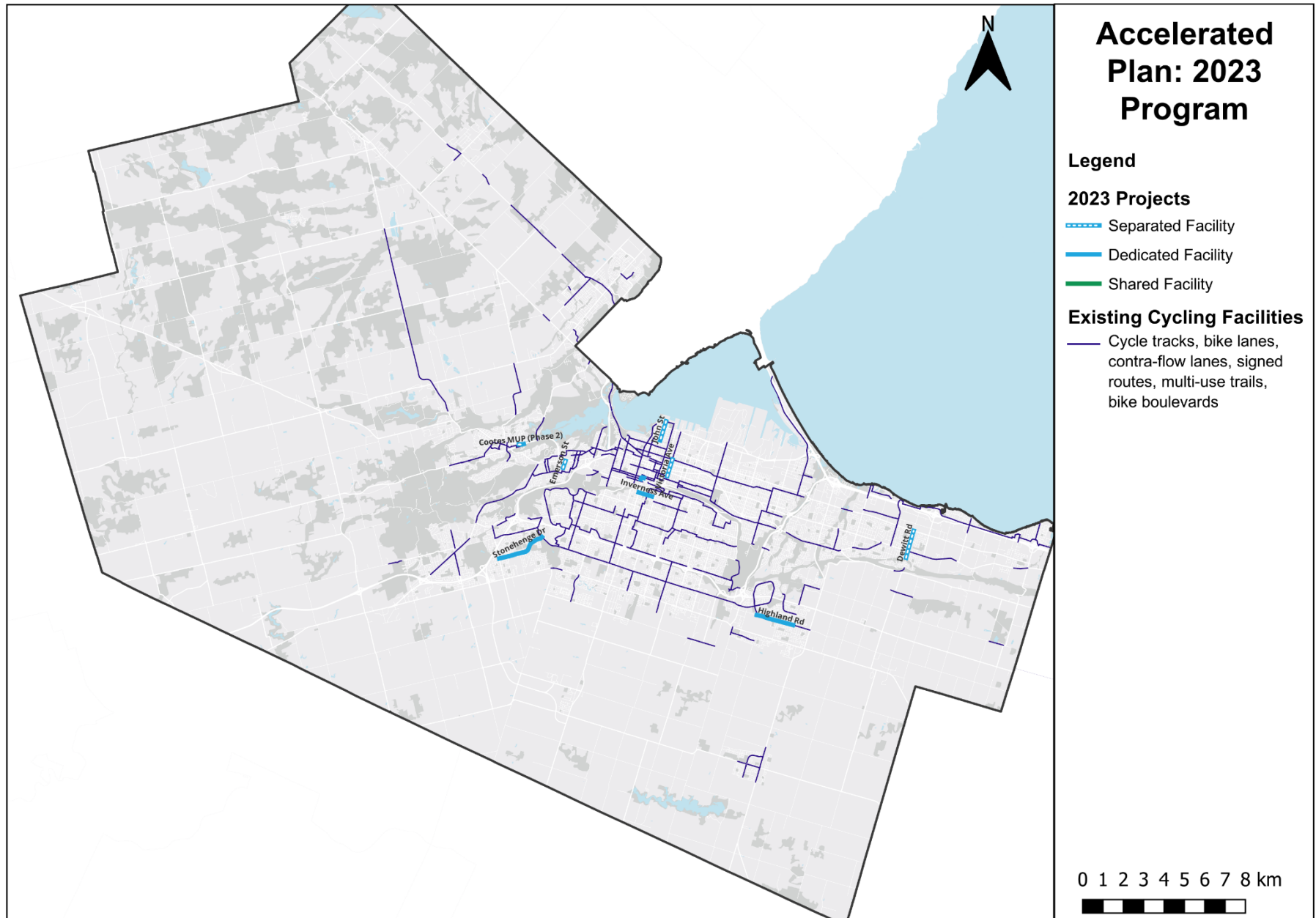
Proposed Accelerated Active Transportation Implementation Plan Map - Full Program



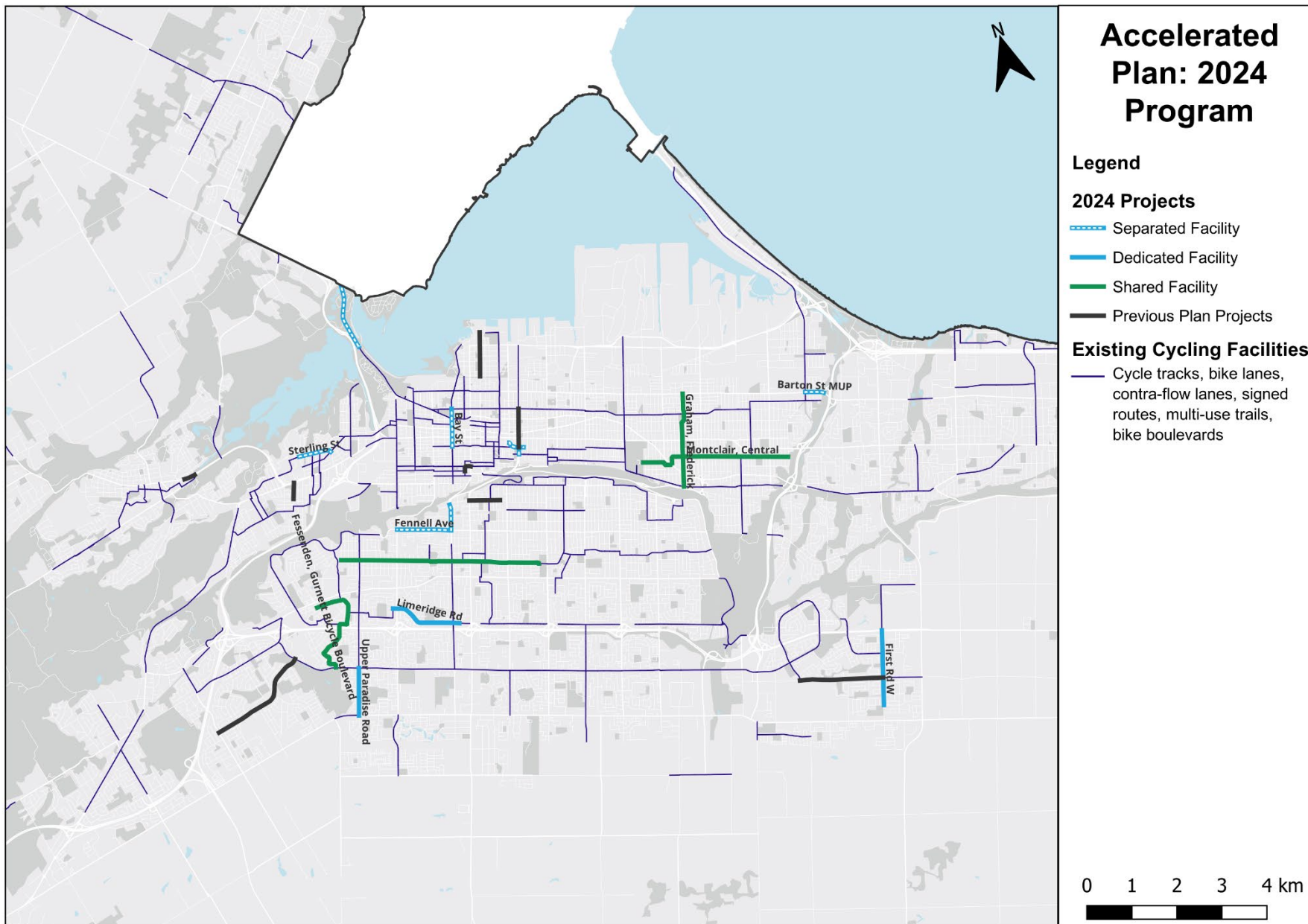
Proposed Accelerated Active Transportation Implementation Plan Map - Full Program (Zoomed)



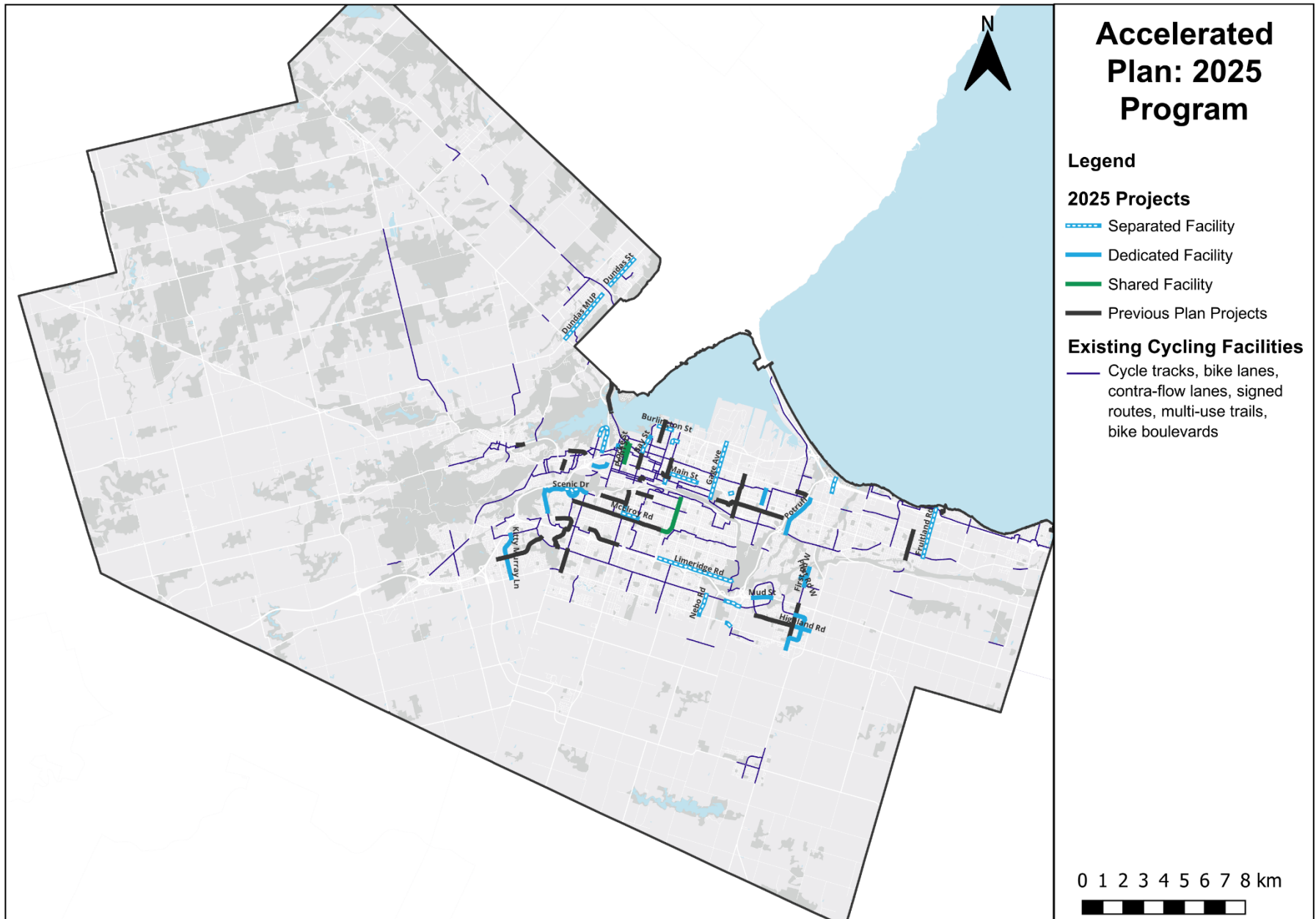
Proposed Accelerated Active Transportation Implementation Plan Map - 2023 Program



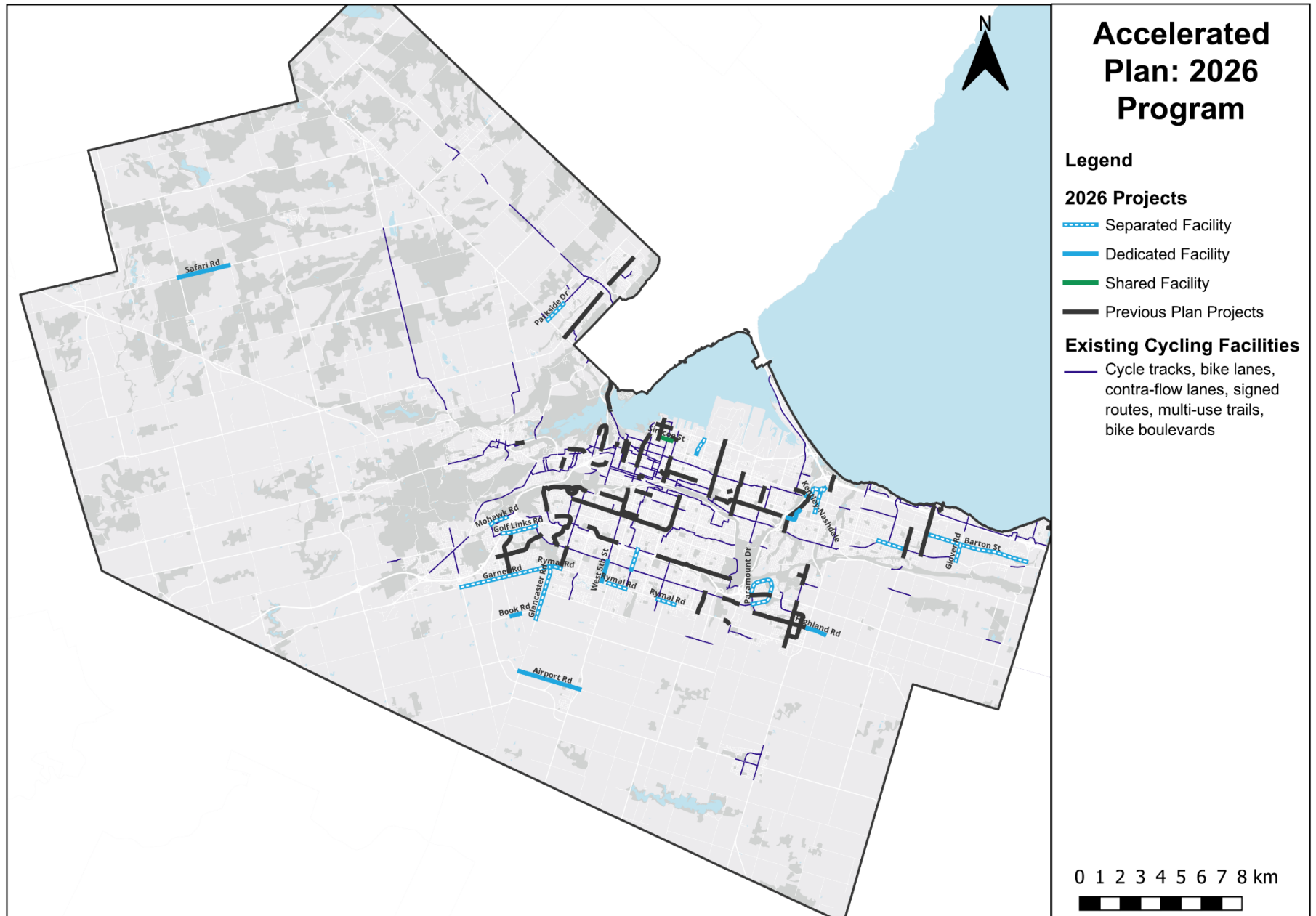
Proposed Accelerated Active Transportation Implementation Plan Map - 2024 Program



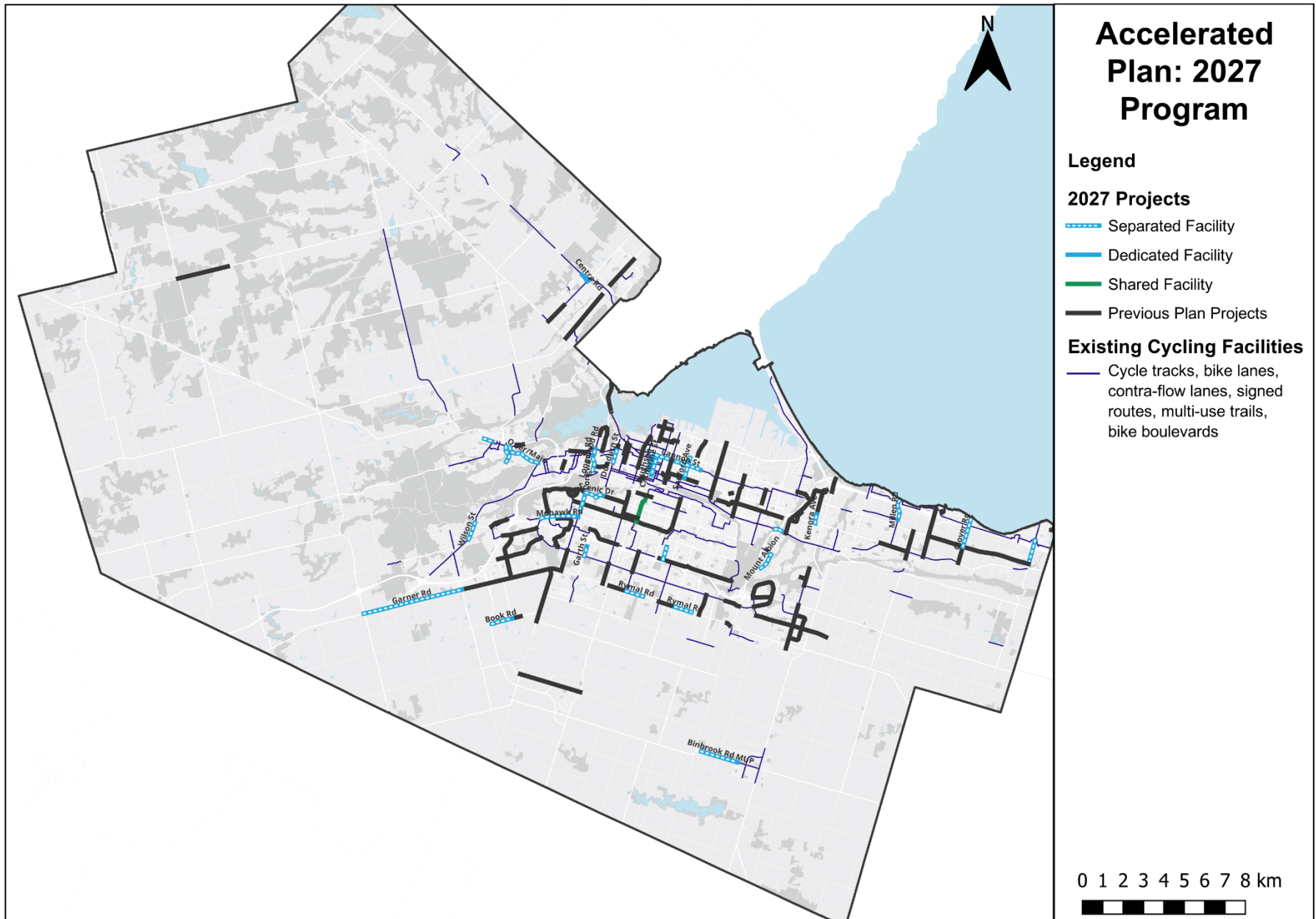
Proposed Accelerated Active Transportation Implementation Plan Map - 2025 Program



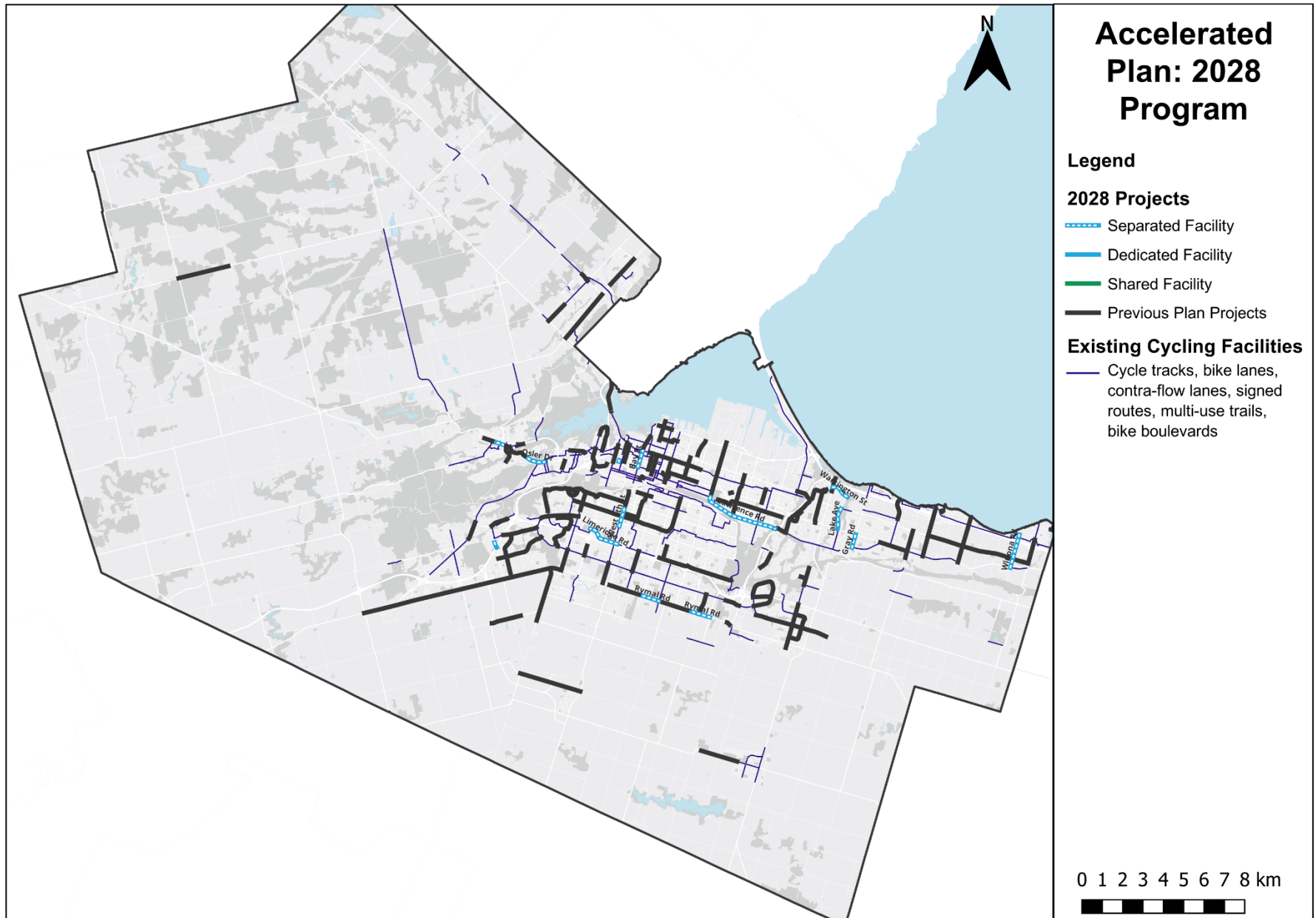
Proposed Accelerated Active Transportation Implementation Plan Map - 2026 Program



Proposed Accelerated Active Transportation Implementation Plan Map - 2027 Program



Proposed Accelerated Active Transportation Implementation Plan Map - 2028 Program





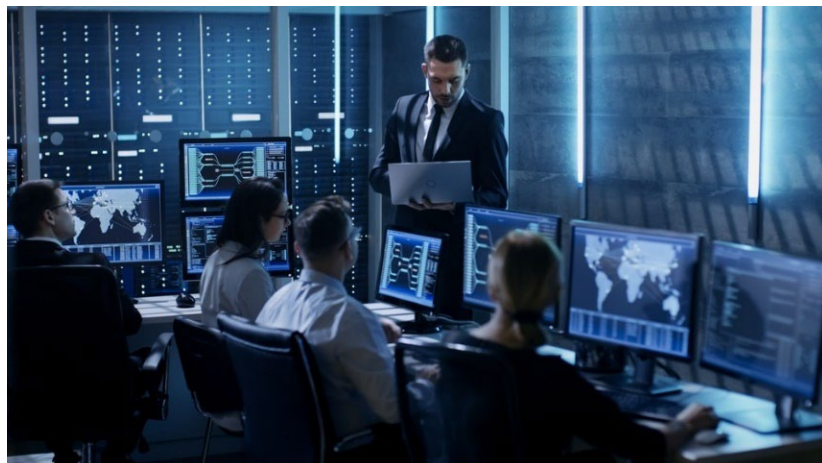
Corporate Safety & Security 2022-2023 Annual Report

January 15, 2024
Corporate Safety & Security
Team



Corporate Safety & Security Mandate

“The Corporate Safety & Security Office is committed to providing best in class services to city employees and customers with a focus on ensuring a safe and secure environment for employees and users of its properties and services. The protection of all assets critical to the City’s operations and premises (i.e. people and property) is the primary objective of the Corporate Safety & Security office mandate.”



Vision Statement (Public Works)


As a service delivery member of Public Works, Corporate Safety & Security supports the department by structuring, analyzing and delivering its services under the Public Works Vision Statement of;

“The Public Works Department supports the City’s vision by providing high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner. The department brings the City’s vision and mission to life through its core services including corporate facility management, infrastructure rehabilitation, roads operations, parks and green space maintenance, transit, and waste management which are essential to the lives of residents and visitors to the City.”

Mission Statement (Corporate Facilities & Energy Management)

Under the Corporate Facilities & Energy Management division of Public Works, Corporate Safety & Security builds, and services its clients under the division’s Mission Statement of;

“We are Corporate Facilities & Energy Management; an engaged and accountable team, connecting our communities by efficiently planning, building, acquiring and maintaining safe, sustainable assets.”



**Security
is not a
product,
but a
process.**

2022 at a Glance

This year, the Corporate Safety & Security Annual Report is organized around the ways through which we have had the most significant impact.

Security Training

Duress Alarm Training for over 150 employees

Lockdown, Hold & Secure, Shelter in Place Training For 51 employees in Q4

Emergency Notification Training for 35 employees in Q4

PANIC

LOCK DOWN

ALERT

IN 2022

37% increase to overall service hours from 2021 & **33%** of overall services hours were related to ADHOC coverage requirements City-wide

1071 Service calls & Since 2019, an overall increase of **232%** in the hours delivered by our security guard services contractor has been experienced.

“Our Business is protecting yours.”



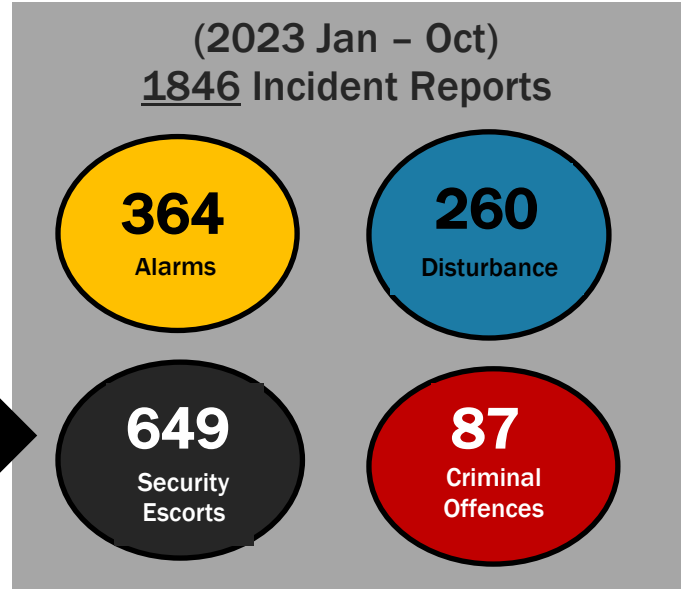
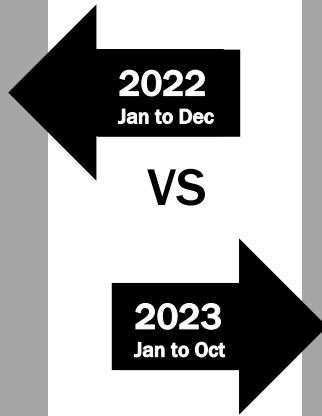
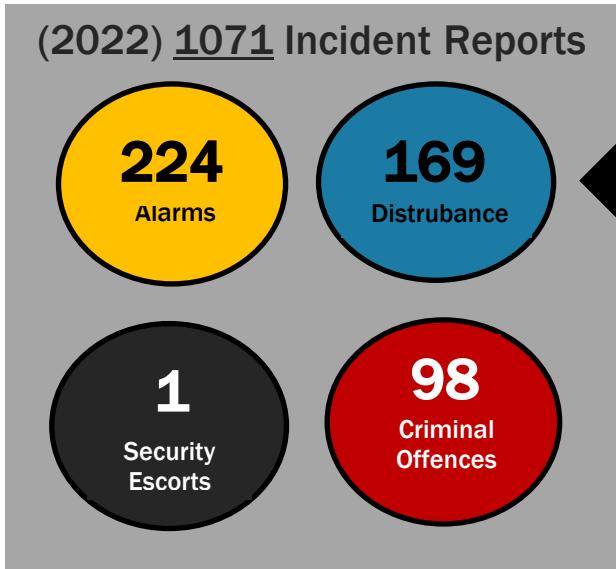
8040 Activities In 2022

Council Training delivered in 2022

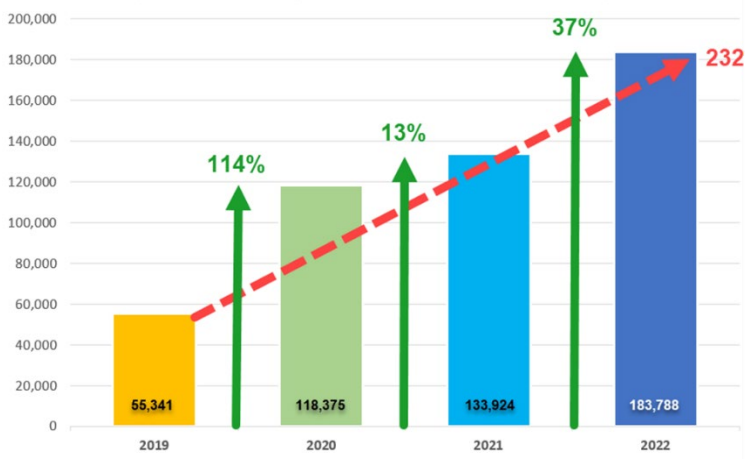




Dashboard



Comparison - Security Guard Service Hours Variance by Year



53,570 Hours - Security Guard Service Distribution - Regular Services CFEM Bldgs (Jan-Oct 2023)

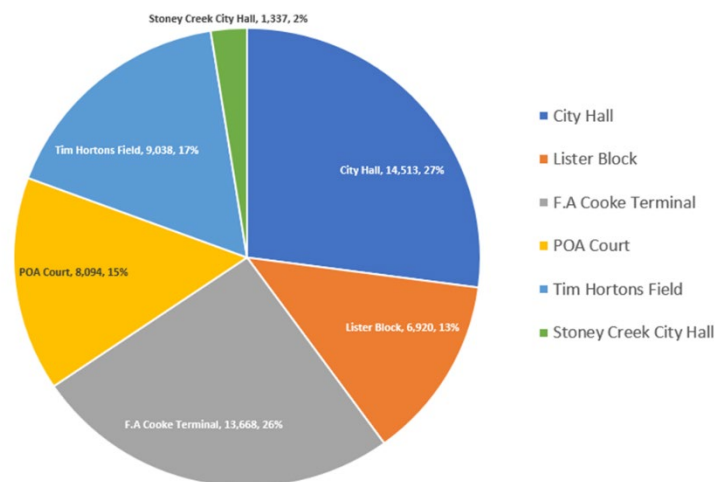


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Introduction



During the past 15 years, we have been working towards creating and developing a Corporate Safety & Security Office within the City of Hamilton. In 2006 Security technology and design practices were applied in City construction projects, while in 2016 direction was given to create a Security Task Force through multiple

stakeholders. In 2017 development of the Corporate Safety & Security Office started and by 2018 the team was established.

Corporate Safety & Security, under the Facilities Planning & Business Solutions section, Corporate Facilities & Energy Management division in the Public Works Department, is the City's internal service provider responsible for setting and delivering physical security standards for City staff, assets and visitors in partnership with all City divisions.

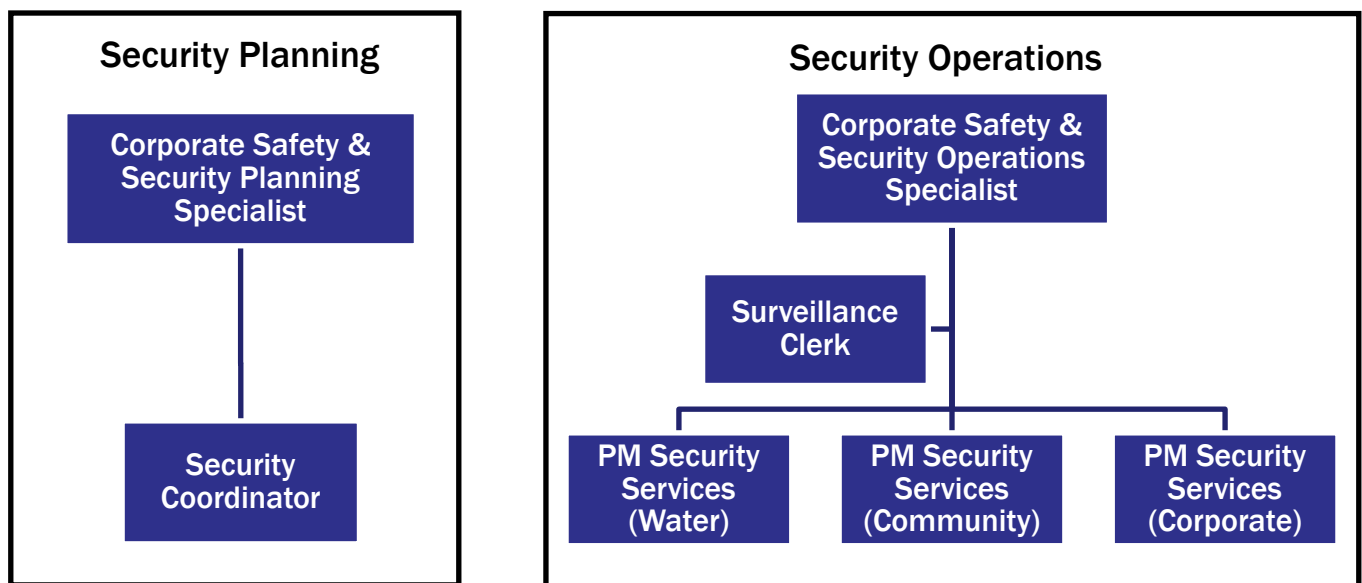
The Corporate Safety & Security Office (CSSO) is dedicated to contributing towards the City's guiding principles as identified in the City of Hamilton's Strategic Plan (2016-2025) and Council's 2023 Approved Priorities. The objectives of the CSSO are to deliver services that ensure safety and security in the community and work environment. Our focus is on safety, prevention, and protection with mitigation as a last resort. The Strategic Plan's mission - "To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner", demonstrates the commitment and importance of safety in the delivery of municipal services.

Over the past three years Corporate Safety & Security has become a critical resource center relied on for its subject matter expertise in the areas of both internal operations and external public safety initiatives. As a result, prioritizing planning work and implementing systems are vital to the sustainability of the program.

Organizational Structure

Director
Corporate Facilities & Energy Management

Manager
Facilities Planning & Business Solutions



The Corporate Safety & Security office is organized into 2 streams, Security Planning and Security Operations. With continued growth, the vision includes focusing on protective services, to enhance the program as a whole and provide greater engagement with our customers. This new structure will allow for support to the City of Hamilton for security services and demands.

Service Delivery Model



The Service Delivery Model “Strategy” or Security is responsible for the “Prevent” and “Prepare” areas of the model which include:

- Running the Security Staff Advisory Committee (SSAC) for governance and interdepartmental consistency
- Strategic Planning / Risk Mitigation
- Communications on Policies and Procedures
- Roles and Responsibilities
- Emergency Response / Business Continuity planning and Emergency Planning support
- Policies and Procedures
- Training, Education and Awareness
- Standards
- Reporting
- Deployment of Security Enterprise Technologies

Security Operations is the “Respond” and “Recover” portion of the model, or the deployment piece. This area is responsible for:

- Subject Matter Expertise
- Incident Responsiveness
- Contract Management
- Physical Environment (Site Reviews)
- Project Implementation
- Security Intelligence / Trend Analysis
- Connections (Community Partners)

This model will now allow Corporate Safety & Security to develop the tools, resources and systems required in order to build a more robust protective service program.

YEAR IN REVIEW



The Corporate Safety & Security office was built on the premise that the City of Hamilton, as a large, densely populated metropolis with a municipal government employing over 8,000 employees and delivering services to a population of over 569,000 persons needs to have a robust security program to ensure the safe delivery of its programs and services.

Since 2018, the team has relentlessly pursued continuous improvement initiatives driving towards maturing the program from a tactical response-based service to a strategic, value-added service program. 2022 has been a pivotal year of maturation and growth which was accomplished through engaging highly skilled people to work within the Corporate Safety & Security office who would not only excel in their roles but move Corporate Safety & Security in a forward direction.

Community Involvement



Corporate Safety & Security identified an opportunity to become involved with the local community by making a difference over the 2022 holiday season.

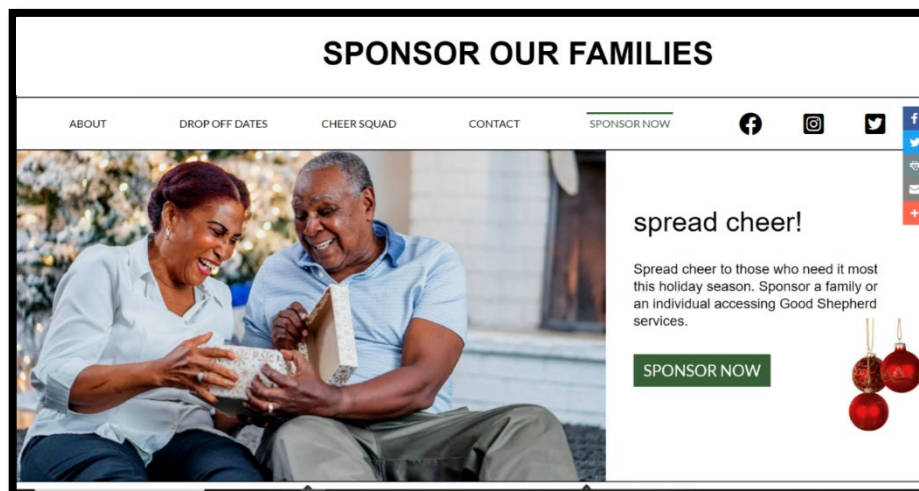
After contacting and researching many local charities, foodbanks, and other

community partnersthe team voted to participate in the “adopt a senior” program through a local shelter.

This was a completely voluntary initiative funded out of the teams’ own pockets to “adopt” 2 senior adults who required immediate support services to build independence. The concept was to donate personal funds that would be used by shelter staff to purchase wish list items for each individual.

With this being such a hit, the team is looking forward to coming up with another great idea for the 2023 holiday season!

Below is a glimpse of the program information and the wish lists that were provided.



Sponsorship # 1 – Senior Adult Age 62

Sizes: Tops: XL – Bottoms: XL Wish List: • Dish Set • Pajamas • Towels • Walmart Gift Card

Sponsorship # 2 – Senior Adult Age 69

Interested in: Hockey, Baseball, Football, Music Favorite Color: Blue Wish List: • Any Sports Stuff – comforter, track pants • T-shirts • Balcony Furniture • Rug Hooking • Gift Card – Food Basics or No Frills Top Size: 4X Bottoms Size: 4X Shoe Size: 12



Significant Activities and Events

Corporate Safety & Security is dedicated in contributing with other stakeholders towards a safe and secure environment for City of Hamilton employees, assets, and visitors to our properties. The types of services that are provided include:

- Security Planning Services
- Work environment uniformed security guard services at various City locations,
- Incident management and investigations,
- Internal physical security consulting with various City divisions,
- Security Site Review (SSR) assessments and mitigation recommendations,
- Administration of Access Control and CCTV systems,
- Project management of security system technology installations, and
- Alarm response.

Within the last year, Corporate Safety & Security was able to contribute to various staff reports brought forward to Committees and Council for consideration.

Corporate Safety & Security delivered two significant staff recommendation reports through the Public Works Committee in 2022 and 2023.

- The first staff recommendation report in 2022 (Security of City's Property and Personnel – PW22016) addressed concerns identified through Corporate Safety & Security on the impacts of increased Canadian threat trends to Elected Officials and to public facing Senior Staff members. This report resulted in approval from Council to implement Security Orientation Training for Council, annual refresher training for Emergency Evacuation procedures/drills, as well as Security Risk Assessments, Security Recommendations and Mitigating Measures Implementation.
- The second recommendation report in 2022 (City Hall and Other Facilities Security Process Review - PW22015) identified potential vulnerabilities to the security of the City of Hamilton's (City) property, elected officials and senior leadership staff and proposed steps to mitigate those risks. This staff report was presented and resulted in approval from Council to move forward with the Action Plan presented.
- In 2023, there was a recommendation report (Update On 2-Year Pilot Parks Patrol Program - PW20046(a)) addressing the continuation of the Parks Security Patrol Program using a new delivery model with a permanent Mobile Security Patrol team dedicated to all City owned properties. This report resulted in approval from Council to implement the new delivery model and a request to return to Council with additional statistics, in order to close the 2 OBL items.

The Action Plan from the City Hall and Other Facilities Security Process Review Report, brought forward 66 recommendations in total, with a plan to address the gaps and concerns that were identified. There were a number of initiatives already in development such as;

- Security eNet page
- Development of an emergency evacuation plan for Council
- Development of a training program with semi-annual drills
- Expansion of the Emergency Notification System
- Security Staff Advisory Committee creation and
- Consolidated development of Policies and Procedures

Out of the 66 recommendations, an amalgamated action plan was created where 24 of the recommendations have been addressed as of Q3 2023. The remaining recommendations will be addressed by Corporate Safety & Security into 2024.

Communication

Corporate Safety & Security is responsible for overseeing the well-being of the City of Hamilton's employees, assets, locations, and reputation. They tend to face numerous challenges, specifically because every organizational function is impacted by security. With such widespread influence, it is imperative that security has an internal voice in the form of communications representation, ensuring policies, procedures and relevant breaking news items are universally and regularly communicated.

CORPORATE SAFETY & SECURITY eNet PAGE

Corporate Safety & Security's eNet Page was implemented December of 2021. Within the first year, the Corporate Safety & Security eNet page has continued to develop and become a learning resource for all. Corporate Safety & Security's eNet page now includes an "Incident Reporting" tab and a "training resource" section that includes training guides and documents.



EMERGENCY NOTIFICATION SYSTEM

In July of 2020, Corporate Safety & Security started the planning phase for the expansion of the City's existing internal Emergency Notification System with services provided by RAVE Mobile. The Emergency Notification System is a method of sending and/or broadcasting a consistent fact-based message to City staff during emergency scenarios to provide up to date information and details to support staff safety and response.

Throughout 2022, Corporate Safety & Security has been working towards the implementation of the Emergency Notification System at City Hall with the creation of emergency boards, emergency cases for each floor, the introduction of Incident Commanders/Safety Wardens and training for Lockdown, Hold & Secure, Shelter in Place.



TEAM BUILDING

2022 held many firsts for the Corporate Safety & Security team. In December we held our first team building event where we discussed our True Colours Personality Type and Work Style, and how as a team, we can work together.



TEAM ACHIEVEMENTS

In 2022 all members of the Corporate Safety & Security team advanced themselves individually through memberships, certificates and designations. This is a great step for individual performance and a great asset to the team from a growth perspective.

Memberships

1. ASIS International
2. NCS4 – National Center for Spectator Sports Safety and Security
3. IFPO – International Foundation for Protection Officers

Certificates

1. CPTED – Crime Prevention Through Environmental Design
2. Standard First Aid with CPR

Designations Started

1. CPP – Certified Protection Professional
2. PSP – Physical Security Professional

Designations/Certificates Previously Attained

1. CPP – Certified Protection Professional
2. CSPM – Ceretified Security Project Manager
3. CPTED – Crime Prevention Through Environmental Design
4. Inerprise Risk Management Certificate

Committees

Committees can be among the most important working forces of an organization. They serve as work units of the organization, taking work and breaking it into meaningful and manageable areas. They efficiently carry out the work of the organization and are an essential part of the



process in order to monitor on-going operations, identify issues suitable for review, gather and evaluate information, and recommend courses of action.

Security Staff Advisory Committee

The Security Staff Advisory Committee has been in place since implementation in 2021 and meets quarterly. They continue to provide a corporate governance structure that ensures interdepartmental collaboration with stakeholders and draw on subject matter expertise from various business units for input, as well as Health & Safety, Emergency Operations, Business Continuity, and Information Technology. A key driver and component of the Security Staff Advisory Committee's success is a strong foundation of corporate governance practices and policies that promote transparency, accountability, and engagement. This approach has helped us focus on the development of Corporate Safety & Security Policies and Procedures, as well supporting the multiple projects that bring services to our staff and community.

Policy and Procedure Sub-Committee

Through the Security Staff Advisory Committee, a Policy and Procedure Sub-Committee was created in 2021. This approach was to ensure priorities such as policies and procedures were given attention by those who we could draw on for expertise, within their business lines. Policies and their related Procedures support a safe work environment in addition to providing associated training and help build a foundation of trust City-wide by staff,

through education and hands on application of various practices through drills and simulations. The Policy and Procedure Sub-Committee has been working to standardize policies and procedures for a City-Wide application and create the framework for training to be incorporated. This process will be integrated in 2024 and provide staff with knowledge, for the essential role they all play in any situation.

Training Sub-Committee

As a Sub Committee of the Security Staff Advisory Committee, the Training Sub-Committee was developed in 2021 and meets quarterly. This is necessary to create and enhance our security program. The Training Sub-Committee is imperative to ensure a consistent and efficient training program is not only created but managed and includes a series of courses to boost the skills and knowledge of all employees.

Hamilton Water Security Committee

As a major critical infrastructure service to the municipality, the importance to ensure business and service delivery continuity is not only a City priority but a legislated requirement. Security specific practices will be incorporated into existing facilities as well as standardizing security processes for reporting security incidents. The Hamilton Water Security Committee meets quarterly.

Training Opportunities

In 2022, Corporate Safety & Security created the Corporate Safety & Security

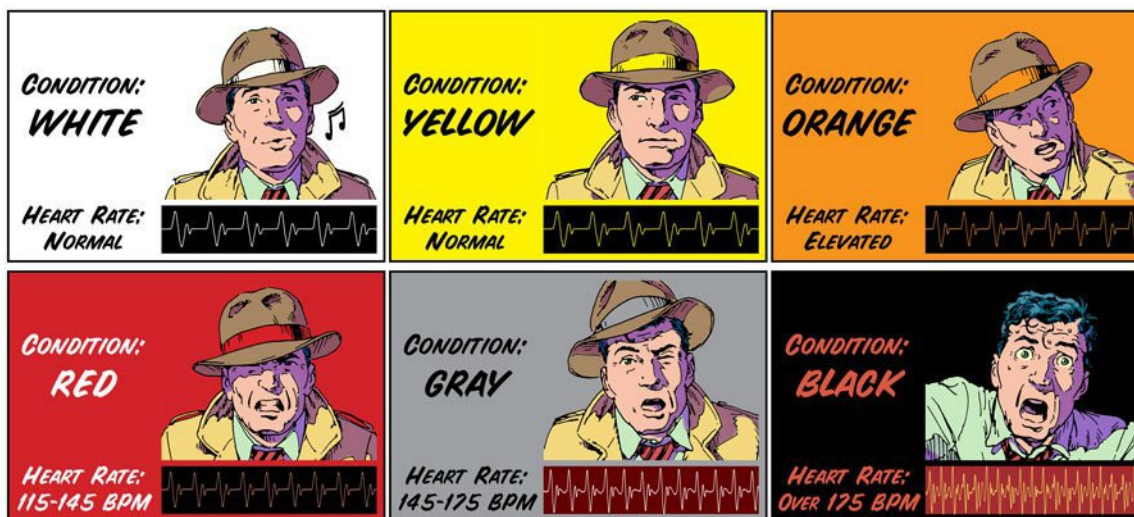


Training program. This included the creation of an Emergency Response Guide for Council and City Hall staff. It was critical for the timing of this training to align with the Municipal Election that took place in October, which brought in many new members to Council. The training instills mindsets and cognitive tools for each member that are essential to ensuring their own safety and the safety of those around them during challenging experiences.

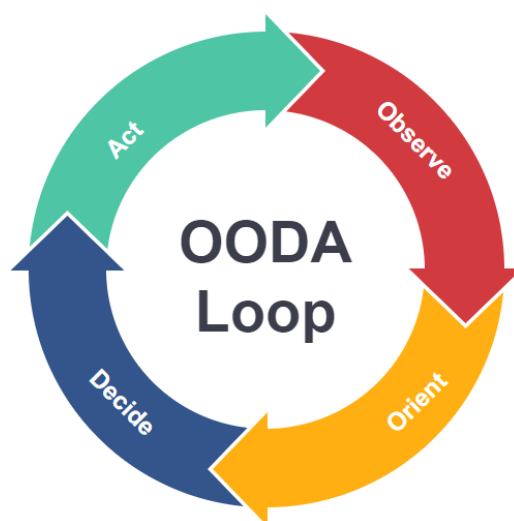
The goal of the training is to provide a foundation for security situational awareness practices to enable each recipient of the training, with the ability to anticipate threats and act accordingly based on their environment.

Situational Awareness Training

Situational awareness training was introduced to help participants develop important skills and mindsets, designed to help them change their way of thinking about everyday situations and look at their surroundings carefully.



This beneficial training is key to creating a culture of awareness and strengthen preparedness in the case of an emergency and the more you practice situational awareness in your everyday life, the easier it becomes to permanently implement. Making the effort to notice things during your normal daily routine, means there are less things that you to need to pay attention to when something bad occurs.



Throughout 2022, Corporate Safety & Security provided various training initiatives to employees of the City of Hamilton. Throughout the 2024 year, the program will progress further and become available on the new Learning Management System (LMS).



Duress Alarm Training

The Corporate Safety & Security office introduced new security technology enhancements through the PED business unit areas in 2018. These enhancements incorporated some existing tools (i.e. existing duress buttons and blue lights) that were already located in some PED spaces, but the enhancements expanded on their use specifically. The Corporate Safety & Security office provided department training for all staff on the use of these devices and the locations of all buttons in their department areas. In total, over 150 employees were trained and all training material was made accessible on the Corporate Safety & Security eNet Page.

Incident Commander / Safety Warden Training

The Incident Commander and Safety Warden Training was presented to employees of City Hall, as the beginning phase of our Emergency Response Training. This training was to prepare those filling the roles on the responsibilities for overall leadership and direct management of an incident and the process in which the City of Hamilton will support. A total of 44 employees have received the training with more anticipated for 2023.

Lockdown, Hold and Secure, Shelter in Place Training

Safety is the readiness to respond to emergency situations, and establishing good safety practices including training and education, is an important first step. Lockdown, Hold and Secure and Shelter in Place Training was presented to employees of City Hall, as part of our Emergency Response Training that will be delivered to the entire City in a phased approach. A total of 51 employees have received the training thus far. The training will continue into 2023 and yearly refreshers will be available.

Emergency Notification System (Rave) Training

The Emergency Notification System (ENS) is a method of sending and/or broadcasting a consistent message to one or more people across multiple channels and delivery devices, of a pending or existing emergency. We are implementing the Emergency Notification System with services being provided by RAVE ALERT, to help us to continue to provide the safest possible work environment. This training was to inform those how the system will work and what to expect in an emergency situation. A total of 35 employees have participated thus far with the anticipation of 2023 bringing many more.

All training documentation and associated presentations have been added to the “training resources” tab on the Corporate Safety & Security eNet page, as the first steps in creating a training library.

Policies and Procedures

Policies and procedures are an essential part of any organization. Together, policies and procedures provide a roadmap for day-to-day operations. They ensure compliance with laws and regulations, give guidance for decision-making, and streamline internal processes.



The Policies and Procedures Subcommittee have been working through some much-needed standard operating procedures and to date have put forth the following for approval;

- Facility Emergency Response Policy
- Facility Emergency Response – Lockdown, Hold and Secure and Shelter in Place
- Facility Emergency Response Policy – Bomb Threats and Suspicious Packages Procedures
- Facility Emergency Response Policy – Incident Control Procedures
- Emergency Pocket Card

The following Policies and Procedures are ready for approval.

- Trespass to Property Policy
- Trespass to Property Procedures
- Corporate Wide Security Policy

In the upcoming year we will be focusing on many security-based practices such as;

- Access Control
- Security Investigations
- CCTV
- And many more based on benchmarking with other municipalities



Corporate Safety & Security Initiatives and Results in 2022 & 2023

Our Actions



Enabled Business Growth

Corporate Security has strengthened partnerships with law enforcement and collaborated with municipalities to advance ideas and solutions, to security challenges. We have been collaborating to bring forward new products, technologies and to look at new opportunities for Corporate Security. These efforts make it clear that good security isn't just about putting out fires, it's about driving bottom line results.



Advanced Security Transparency

Corporate Security continues to engage with stakeholders, community partners and associations within the City of Hamilton. By sharing our expertise, knowledge, findings, and best practices, we are assisting others prepare for emerging situations and / or emerging threats that can occur at any time.



Enhanced Security Training

Corporate Security has been customizing our training program to meet the needs of all City of Hamilton employees. We recognize the unique circumstances of the City and we are accelerating the training by adding a library of training resources to our eNet page and becoming a part of the Learning Management System project. This will ensure City employees remain skilled and knowledgeable.



Strengthened Emergency Protocols

Corporate Security has expanded our emergency protocols through the expansion of the Emergency Notification System to City Hall, introducing the Security Operation Centre and the creation of multiple security-based Policies and Procedures for employees to utilize as tools.

Our Initiatives

Corporate Safety & Security has been focusing on moving new initiatives ahead to provide opportunities for growth and to deliver an effective security program. They are reflective to the City's overall priorities and require different skills and metrics to ensure the delivery provides the benefit that is intended.



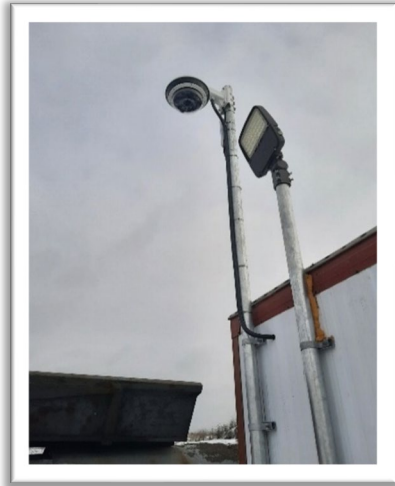
- Emergency Notification System (City Hall)
- City Wide Incident Management System
- Training
- Centralized Security Control
- Signage
- Council Evacuation Plan
- Hamilton Water Security Master Plan
- Interior Reconfigurations
- City-Wide Enhancements
- Project Initiatives
- E-Net
- SWOT Analysis

**A safer point
of view**

PROJECT FOCUS

Capital Security Systems Projects

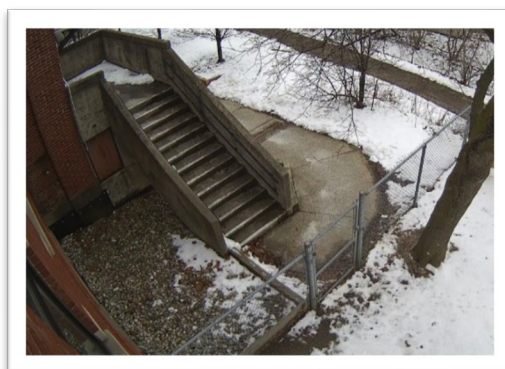
Rymal Yard Bagela Building CCTV System Expansion



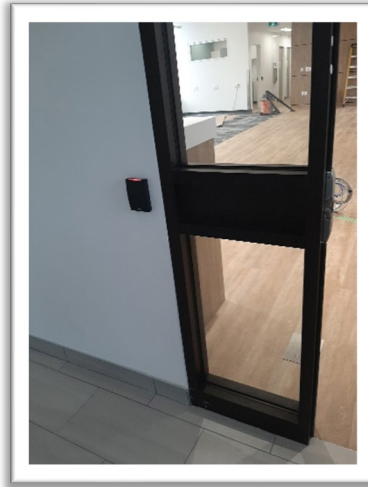
Valley Park Rec Centre & Library New Security System Commissioned - Includes intrusion, access control & CCTV)



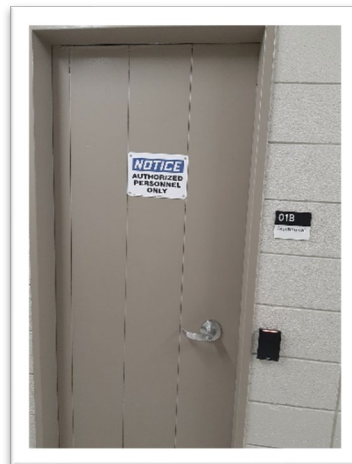
Red Hill Family Centre New CCTV System Commissioned



Carlisle Library Renovation Building Security System - Includes intrusion & access control Equipment



City Hall – Access control System Expansion (Various client groups)



Dundas Water Yard – CCTV System Upgrade



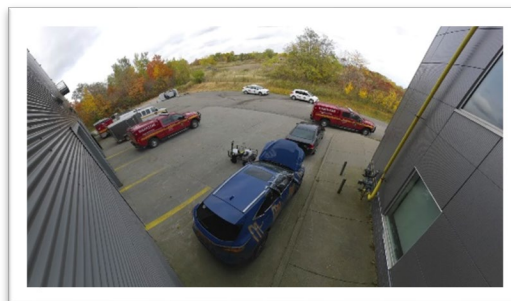
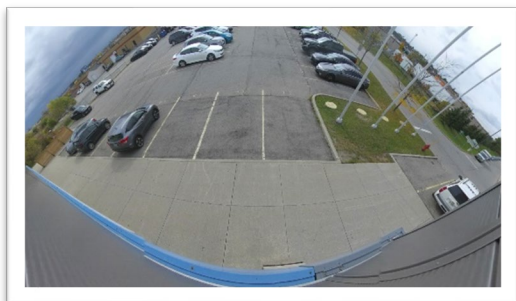
Tim Hortons Field Security Control Room – New Security System Commissioned - Includes access control & CCTV



Roads Maintenance Yards – CCTV System Expansion for Equipment



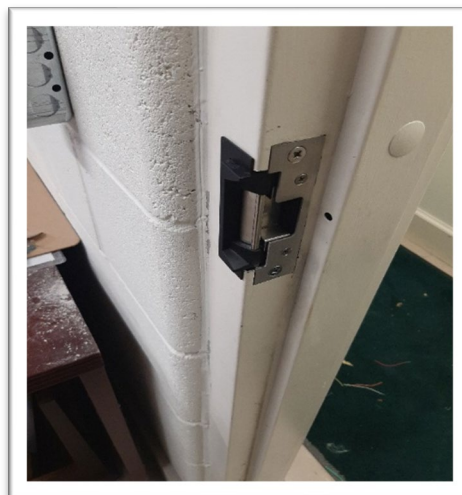
CCTV system upgrades for MATC



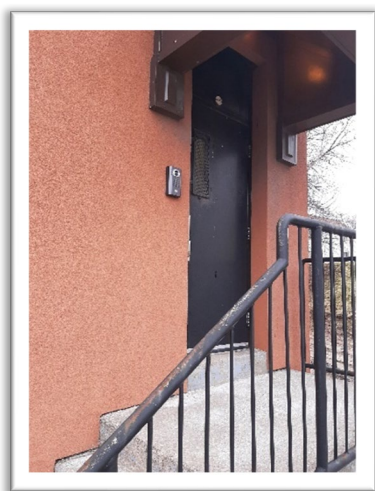
703-Highway 8 – New CCTV system install



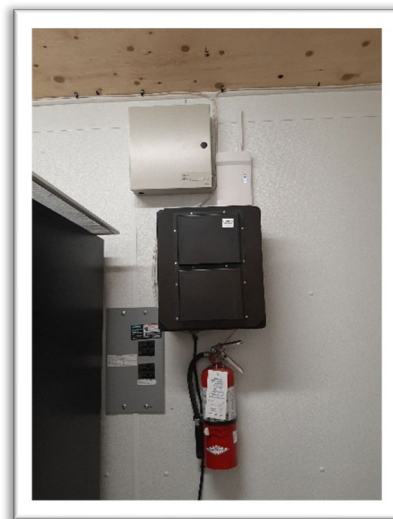
Ancaster Town Hall – New access control system Install



240 Burlington St E – New intercom install



Kings Forest Golf Course – New Security System Commissioned – (Access Control & CCTV)



Ongoing Capital Security System Projects

Security system scope of work was provided for the following;

- Sir Wilfred Laurier Rec Renovation & Expansion Project (Being incorporated into Construction package)
- Confederation Sports Park – New Construction Project (Includes intrusion Detection & Access Control system)
- Public Health 100 Main St East Office Renos (includes various security technology elements)

Upcoming 2023 Projects;

- Saltfleet Library - New access Control System Install
- Road Maintenance Yards - Security Enhancements and Expansion (Will include various security technology elements)
- Cemeteries Security System Enhancements and Expansion (Will include various security technology elements)
- Parks West Security System Enhancement & Expansion (Will include various security technology elements)

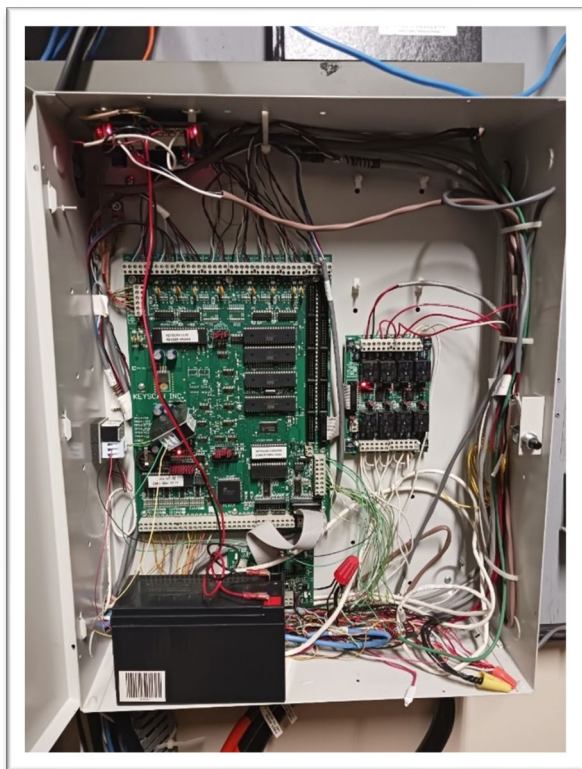
**Hamilton Water Main/King CSO and Ferguson Pumping Station - CCTV installation is complete, Card access control and intercom installation to follow
Main/King CSO**



Ferguson Pumping Station



Woodward Administration Building Legacy Access Control System Upgrades



Woodward WWTP Video Intercom System Upgrades

This project involves upgrading the existing video intercom system to an IP-based video intercom system to better secure staff at the Woodward WWTP Administration Building by using remote-vid intercoms for safe visitor authentication. This system will serve as the backbone to a broader video intercom system expansion for Hamilton Water buildings and outstations. Purchase order (PO) valued at approximately \$60k is currently circulating for approval signatures prior to issuance to vendor.

Woodward WWTP CCTV Upgrades

Administration Building: The Woodward WWTP is currently undergoing a broad CCTV system upgrade, starting with the Administration Building. Recently a purchase order valued at \$80k was issued to vendor M&R Security for the upgrading of the Administration Building's CCTV system for improved security monitoring of the building, nearby fence line and the surrounding areas. The installation work will be commencing in February 2023.

Filter Building: CCTV Upgrades for the Filter Building and surrounding area is currently in the design phase. This CCTV upgrades seeks to improve CCTV coverage in the North end of the plant, providing surveillance upgrades to critical plant functions occurring within that area.

Guard House: CCTV System upgrades to the Security Guard House at the Main Entry Gates of Woodward WWTP is currently in the design phase. The upgrades will seek to improve CCTV coverage at this critical entry point and will make use of the newest in license plate recognition technology to better support access control and authentication procedures.

Rail Gate and South-West Perimeter: CCTV additions to the South-West corner of the Woodward WWTP is currently in the design phase and will provide robust coverage of this critical area of the plant. Covering the railway gate, gate 6 and the East and South fence lines, this project will make use both multi-directional cameras and thermal imagine cameras to mitigate the risk of unauthorized intrusion into the plant.

Hamilton Water Outstations: These projects will seek to improve security at the various Hamilton Water outstations located throughout Hamilton and neighboring communities. Outstations include facilities such as pumping stations, reservoirs and combined sewer overflow tanks (CSOs). Security upgrades at these locations will involve a combination of CCTV, electronic access control, intrusion detection, video intercoms and high-security locks.

Continuing Projects

City Hall Forecourt Bollards Project

The City Hall Bollards Project (PW20064a) was an initiative approved through council to promote the safety and security of those who are attending the City Hall Forecourt for various activities. The project went out for tender and the bid process was completed with the project being awarded to the successful bidder. Construction is slated to begin in Q2 of 2023.

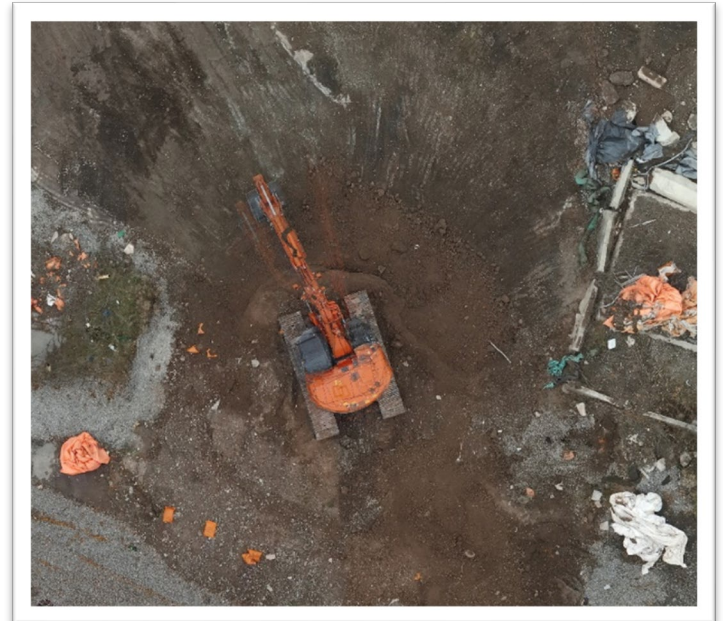
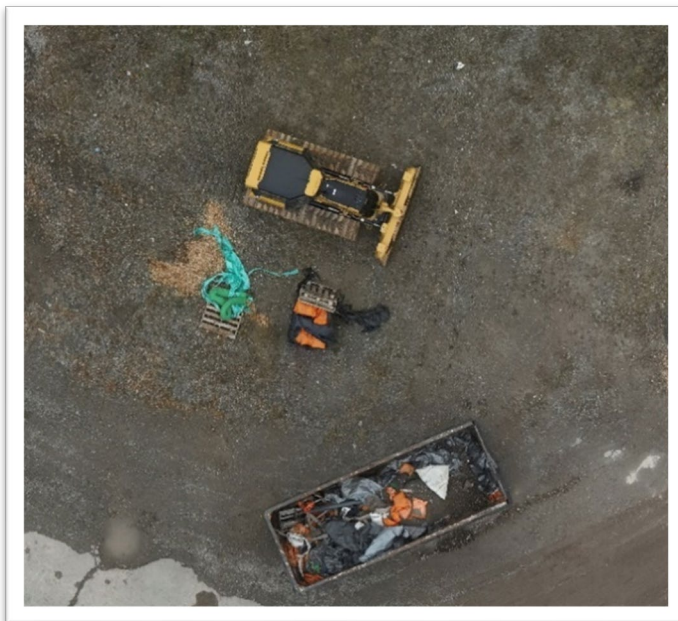


Proactive Project Initiatives

In partnership with Mohawk College's Construction Engineering Program, aerial drone mapping of three City of Hamilton properties was conducted in 2022 in order to obtain up-to-date aerial imagery of these locations. As google satellite imagery is not always current, there was a demonstrable need to obtain high-detailed imagery of these locations to provide both security situational awareness and for future project planning purposes. The imagery for these three properties was completed using a drone owned by Mohawk College valued at roughly \$40k, using a 40MP camera valued at roughly \$20k – which provided extremely high-quality aerial photography of these locations. The images were used to detect and analyze security issues and potential vulnerabilities. The locations were as follows;

1. Brampton Yard @ 2200 Brampton Street
2. 1579 Burlington Street East – Old Firestone Property
3. Woodward Waste Water Treatment Plant @ 700 Woodward Ave

Brampton Yard @ 2200 Brampton Street



1579 Burlington Street East – Old Firestone Property

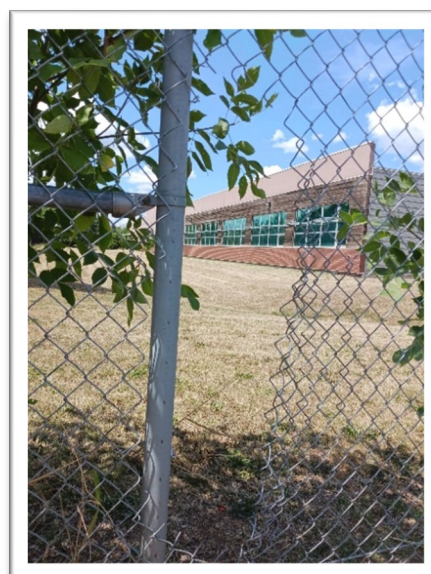


Woodward Waste Water Treatment Plant @ 700 Woodward Ave



Woodward Site Fencing Assessment – Perimeter Intrusion Detection and Deterrence System

Perimeter fenceline audits were conducted periodically at Woodward WWTP with vulnerabilities reported repairs completed by external vendors. While repairs were completed and vulnerabilities were corrected for the interim, a larger project is in development which seeks to replace the existing chain-link fencing with anti-climb and anti-cut security fencing. This will provide more robust perimeter fencing to the plant, significantly mitigating the risk of unauthorized entry via cutting, climbing or digging.





New Technology Testing

Field testing has occurred with new security technologies, prior to any procurement, to ensure functionality and acceptable integration into existing security infrastructure. Among the security technologies evaluated in 2022 were radar systems integrated with camera systems to detect intrusion and activity in specified coverage areas.

Thermal imaging technology was also tested to determine its applicability and practicality with respect to intrusion detection and low-light threat detection. Some video analytics systems were also tested for efficacy with Corporate Safety & Security's recording systems. These involved motion detection and line-crossing analytics which could potentially further assist with intrusion detection counter-measures.

**Providing security to
our most valuable asset.
You!**

Demand Maintenance

Type of Security Issued Work Order's	2019	2020	2021	2022	2019-2020 Comparison	2020-2021 Comparison	2021-2022 Comparison
Security/CCTV System	23	21	17	10	-9%	-19%	-26%
Security/Card Access System	94	121	126	157	28%	4%	11%
Security/Intrusion/Duress System	150	208	179	169	39%	-13%	-3%
Security/Guard/Alarm Response	58	155	58	70	167%	-62%	9%
Security/Other	12	142	163	97	1083%	15%	-25%
Security/Total	337	647	543	503	92%	-16%	-4%

Site Security Reviews

City Hall Security Assessment – The Security Site Review (SSR) request was made to identify current risks and trends associated with City Hall (Media Room basement) located at 71 Main St W. This SSR report will provide mitigating recommendations to deter the reoccurrence of the criminal and nuisance behaviour, and to preserve the intended use of this space.

Firestone – The SSR request was made to identify current risks and trends associated with the old Firestone Building located at 1579 Burlington St E. This SSR report will provide mitigating recommendations to deter the reoccurrence of the criminal and nuisance behaviour, and to preserve the intended use of this space.

Public Health 110 King St W – The request was made to identify current risks and trends associated with The Robert Thompson Building located at 110 King Street W. This SSR report will provide mitigating recommendations to deter the reoccurrence of the criminal and nuisance behaviour, and to preserve the intended use of this space.

John Rebecca Park CCTV System (Planning & Privacy Impact Assessment) - A Privacy Impact Assessment was completed in 2022 before any potential installations took place. This project did not move forward with installations.

Dundas Transfer Station / Community Recycling Centre (CRC) – The SSR request was made to identify current risks and trends associated with The Dundas Transfer Station located at 27 Olympic Drive. This SSR report will provide mitigating recommendations to deter the reoccurrence of the criminal and nuisance behaviour, and to preserve the intended use of this space.

Escarpment Stairs - CPTED Audit - The SSR request was made to identify current risks and trends associated with the following Escarpment Stairs:

- Wentworth Stairs
- Dundurn Stairs
- Chedoke Stairs
- Uli's Stairs
- Kimberly Stairs
- Brow-Margate Stairs
- James Street Stairs

2-Year Parks Partol Project

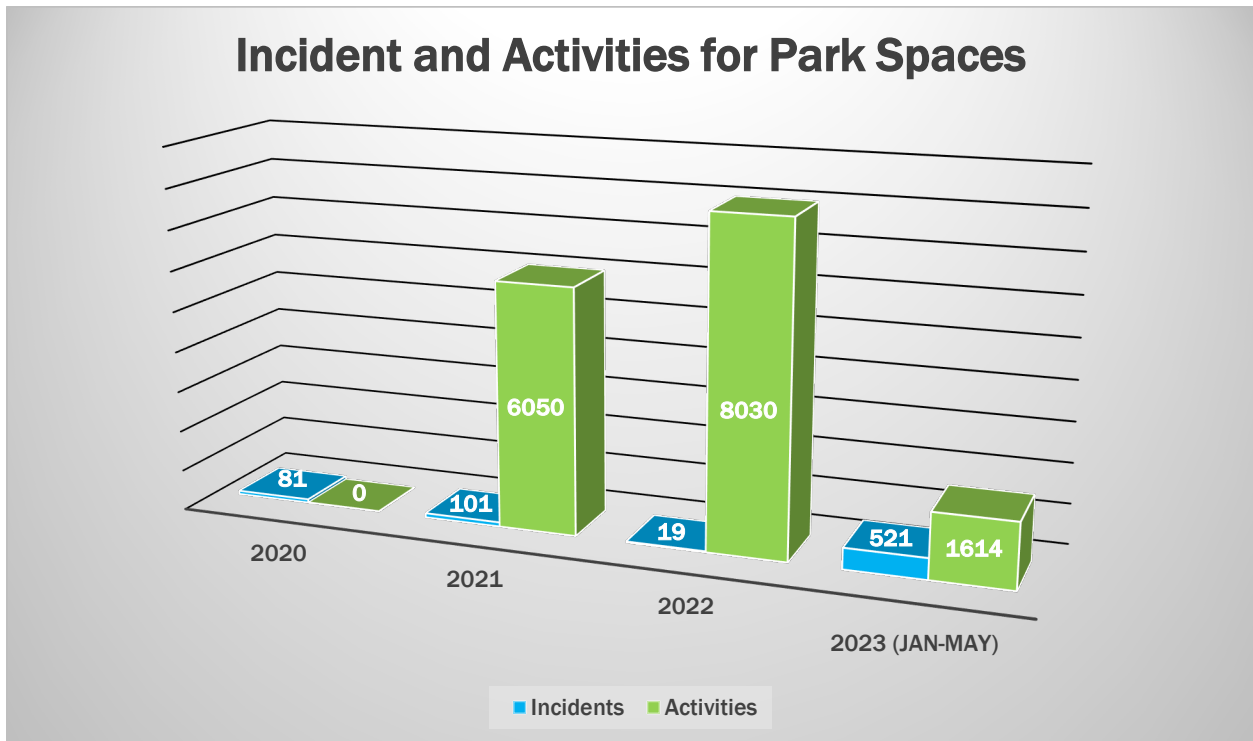
The Parks Patrol Project was established in April 2021 and based on the foundation of fostering positive engagement with residents and the community through proactive and responsive patrols by uniformed security staff in park spaces. This program is also reinforcing ownership and acceptable behaviour in the property outside of hours where regular use is permitted, and when City staffing operations are typically present.



The City's contracted security guard service provider was engaged to supply this pilot service level program, and included the daily documentation of arrival and departure times for each location using run sheets prepared by the City. The collection of metrics related to the program are based on the service hours performed, the documented patrols reported as Activities, and the number of Incident reports associated with properties designated as parks.

As of July 2023, the elements of the Parks Security Patrol program have been re-tooled into a more holistic and effective solution. This is to address the increase of safety and security issues being experienced by City staff and contractors, and to provide them with a responsive program of support in the delivery of their programs to the community.

When we returned to Council to report on the parks patrol project, we were asked to provide additional statistics to show support of this initiative. As you will see, we are trending upward and forecast 2023 statistics to grow well beyond previous years. Below you will see the additional statistics requested.



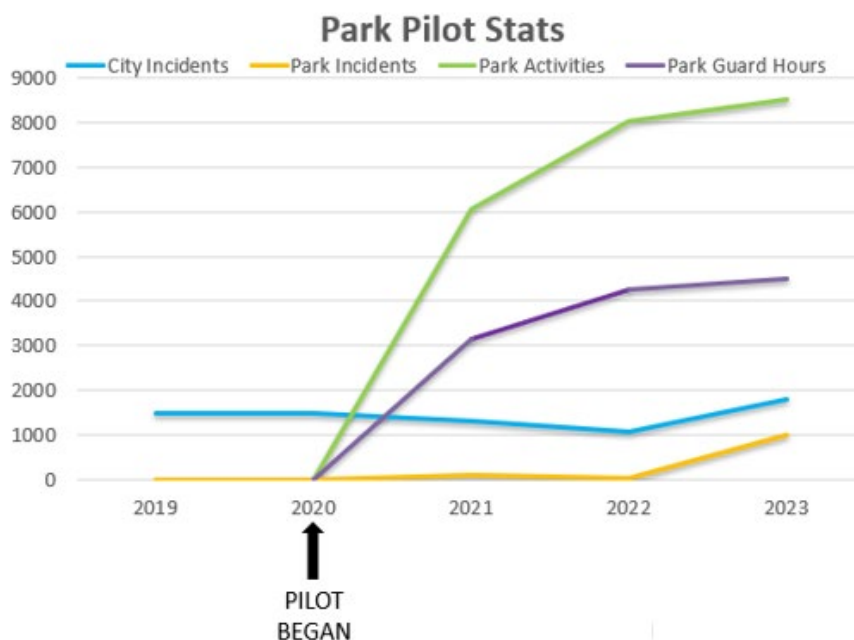
Your security is our
commitment

Parks Pilot Project Statistics

The table below summarizes extracted historical data relating to the original Pilot Parks Patrol Program. The data from the Pilot did not justify having a dedicated unit patrolling parks and consequently Staff recommended retooling the pilot into a Mobile Patrol Unit with a broader scope.

	2021 (Apr-Dec)	2022 (Jan-Dec)	2023 (Jan-May)
Assigned Security Guard Hours for Parks Patrol Pilot	3,150	4,272	1,614
Reported Activities in Park Spaces (Physical Patrols)	6,050	8,030	3,014
Reported Incidents in Park Spaces (See Breakdown)	101	19	521
<i>Alarm</i>	63	9	
<i>Assist</i>	5		517
<i>Criminal Offences</i>	20	5	4
<i>Disturbance</i>	1	1	
<i>Emergency</i>	1		
<i>Maintenance</i>	1		
<i>Police Activity</i>		1	
<i>Records Management</i>		2	
<i>Service Performance</i>	3		
<i>Shelter / Housing Matter</i>	1	1	
<i>Special Events (Mass Gathering)</i>	5		
<i>Unsecured</i>	1		

"Park Space" includes properties operated as Cemeteries



ANNUAL KPI'S & Statistics

“What we report and why”



Documenting and reporting in the security industry is critical to ensure compliance with legislation where applicable, as well to provide factual data to support strong analysis to understand, “What we are doing?”, “Where are we doing it?”, and “How are we doing in delivering these services?”.

It is important to note that the calculation of reported data should not be considered as a sole source of measurement related to the risk, and safety of the buildings and properties that correspond to the data. It is also just as important to note that the reporting should not be considered as a sole source for all incidents that occur on City property, as there are other authorities whose reporting data should be applied for a thorough application as well (i.e. Hamilton Police, Hamilton Fire and Paramedic Services).

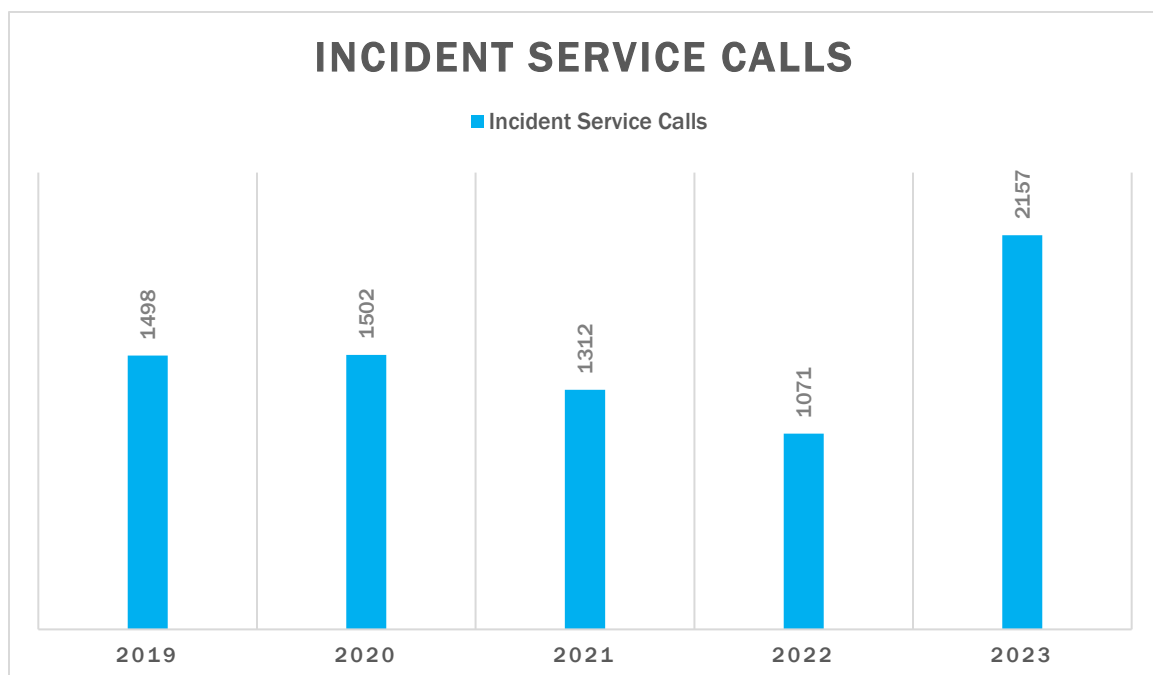


2022 / 2023 Incident Statistics

“What we are doing?”

In 2022, Corporate Safety & Security responded to 1,071 incident related service calls City-wide. The variance between 2021 and 2022 for total calls shows an 18% decrease in demand on security services.

In 2023 from January through to the end of October, Corporate Safety & Security has responded to a total of 2,157 incident related service calls. While this is not a full year analysis, we do forecast a total increase of over 100% by year end. 2023 has been the busiest year by far for demand incident service, since Corporate Safety & Security started in 2018.



Incident Report's by Category

Category Type	Year (2021)	Year (2022)	Year to Date (Jan – Oct 2023)	In Year current total Variance 2022-2023
Accident	7	12	10	-2
Alarm	695	224	364	+140
Assist	65	21	738	+717
Criminal Offences	109	98	87	-11
Crisis (Non Criminal)	N/A	2	2	0
Disturbance	40	169	260	+91
Elevator	10	13	2	-11
Emergency	12	37	59	+22
Equipment	3	19	1	-18
General	8	10	21	+11
Hazard	9	6	6	0
Lost / Found	13	22	6	-16
Maintenance	35	79	130	+51
Motor Vehicle	0	3	5	+2
Observation	5	7	11	+4
Police Activity	N/A	3	1	-2
Records Management	64	118	62	-56
Service Performance	24	15	13	-2
Shelter / Housing Matter	35	31	22	-9
Special Events	54	33	22	-11
Tech - Access Control	5	0	1	+1
Tech - CCTV	9	3	2	-1
Trespass to Property Act	50	45	18	-27
Unsecured	51	101	3	-98
	1312	1071	1846	+775

Although the 2023 year data above is only complete until October 31, 2023, there is a very visible increase in our statistics. 2023 has already well surpassed 2022 stats and we anticipate this trend to continue in the up coming year.

Incident Category Trending

In 2021 the top 3 largest categories by volume were Alarms, Assists and Criminal Offences. In 2022 the trending varied slightly, as the top 3 largest categories by volume were Alarms, Disturbance and Records Management. The breakdown is below:

The largest single category by volume in both 2021 and 2022 of demand-based calls was for Alarm Response. These types of calls include Intrusion (Burglary), Fire, Duress (Panic) activations and system maintenance events. A high-level summary of these calls is shown below.

ALARMS in 2022 **224**

Duress / Panic	6
Fire Alarm	53
Intrusion / Burglary	164
Power Failure	1



Disturbance's in 2022 **169**

Arrest	1
Causing a Disturbance	62
Indecent Behaviour/Exposure	10
Mischief/Nuisance	2
Other	9
Prohibited Activity	17
Suspicious Activity	3
Suspicious Behaviour	5
Suspicious Package/Item	1
Suspicious Person	8

RECORDS MANAGEMENT in 2022 118

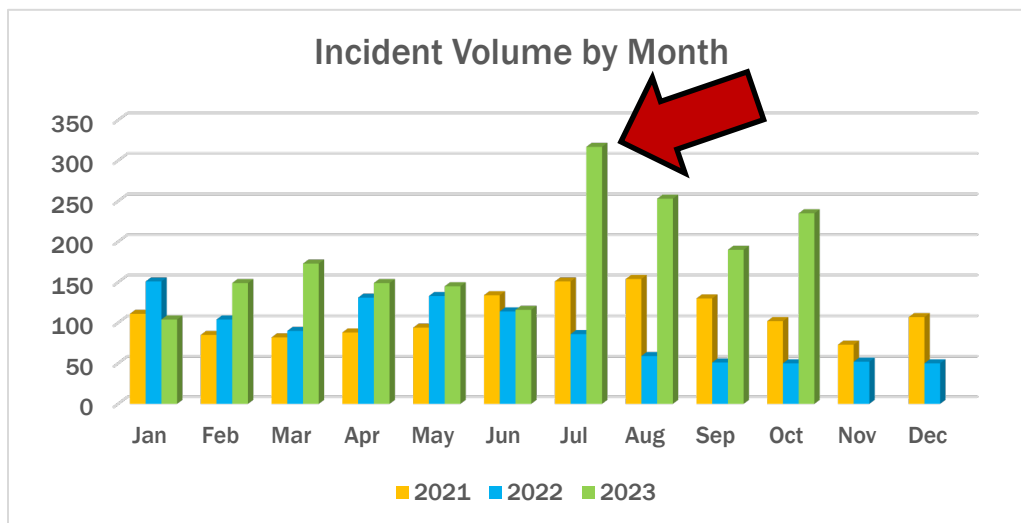
Access Card Use/Preservation	10
CCTV Use/Preservation	98
Documentation (General)	10

**Incident Category Trending Forecast for 2023**

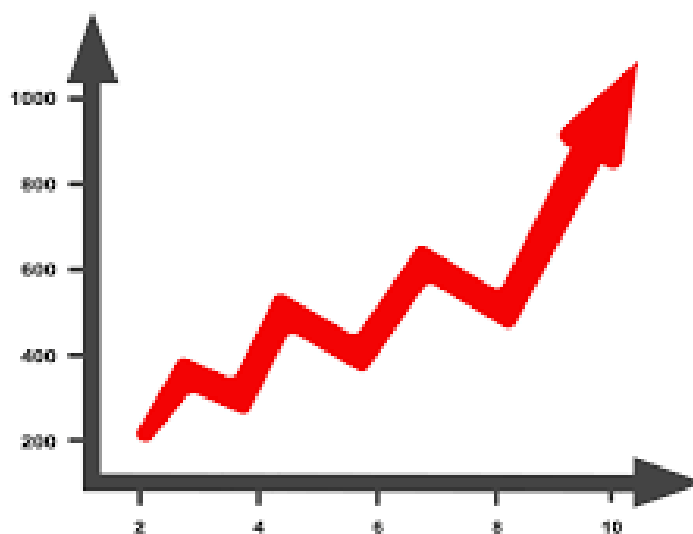
Forecasting for 2023 shows the trending for the top 3 largest categories by volume to be Alarms, Assists and Disturbances. Alarms has been in the top 3 largest categories by volume since 2021.

Category	Sub-Categories	2021	2022	Year to Date (Jan – Oct 2023)
Alarm		<u>695</u>	<u>224</u>	<u>364</u>
	Duress / Panic	4	6	9
	Fire	0	0	7
	Fire Alarm	57	53	50
	Fire Pannel Trouble	0	0	1
	Fire/Test	0	0	1
	Fail to Close	0	0	6
	General	0	0	1
	Intrusion / Burglary	543	164	367
	Power Failure	0	1	1
	Supervisory	0	0	1
	Trouble	90	0	2
	Other	1	0	18

Incident Volume by Month



In July 2023, there was a dramatic jump in incidents that reflects the opening of the Security Operations Centre. The spike is attributable to more accurate capturing of data as well as increased use of the new service.



The distribution of reported incidents city-wide based on the Property Type designation is shown below for 2022, the partial year of 2023 as well as previous year comparisons

INCIDENTS by Property Type	Year - 2022		2023 Jan-Oct		Previous Year Comparisons					
	#	%	#	%	Year - 2021		Year - 2020		Year - 2019	
					#	%	#	%	#	%
Administrative Office	378	35%	297	16%	269	21%	293	20%	392	26%
Call Centre Operations (CCC)	2	0%	2	0%						
Cemetery	7	1%	6	0%	28	2%	8	1%	10	1%
Child Care Services	6	1%	3	0%						
City-Wide (Non Specific)	5	0%	2	0%						
Civic Property	30	3%	27	1%	55	4%	101	7%	121	8%
Fire Services	4	0%	6	0%	3	0%	0	0%	1	0%
Golf Operations	14	1%	9	0%						
Hamilton Water	28	3%	21	1%	43	3%	30	2%	17	1%
Housing Services	2	0%	3	0%	9	1%	41	3%	62	4%
Library	25	2%	122	7%	62	5%	40	3%	29	2%
Long Term Care (LTC)	3	0%	15	1%						
Museum / Heritage Property	9	1%	33	2%	15	1%	22	1%	29	2%
MSC / Town Halls	9	1%	10	1%	23	2%	18	1%	17	1%
Ontario Works	20	2%	46	2%	14	1%	43	3%	43	3%
Operations Yard	26	2%	32	2%	34	3%	100	7%	120	8%
Other	0	0%	0	0%	61	5%	15	1%	13	1%
Park Space	12	1%	743	40%	96	7%	81	5%	86	6%
Parking Operations	8	1%	2	0%						
Police	1	0%	1	0%	0	0%	1	0%	0	0%
Public Health	12	1%	3	0%	39	3%	1	0%	4	0%
Public Right of Way (ROW)	4	0%	4	0%						
Rec / Arena / Community Centre	123	11%	203	11%	306	23%	205	14%	224	15%
Sports Stadium	139	13%	43	2%	188	14%	254	17%	75	5%
Transit	181	17%	143	8%	31	2%	177	12%	216	14%
Tenant Space	1	0%	0	0%						
Virtual / Systems Infrastructure	9	1%	21	1%						
Waste Management	9	1%	44	2%	36	3%	72	5%	39	3%
3rd Party (Non-City)	4	0%	2	0%						
Totals	1071	100%	1846	100%	1312	100%	1502	100%	1498	100%

2022 / 2023 Activity Statistics

Activities are proactive and demand based resource allocations that are reportable, but are not categorized as an incident event. Examples of Activities include the planned unlocking or securing of assets, proactive and demand based patrols of properties and building interiors and the daily tasks of security guards that show an investment in the hourly service to the City. Beginning in 2023, Corporate Safety & Security is capturing additional Activity datapoints as well as Incident Reports to report on the actual use of resources and the return on investment (ROI) that the overall security program provides.

The distribution of reported activities city-wide based on the property type designation is shown below for 2022 and 2023 until the end of October.

ACTIVITIES by Property Type	Year - 2022		2023	
	#	%	Jan-Oct	# %
Administrative Office	63	1%	3525	42%
Call Centre Operations (CCC)	0	0%	0	0%
Cemetery	0	0%	80	1%
Child Care Services	0	0%	0	0%
City-Wide (Non Specific)	0	0%	2	0%
Civic Property	0	0%	105	1%
Fire Services	0	0%	32	0%
Golf Operations	0	0%	0	0%
Hamilton Water	0	0%	92	1%
Housing Services	0	0%	0	0%
Library	0	0%	18	0%
Long Term Care (LTC)	0	0%	1	0%
Museum / Heritage Property	0	0%	81	1%
MSC / Town Halls	0	0%	1	0%
Ontario Works	0	0%	72	1%
Operations Yard	1	0%	556	7%
Other	0	0%	0	0%
Park Space	8030	99%	1678	20%
Parking Operations	0	0%	1	0%
Police	0	0%	0	0%
Public Health	0	0%	0	0%
Public Right of Way (ROW)	0	0%	0	0%
Rec / Arena / Community Centre	0	0%	553	7%
Sports Stadium	0	0%	298	4%
Transit	0	0%	1179	14%
Tenant Space	0	0%	0	0%
Virtual / Systems Infrastructure	0	0%	0	0%
Waste Management	0	0%	195	2%
3rd Party (Non-City)	0	0%	1	0%
Totals	8094	100%	8470	100%

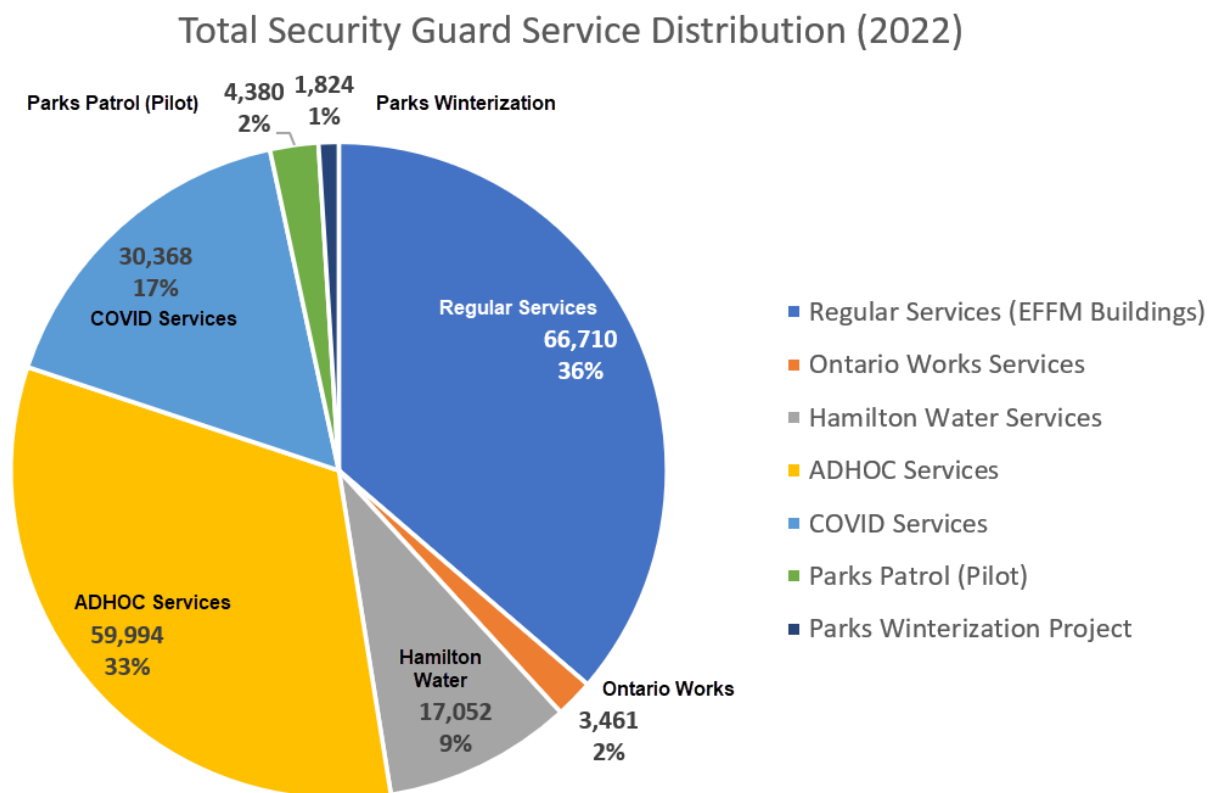
2022 / 2023 Security Guard Service Hours

In **2022**, the City’s security guard services contractor delivered a total of **183,788** service hours. The distribution of these service hours are shown in the graph below.

2021-2022 Comparison = 37% increase to overall service hour volume from 2021 (133,924).

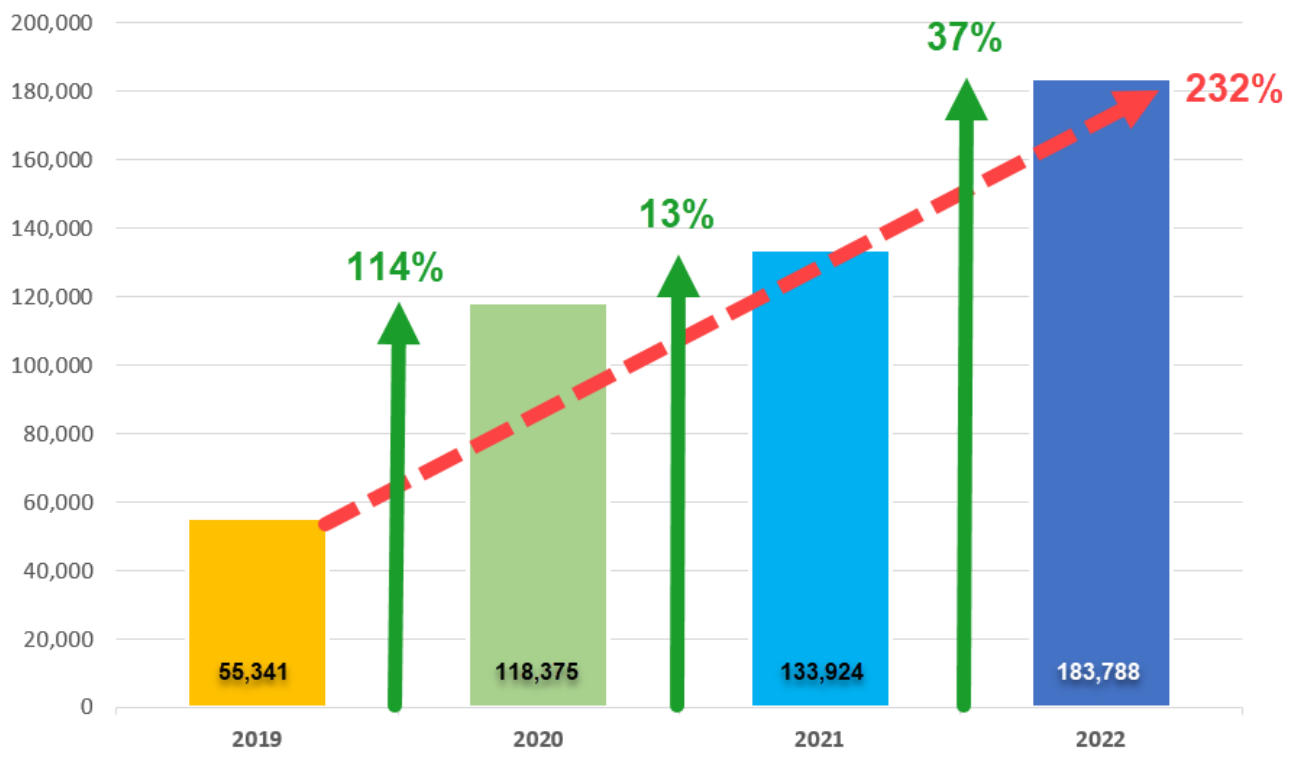
17% of 2022 service hours were a direct impact to the City’s COVID-19 response, a decrease from 2021’s percentage of 22% overall volume.

33% of 2022 services hours were related to ADHOC coverage requirements City-wide, an increase from 2021’s percentage of 17% overall volume.

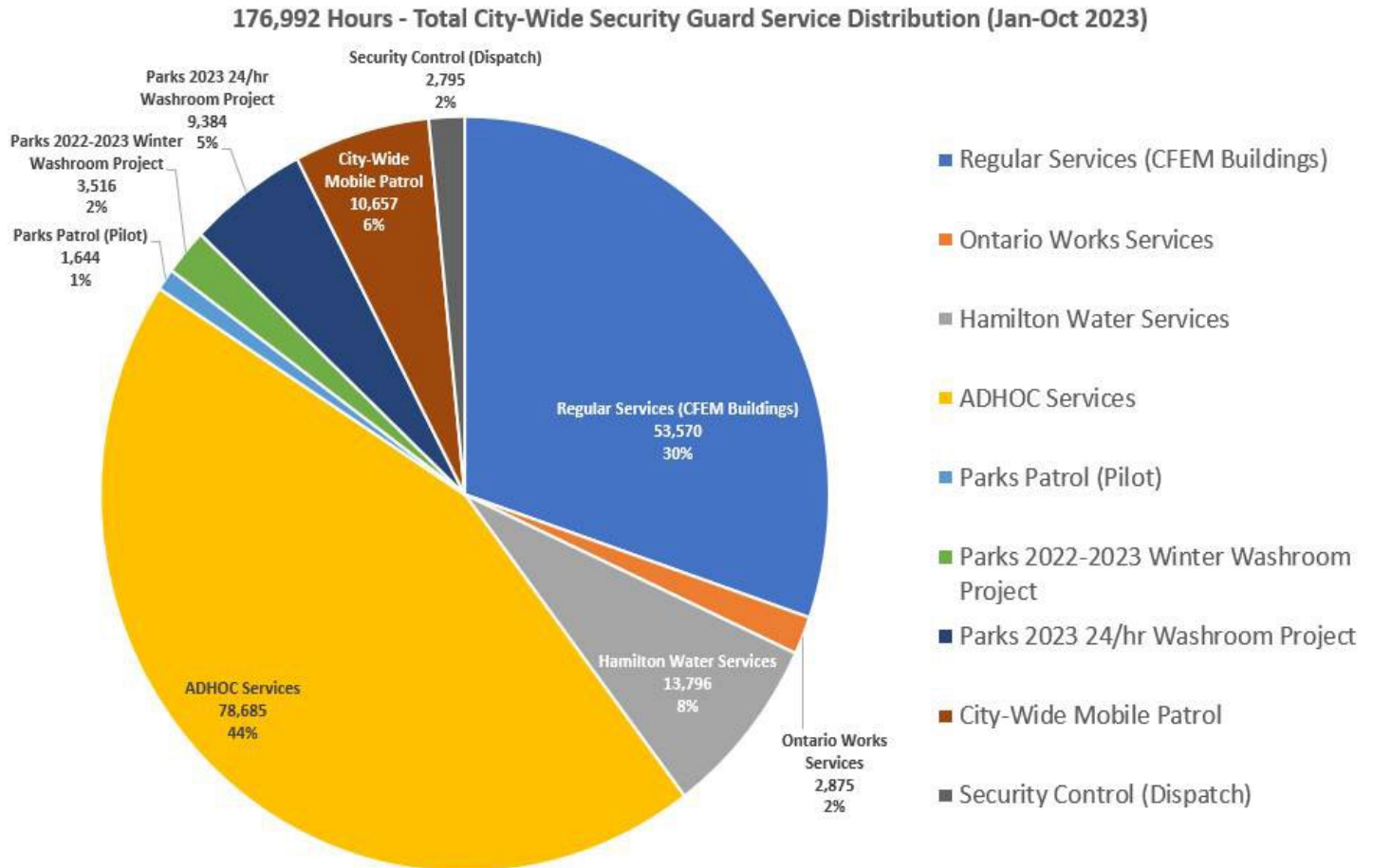


Since 2019, an overall increase of 232% in the hours delivered by our security guard services contractor has been experienced. Significant contributing factors for this increase are attributed to COVID-19 starting to impact the community in early 2020, and the overall need by City services to balance their mitigating measures around Health, Safety and Security in the workplace through ADHOC services.

Comparison - Security Guard Service Hours Variance by Year



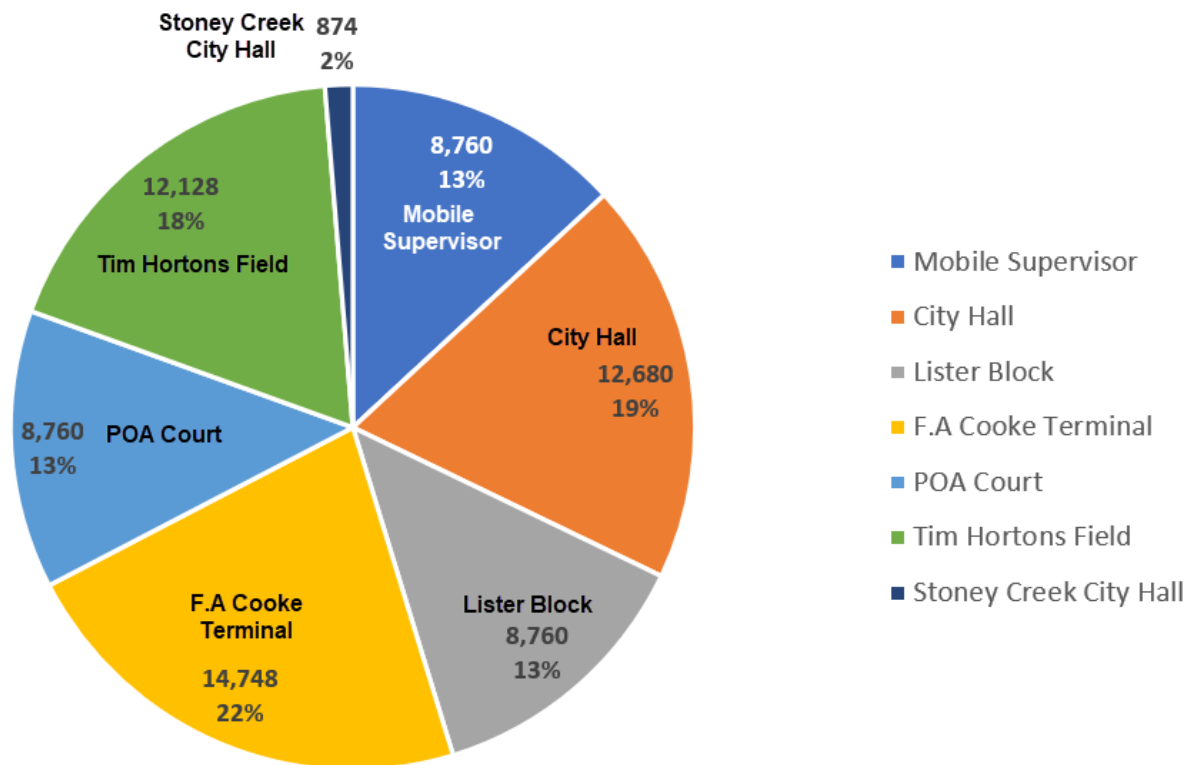
In **2023 thus far from Jan to Oct**, a total of of **176,992** total City-Wide security guard service deistribution hours were delivered. The distribution is shown in the graph below.



In **2022**, a total of of **66,710** service hours were delivered through our core contract “Regular Services (CFEM Buildings)” model based on the distribution shown in the graph below.

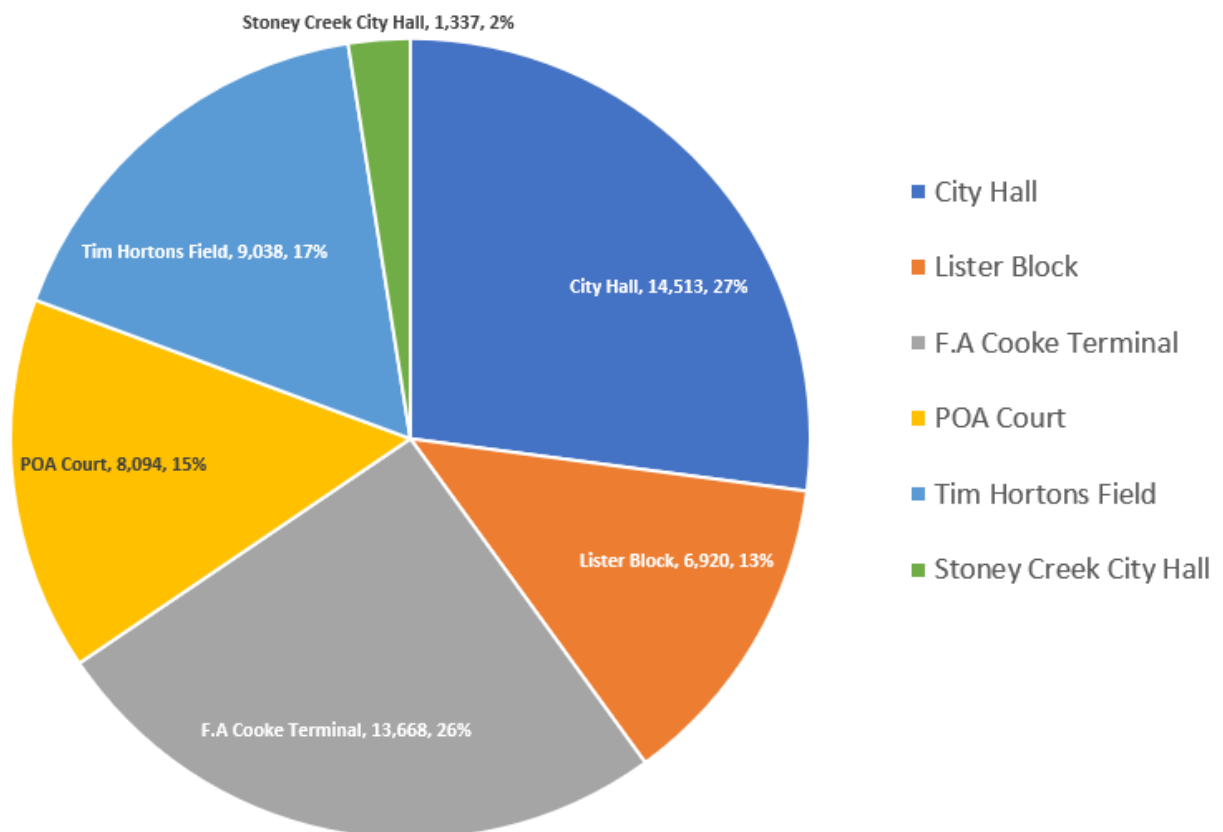
2021-2022 Comparison = 4% increase to overall service hour volume from 2021 (64,216).

Security Guard Service Distribution - Regular Services (2022)

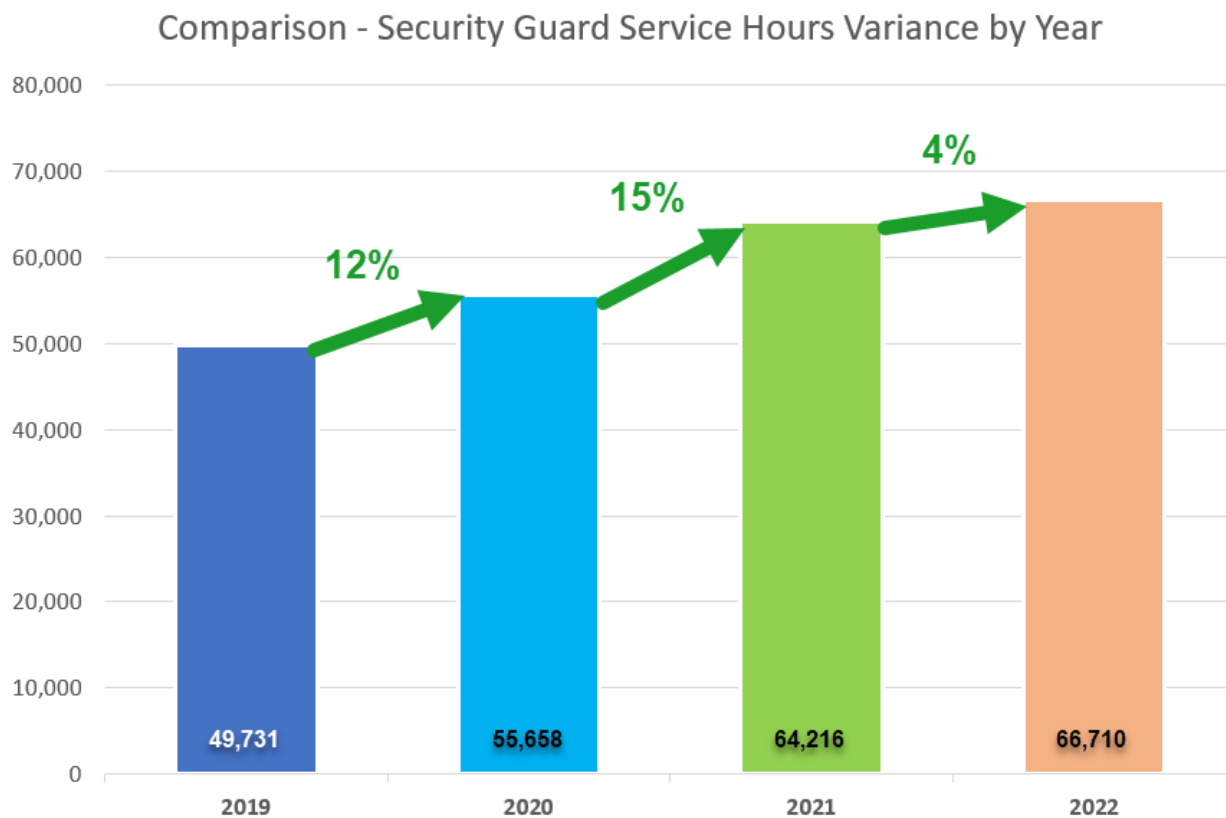


In **2023 thus far from Jan to Oct**, a total of of **53,570** service hours were delivered through our core contract “Regular Services (CFEM Buildings)” model based on the distribution shown in the graph below. In forecasting the services provided to CFEM buildings, we are expecting to see an increase in demands at City Hall and the POA Court locations, while the remaining sites will be inline with the 2022 totals.

**53,570 Hours - Security Guard Service Distribution -
Regular Services CFEM Bldgs (Jan-Oct 2023)**



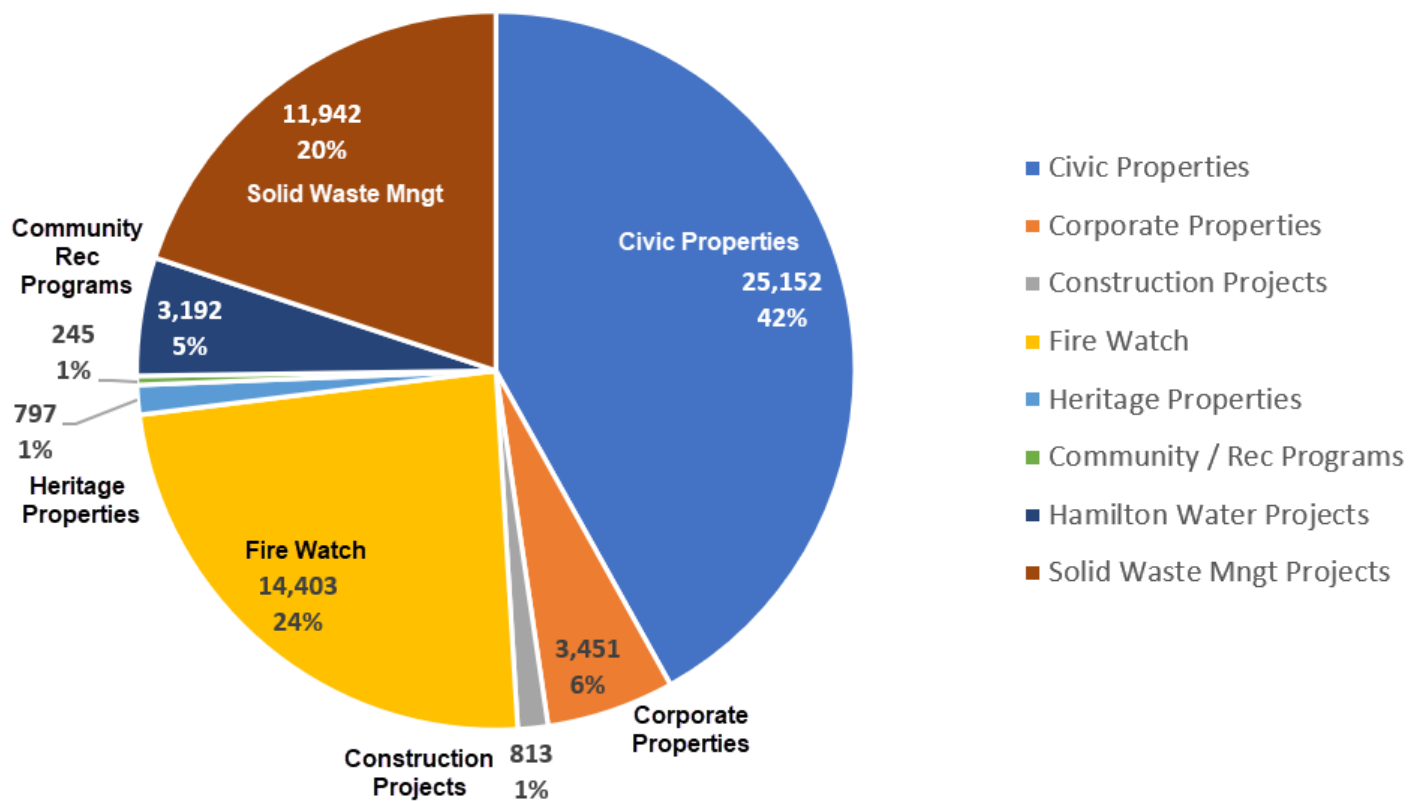
The contract based services described in this report as “Regular Services (CFEM Buildings)” have mainly remained consistent in total hours with minor variances since 2019.



In **2022**, the City’s security guard services contractor delivered a total of **59,994** in **ADHOC** service hours. The distribution of these service hours are shown in the graph below.

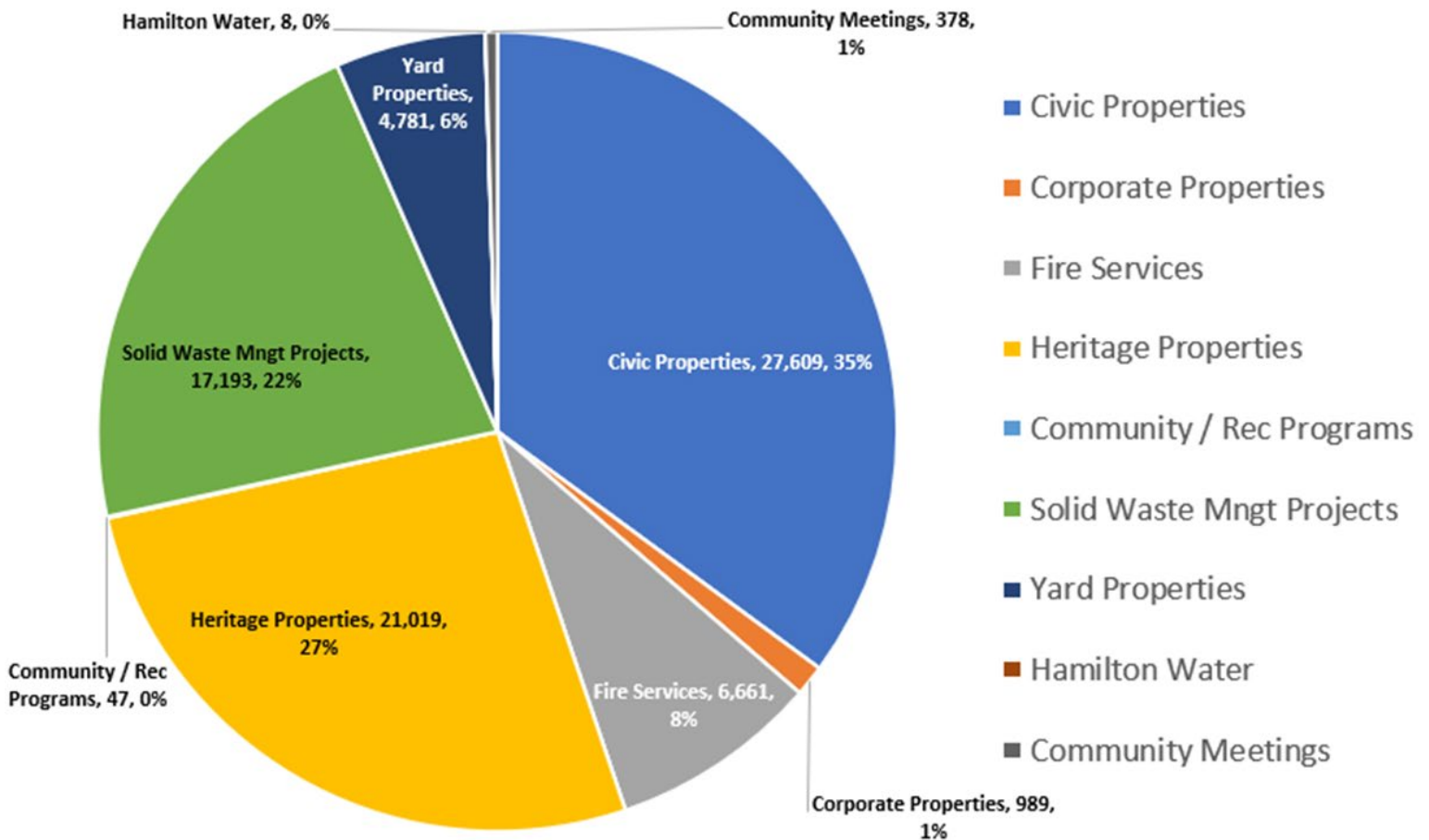
2021-2022 Comparison = 166% increase to overall ADHOC service hour volume from 2021 (22,572).

Security Guard Service Distribution - ADHOC Services (2022)

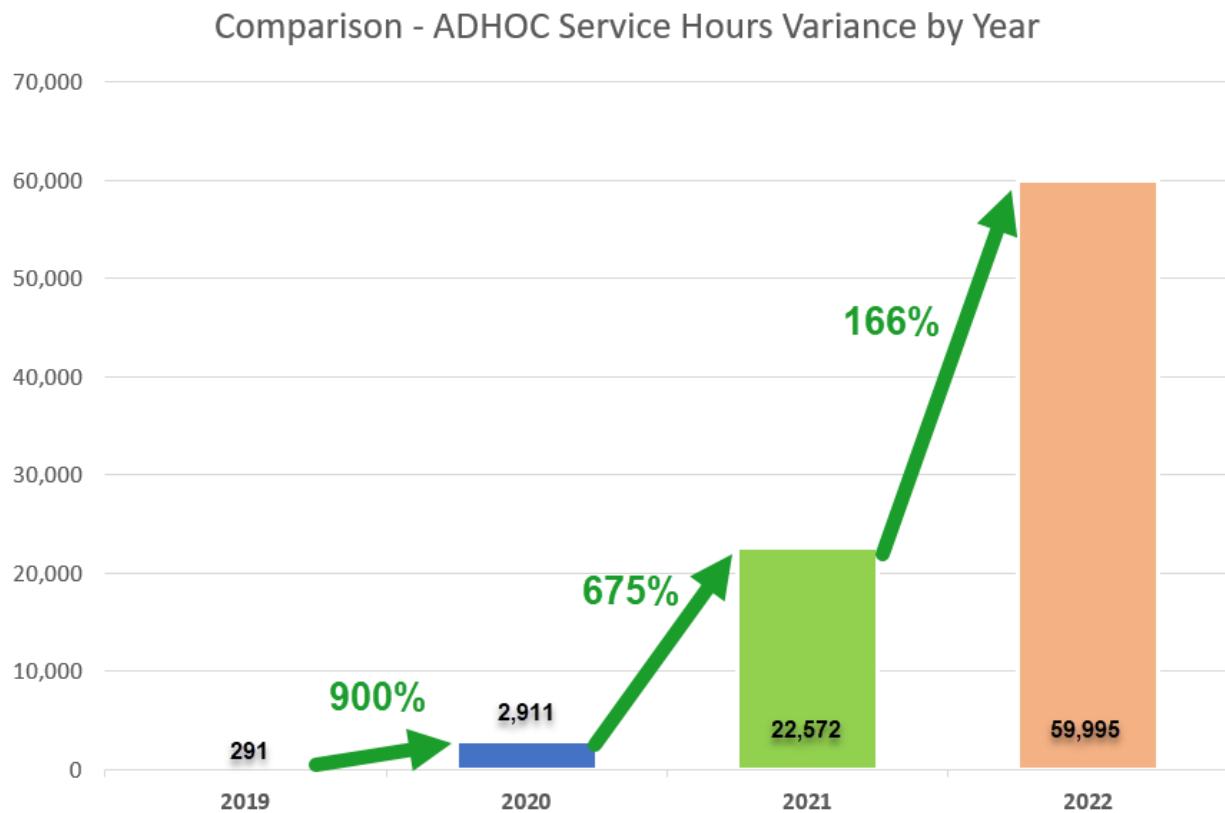


In 2023 thus far from Jan to Oct, a total of of 78,685 service hours were delivered through ADHOC Services based on the distribution shown in the graph below.

78,685 Hours - Security Guard Service - ADHOC Services (Jan-Oct 2023)



The service demand City-wide through ADHOC coverage has seen a significant increase City-wide. The increase to services is believed to be based on several factors, including an awareness by business units of the brand and support level that can be provided, the ever increasing confidence by our internal clients and the new ways in which various business units provide their everyday services since the COVID-19 pandemic start, and the transition into the current business practices. In 2020, the introduction of COVID-19 based services occurred, with increase in ADHOC services being observed (291 in 2019 to 2,911 in 2020). However, with the shifting from COVID-19 services into the current business delivery by various City services, a shift from COVID-19 demands has now stopped, but a balancing demand has been categorized under the ADHOC services.



FINANCIALS

Investment Results of 2022 & 2023 Capital Budgets

- Centralized Security Control Room
- Emergency Notification System
- Emergency Totes for City Hall
- Council Security Awareness Training
- Incident Management System
- CCTV Upgrade Westmount Recreation Center
- New Council / Mayor Re-Keying
- CCTV Enhancements at Lister Block





Looking Ahead (Moving Forward)

10 Year Corporate Safety & Security Project Priorities

The development of Corporate Safety & Security over the next 10-Years will be seen through our project priorities, while ensuring that existing and new infrastructure technologies are implemented to support a sustainable Corporate Safety & Security program through a reliable and seamless service across the organization. These priorities include projects such as:

- Emergency Notification System (Phased Implementation)
- Portable Radio Communications
- Patrol Management System
- Card Access Technology Replacement
- Common Video Management Platform
- Lockdown Systems
- Cameras – New Installations
- Centralized Key Management System
- Restricted Physical Lock Management
- Centralized Intrusion/Burglary Monitoring/Management
- Camera Life Cycle Refresh
- Video Management Platform Life Cycle Refresh

Future Project Highlights Expected in 2024

Operations

1. Portable Radio Communications
2. City Hall Access Control System Expansion
3. Woodward Access Control Program
4. Common Video Management Platform
5. Legacy Access Control System Reconfiguration
6. Centralized Key Management System



Planning

1. Emergency Notification System Expansion
2. Corporate Safety & Security Newsletter
3. Employee Training
4. City Hall Council Chamber Evaluation/Redesign/ Council Chambers Security Technology Enhancements
5. City Hall Evacuation Plan
6. SWOT Analysis

Our Priorities in 2024

Operations and efficiencies remain an important growth strategy within Corporate Safety & Security, and as we continue to accelerate our strategic plan, we're leveraging new tools and optimized processes that enable us to identify any red flags, remediate threats faster, and streamline processes.

Corporate Safety & Security will be placing focus on keeping pace with the evolving nature of the industry and our partner municipalities, all while growing the Corporate Safety & Security office both in services and experience. As we continue to deliver an effective security program, we will be placing focus in a few key areas;

1. **SWOT Analysis** - SWOT analysis is a powerful strategic tool that Corporate Safety & Security will begin to utilize in 2024, to identify the strengths and weaknesses of its section as well as any opportunities and threats that exist within its section's external environment. By composing a comprehensive SWOT analysis, Corporate Safety & Security will have the opportunity to leverage its strongest assets and mitigate its shortcomings in pursuit of maximum performance.

2. **Emergency Event Response: Communication & Reporting** – We will be enhancing emergency event communication to local and geographical stakeholders. This will include projects such as;
 - implementing an Incident Management System
 - expanding the current emergency notification system through a phased approach to the City.
 - Emergency guides for both employees and Councilors
 - Attaining portable radios
3. **Security Training** – We will be placing more focus on Security Awareness Training that will be provided to all employees within the City of Hamilton. We will focus on the creation and implementation, as well as enhancing learning materials on the Corporate Safety & Security eNet Page and through the new Learning Management System (LMS).
4. **Workplace Emergency Guide, Council Chambers Evacuation Procedures and Emergency Event Training** with the introduction of regular drills for all within the facilities.
5. **City-Wide Security Equipment Enhancements** – This approach will focus on developing Security as service to the City and set a standard based of the City of Hamilton needs.
6. **Legacy Access Control System Reconfiguration** – Corporate Safety & Security completed an audit of the legacy access control system infrastructure to get a better understanding of the current state and examining potential routes towards modernizing with a fresh lifecycle to ensure the system is future-proof and meets the City’s needs. In 2024, Corporate Safety & Security will work with a consultant to looking at the most cost effective solutions with the current infrastructure in place.
7. **Interior Reconfigurations** - We will be target hardening and establishing a clear demarcation between public and private areas, working on Council Chambers Security Technology Enhancements and implementing Corporate Safety & Security Technology Standards for Public transaction counters, specifically at the Municipal Centers.


2024 will be a year that truly changes the way Corporate Safety & Security is seen. As we continue to drive the bar high, we will also ensure we build a security program that as a City we can all stand behind and that other municipalities measure themselves against.

**Security is
everyone's
concern...but
it's our
business.**



CITY OF HAMILTON

PUBLIC WORKS DEPARTMENT Corporate Asset Management Division

TO:	Chair and Members Public Works Committee
COMMITTEE DATE:	January 15, 2024
SUBJECT/REPORT NO:	Contract Extension for Project Management Services for the Enterprise Asset Management Systems – Phase 3 (PW19035(d) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Pat Leishman (905) 546-2424 Ext. 2629
SUBMITTED BY:	Pat Leishman Director, Corporate Asset Management Division Public Works Department
SIGNATURE:	

Discussion of Private & Confidential Appendix “A” PW19035(d) would be pursuant to the City's Procedural By-law 18-270, and Section 239(2), Sub-section (i) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains.

RATIONALE FOR CONFIDENTIALITY

- 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.

RATIONALE FOR MAINTAINING CONFIDENTIALITY

This Report (PW19035(d)) includes an Appendix “A” that outlines negotiated pricing and contract terms and conditions negotiated and proposed by staff with 2448653 Ontario Ltd (operating as Caliberr Professional Services) to continue to oversee the Enterprise Asset Management Project; therefore, it is appropriate to address this appendix in-camera, pursuant to the *Ontario Municipal Act, 2001, SO 2001, c25 (Municipal Act, 2001)*.

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**SUBJECT: Contract Extension for Project Management Services for the
Enterprise Asset Management Systems – Phase 3 (PW19035(d))
(City Wide) – Page 2 of 5**

RECOMMENDATION (OPEN SESSION)

- (a) Pursuant to Procurement Policy #11 – Non-competitive Procurements, that Council approve the extension to the contract for the provision of project management services for the Enterprise Asset Management Project, for a term of one year with the option to extend for an additional two years, and that the General Manager, Public Works Department be authorized to negotiate, enter into and execute the extension and any ancillary documents required to give effect thereto with 2448653 Ontario Ltd (operating as Caliberr Professional Services), in a form satisfactory to the City Solicitor.
- (b) That Appendix “A” to Report PW19035(d) remain confidential as it contains proprietary and sensitive competitive financial information of 2448653 Ontario Ltd (operating as Caliberr Professional Services), which was provided to the City of Hamilton in confidence in preparation for the negotiation of the Contract.
- (c) That the negotiated awarded cost of the contract extension be publicly reported in the applicable quarterly status report for Emergency and Non-competitive Procurements.

EXECUTIVE SUMMARY

This report is the fifth in a series on Public Works’ overall proposed plan and procedure for streamlining enterprise asset management (EAM) processes and consolidating the functions of its current 11 asset and enterprise asset management systems into a single platform. In Report PW19035/FCS19040 (“Report 1”), Council authorized the review of two internal asset management systems. Report PW19035(a)/FCS19040(a) (“Report 2”), Council authorized negotiations with Infor Canada Ltd. (Infor). Report PW19035(b)/FCS19040(b) (“Report 3”) authorized the commissioning of the Enterprise Asset Management Project. Report PW19035(c) (“Report 4”) authorized the standardization and single-source procurement of Conectado Solutions Inc.

The focus of this Report (PW19035(d)) is to request an extension to an existing contract for project management services for the Enterprise Asset Management Project. This request is in direct response to significant delays that have impacted the project, including COVID-19, increased complexity found in the Discovery Stage, and resourcing issues, which have all resulted in additional time being required for the project.

The City has been in its current contract with 2448653 Ontario Ltd (operating as Caliberr Professional Services (“Caliberr”)) since April 15, 2020, for project management services as part of the Enterprise Asset Management Project. The Contract with Caliberr is due to expire on April 15, 2024.

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**SUBJECT: Contract Extension for Project Management Services for the
Enterprise Asset Management Systems – Phase 3 (PW19035(d))
(City Wide) – Page 3 of 5**

The Corporate Asset Management Division within Public Works has been very satisfied with the high performance and quality of services received from Caliberr. The intent of this Report (PW19035(d)) is to request Council approval for staff to negotiate an extension to the single-source contract with Caliberr to allow the continued use of Caliberr for an additional year until April 15, 2025, with the option to extend for two additional years if required. Once the negotiations are complete, staff will report back the negotiated awarded cost of the contract extension publicly in the applicable quarterly status report for Emergency and Non-competitive Procurements with the Audit, Finance and Administration Committee of Council.

ALTERNATIVES FOR CONSIDERATION – See Page 5

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Refer to Confidential Appendix “A” – Contract Extension for Project Management Services for the Enterprise Asset Management Systems

Staffing: N/A

Legal: Legal Services will be requested to assist in the formation and finalization of the contract.

HISTORICAL BACKGROUND

An Enterprise Asset Management System enables municipalities to develop comprehensive programs to manage the complete lifecycle of assets, including capital planning and prioritization, preventive, predictive, routine and unplanned maintenance and calibration, while improving the daily effectiveness of operations and technical staff. It also allows for better management of equipment and facilities to increase reliability and ensure compliance with laws, regulations, and industry-specific requirements. The ability to conduct advanced analytics to inform risk prioritization and capital funding priorities, and in some cases, allow some sections that are still paper-based and manual to be updated and included in the data schemas is critical.

A working group consisting of staff from the Public Works and Corporate Services Department (including the Information Technology and Finance divisions) was established to conduct all three phases of this project (the “Working Group”). The Working Group augmented their expertise with technical support and project management from consultant CIMA and sub-consultant Caliberr.

In January 2020, Council approved Report PW19035(b)/FCS19040(b), the commissioning of the EAM Project within Public Works. The Enterprise Asset

**SUBJECT: Contract Extension for Project Management Services for the
Enterprise Asset Management Systems – Phase 3 (PW19035(d))
(City Wide) – Page 4 of 5**

Management project has completed Stage 1 – Discovery and Design, and is currently scheduled to complete Stage 2, the building of enterprise processes including the commissioning of Cemeteries and Transit, in early 2024. The remaining sections within Public Works will go live throughout 2024 and early 2025.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

This report is in accordance with Procurement Policy 20-205 as amended, Policy #4.11-Non-Competitive Procurement.

RELEVANT CONSULTATION

The Procurement Section has been consulted with respect to adherence to the Procurement Policy, specifically Policy #11 Non-Competitive Procurements.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

In accordance with Procurement Policy #11, staff is seeking Council's permission to negotiate with Caliberr to provide a price increase as well as additional years to the existing contract for project management services. The City has a binding contract with Caliberr for these services however, there were no terms and conditions in the contract to allow for any price reconsideration or any additional years of service.

In a contract situation such as this, staff does not have the ability, either within the Procurement Policy or the contract document, to open the contract and negotiate any changes. As seen in previous situations, staff has had to specifically request Council's permission to open a contract (or multiple contracts, where more than one vendor is providing the Good and/or Service) and negotiate revised costing, terms, or conditions for the Good and/or Service. An example of this occurred in 2018 when the Provincial government increased the minimum wage in Ontario from \$11.60 to \$14.00 per hour and then again in 2019 from \$14.00 to \$15.00 per hour. For these contracts, Council provided staff with the authority to negotiate with vendors, similar to the request made in this Report (PW19035(d)).

Due to the technical nature and the critical services the enterprise asset management system supports, it was recommended at the start of the project that technical expertise not available from City staff be brought in to manage this process redesign and consolidation project. Caliberr has been engaged throughout the phases of the project and therefore it is recommended Caliberr continue to project manage the process redesign and system consolidation in addition to providing technical expertise.

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**SUBJECT: Contract Extension for Project Management Services for the
Enterprise Asset Management Systems – Phase 3 (PW19035(d))
(City Wide) – Page 5 of 5**

The individual assigned from Caliberr has been working with staff on the project in the role of Project Director and has wide-ranging knowledge of the process redesign, asset management and software rationalization portions of this project.

The request to extend Caliberr's contract with the City is a direct result of significant delays that have impacted the project. These included an eight-month delay due to COVID-19, increased complexity found in the Discovery Stage, and resourcing issues, to name a few. Discovery identified more complexity than initially anticipated due to Public Work's situation being more complex than a typical asset management project; creating a standardized approach to use the system for 24 work areas but still allowing for area-specific workflows and required variation has resulted in additional time required for project management and oversight. The project has also experienced delays with resourcing as system configuration expertise has been in high demand.

ALTERNATIVES FOR CONSIDERATION

Rather than direct staff to negotiate a contract with Caliberr, Council could direct staff to issue a competitive RFP for project management services. This alternative is not recommended as respondents would not have familiarity with the project, resulting in project delays and additional costs for the City.

Financial: The project would require additional funds for the new Project Management resource to learn about the project and step into the Project Director role.

Staffing: N/A


Legal: Legal Services will be requested to assist in the formation and finalization of both the RFP document as well as the contract.

APPENDICES AND SCHEDULES ATTACHED

Confidential Appendix "A" to Report PW19035(d) – Contract Extension for Project Management Services for the Enterprise Asset Management Systems – Phase 3



CITY OF HAMILTON
PUBLIC WORKS DEPARTMENT
Environmental Services Division

TO:	Chair and Members Public Works Committee
COMMITTEE DATE:	January 15, 2024
SUBJECT/REPORT NO:	2024 Volunteer Committee Budget - Keep Hamilton Clean and Green (PW24003) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Whitney Chesney (905) 546-2424 Ext. 5089
SUBMITTED BY:	Cynthia Graham Director, Environmental Services Public Works Department
SIGNATURE:	

RECOMMENDATION

That the Keep Hamilton Clean and Green Committee's 2024 base budget submission, attached as Appendix "A" to Report PW24003, in the amount of \$18,250 representing a zero-net levy increase from the previous year budget, be approved and referred to the 2024 operating budget process for consideration.

EXECUTIVE SUMMARY

The Keep Hamilton Clean and Green (KHCG) Committee is a Council-endorsed, citizen volunteer group that has existed since 2001 and has actively addressed issues related to litter, graffiti and beautification across the City of Hamilton (City). The Keep Hamilton Clean and Green Committee has prepared their annual funding request for proposed activities in 2024 in the amount of \$18,250 and this request for funding is being submitted to the Public Works Committee as Appendix "A" Attached to Report PW24003 for review and consideration during the 2024 operating budget process.

The funding in the 2024 budget request will pay expenses directly related to the Committee's workplan and goals.

Alternatives for Consideration – See Page 4

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

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SUBJECT: 2024 Volunteer Committee Budget - Keep Hamilton Clean and Green (PW24003) (City Wide) – Page 2 of 4

Financial: The Keep Hamilton Clean and Green Committee is requesting a 2024 budget of \$18,250 (Dept ID #300361), representing a zero net levy increase from the 2023 budget.

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

The Clean & Green Hamilton Strategy was endorsed by City Council in November 2012. In October 2013, the Clean City Liaison Committee changed its name to the Keep Hamilton Clean and Green Committee which better reflects its alignment to the Clean & Green Hamilton Strategy.

The Keep Hamilton Clean and Green Committee coordinates and promotes litter and graffiti remediation and prevention programs and supports beautification and environmental stewardship initiatives in the community.

Prior to the council-mandated pause of most Advisory Committees, the Keep Hamilton Clean & Green Advisory Committee held their September meeting to review the 2024 budget request. Changes to simplify the budget into two main programs; the Team Up to Clean Up program, and the Keep Hamilton Clean & Green Neighbourhood Grants program, were passed unanimously.

These changes are reflected in the budget ask outlined in Appendix “A” of Report PW24003.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The recommendation provided in this report aligns to the Vision and Mission of the City’s 2016-2025 Strategic Plan and supports the Clean and Green priority area.

The recommendation also supports the ongoing implementation of the Clean & Green Hamilton Strategy, which includes:

- Contributing to an enhanced quality of life for our citizens through clean and green initiatives;
- Supporting community and stakeholder engagement through partnerships, collaboration and consultation, and;
- Contributing to the social, economic and environmental wellbeing of Hamilton.

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SUBJECT: 2024 Volunteer Committee Budget - Keep Hamilton Clean and Green (PW24003) (City Wide) – Page 3 of 4

RELEVANT CONSULTATION

The recommendation in this report was prepared in consultation with staff from the Corporate Services Department (Financial Planning, Administration and Policy Division) and with the members of the Keep Hamilton Clean and Green Committee.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The proposed 2024 Keep Hamilton Clean and Green Committee base budget supports various activities that align with the five focus areas of the Clean & Green Hamilton Strategy including litter, illegal dumping, graffiti, beautification and environmental stewardship as well as the Committee's administrative costs. The 2024 operating budget request includes the following categories:

Team Up to Clean Up Program - \$13,000

The Keep Hamilton Clean and Green Committee's workplan continues to support many volunteer groups through the Team Up to Clean Up Program. The 2024 budget request includes the purchase of supplies and promotional costs to support the program including expenses related to previously separated programming that address graffiti remediation and cigarette litter initiatives.

The costs of supplies to operate the Team Up to Clean Up program continue to increase due to the rising costs of materials and increased program participation. To address these challenges, planned changes include sourcing a new manufacturer to locally produce the Team Up to Clean Up bags, as well the replacement of bulky cloth gloves with biodegradable nitrile gloves. In addition to a significant reduction in supply costs, this change will provide better gloves for volunteers, decrease the physical weight and size of supply kits, further reducing supply packaging costs and lessening the storage burden on Municipal Service Centres.

The Team Up to Clean Up program will include the previously separated activities related to the problem of cigarette litter including free pocket ashtrays, events, and education campaigns. The inclusion of cigarette litter initiatives within the Team Up to Clean Up program presents an opportunity to address the issue and generate awareness of cigarette litter through the influence of its community presence.

Clean and Green Neighbourhood Grants – \$5,250

The Keep Hamilton Clean and Green Committee continues to support community-led clean and green projects through the Clean & Green Neighbourhood grants program. The Keep Hamilton Clean and Green Committee proposed no changes to the program process and will continue to allocate funds towards these grants in 2024.

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SUBJECT: 2024 Volunteer Committee Budget - Keep Hamilton Clean and Green (PW24003) (City Wide) – Page 4 of 4

The Keep Hamilton Clean Green Committee continue to provide grants to residents and community groups to support initiatives that align with the objectives of the City of Hamilton's Clean & Green Strategy. The Committee proposed no changes to the grant program process. The Keep Hamilton Clean & Green Committee will continue to allocate funds towards these grants in 2024.

ALTERNATIVES FOR CONSIDERATION

Council could reduce the Keep Hamilton Clean and Green Committee's annual base budget in 2024. The Committee's annual base budget is \$18,250 and has not been increased since 2007. A reduction from this amount would reduce the Committee's capacity to invest in grassroots neighbourhood development initiatives, environmental stewardship initiatives and behaviour modification.

Furthermore, a reduction in the Committee's base budget would reduce the ability of the Keep Hamilton Clean and Green Committee to implement the Clean & Green Hamilton Strategy and Clean & Green strategic priorities. Staff do not recommend this alternative.

Financial: A reduction in the budget would require the committee to reduce the number of items on their workplan for 2024.

Staffing: N/A

Legal: N/A

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PW24003 – 2024 Advisory Committees Budget Submission for the Keep Hamilton Clean & Green Advisory Committee

CITY OF HAMILTON

2024

ADVISORY COMMITTEES

BUDGET SUBMISSION FORM

"KEEP HAMILTON CLEAN AND GREEN COMMITTEE"

PART A: General Information**ADVISORY COMMITTEE MEMBERS:**

Brenda Duke (Chair)
Heather Donison (Vice Chair)
Paulina Szczepanski (Vice Chair & HWCDSB Youth Representative)
Lennox Toppin
Marisa DiCenso (HWCDSB Representative – Non-voting)
Jen Baker (Environmental Representative – Non-voting)
Whitney Chesney (Staff Liaison – City Staff – Non-voting)
Florence Pirrera (Project Manager – City Staff – Non-voting)

MANDATE:

Reporting through the Public Works Committee, the Keep Hamilton Clean & Green (KHCG) Committee will provide input and advice to staff and Council on engaging citizens to take greater responsibility for improving our community environments. The KHCG's focus is to encourage behaviours and attitudes conducive to a clean, healthy and safe community through leadership and action.

The KHCG Committee will provide input and guidance to City staff, Council and other stakeholders on community involvement, private sector involvement and identification of resources to sustain Clean & Green Hamilton programs and initiatives that aim to beautify our community, promote environmental stewardship and prevent litter, illegal dumping and graffiti.

PART B: Strategic Planning**STRATEGIC OBJECTIVES:**

Litter

- Support the development and marketing of a coordinated cigarette litter prevention program.
- Lead the promotion and collaboration with community partners for the ongoing operation of Team Up to Clean Up.
- Administer Keep America Beautiful Community Appearance Index survey in 2022.
- Support and promote City and community litter remediation and prevention initiatives.

Illegal Dumping

- Support the development of educational and communication tools to prevent illegal dumping.

Graffiti

- Support stakeholder engagement strategies and victim assistance initiatives with prevention and remediation tools.

Beautification

- Recognize volunteer contributions to beautification initiatives and projects that support the Clean & Green Hamilton Strategy.
- Support neighbourhood beautification and greening initiatives as needed.

Environmental Stewardship

- Support and promote the engagement of citizen volunteers in programs and initiatives that encourage ecological integrity and minimize human impact on natural habitats and ecosystems on public and private properties.

ALIGNMENT WITH CORPORATE GOALS:

Please check off which Council approved Strategic Commitments your Advisory Committee supports			
1) Community Engagement & Participation	✓	2) Economic Prosperity & Growth	
3) Healthy & Safe Communities	✓	4) Clean & Green	✓
5) Built Environment & Infrastructure	✓	6) Culture & Diversity	
7) Our People & Performance			

PART C: Budget Request**INCIDENTAL COSTS:**

SUB TOTAL	\$

SPECIAL EVENT/PROJECT COSTS:

Team Up to Clean Up (Inclusive of Cigarette Litter Prevention Initiatives)	\$13,000.00
Clean & Green Neighbourhood Grants	\$5,250.00
SUB TOTAL	\$18,250.00

TOTAL COSTS	\$ 18,250.00
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Funding from Advisory Committee Reserve (only available to Advisory Committees with reserve balances)	\$ 0.00
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TOTAL 2024 BUDGET REQUEST (net of reserve funding)	\$ 18,250.00
PREVIOUS YEAR (2023) APPROVED BUDGET (2023 Request \$18,250.00)	\$18,250.00

CERTIFICATION:

Please note that this document is a request for a Budget from the City of Hamilton Operating budget. The submission of this document does not guarantee the requested budget amount. Please have a representative sign and date the document below.

Representative's Name: **Brenda Duke (Chair)**

Signature:




Date:

December 7th, 2023

Telephone #: **Staff Liaison, Whitney Chesney 905-546-2424 x5089**



CITY OF HAMILTON
PUBLIC WORKS DEPARTMENT
Waste Management Division

TO:	Chair and Members Public Works Committee
COMMITTEE DATE:	January 15, 2024
SUBJECT/REPORT NO:	Interim Service for Weigh Scale Operation at the City's Waste Management Facilities (PW24004) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Raffaella Morello (905) 546-2424 Ext. 3926
SUBMITTED BY:	Angela Storey Director, Waste Management Public Works Department
SIGNATURE:	

RECOMMENDATION

That Council approve the single source procurement, pursuant to Procurement Policy #11 – Non-competitive Procurements, for the interim service for weigh scale operations at the City's Waste Management facilities until the award of Tender C11-58-23 for Operation of Weigh Scales at the City's Transfer Stations, Community Recycling Centres and Resource Recovery Centre and that the General Manager, Public Works Department be authorized to negotiate, enter into and execute the extension and any ancillary documents required to give effect thereto with 2648442 Ontario Inc., in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

In May 2023, the City required an interim service provider for the operation of the weigh scales at the City's Transfer Stations, Community Recycling Centres, and Resource Recovery Centre due to Neptune Security Services Inc.'s insolvency which resulted in a default of Contract C11-50-18. Under the City's Procurement Policy 10 - Emergency Procurement, 2449983 Ontario Inc. (doing business as Kavin Group) was hired to ensure the continuity of weigh scale operations while Staff prepared a new request for tenders for this service. In September 2023, 2449983 Ontario Inc. underwent a change in ownership and is currently operating as 2648442 Ontario Inc. (doing business as Kavin Group).

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SUBJECT: Interim Service for Weigh Scale Operation at the City's Waste Management Facilities (PW24004) (City Wide) – Page 2 of 4

The purpose of Report PW24004 is to seek approval for continuing the existing interim service with 2648442 Ontario Inc. (doing business as Kavin Group) under Procurement Policy 11 - Non-competitive Procurement of Procurement By-law 20-205, as amended. The City's Procurement Section has advised the Waste Management Division that the Procurement Policy 10 – Emergency Procurement should end as of the date of the ownership change, and any associated costs for the services provided by the new company are to be approved utilizing a Procurement Policy 11 - Non-competitive Procurement for the remainder of the interim service and until a new contract is awarded. Since the current costs to support the service have reached \$250,000, Council approval is required for this single source procurement. The request for tenders is now closed and the new contract is expected to be awarded in early 2024.

Alternatives for Consideration – See Page 4

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The City's Policy 11 - Non-competitive Procurement of Procurement By-law 20-205 as amended, requires that Council approval be obtained for any Single Source of \$250,000 or greater. Due to the cost associated with the length of time the vendor has been operating under Procurement Policy 10, in addition to the ownership change of the vendor, the City was required to retain the vendor through Procurement Policy 11 - Non-competitive Procurement until Tender C11-58-23 for weigh scale house operations is awarded in early 2024. The total cost for the interim service for the Policy 10 – Emergency Procurement and Policy 11 – Non-competitive Procurement for weigh scale operations is approximately \$515,000.

Staffing: NA

Legal: NA

HISTORICAL BACKGROUND

In December 2018, the City of Hamilton awarded Contract C11-50-18 to Neptune Security Services Inc. for the operation of the weigh scales at the City's Transfer Stations, Community Recycling Centres, and Resource Recovery Centre. The contract ended in May 2023 as the result of the vendor's failure to meet the contract requirements due to the vendor's insolvency and not being able to provide staffing services. Through the City's Procurement Policy 10 – Emergency Procurement of Procurement By-law 20-205 as amended, the City retained 2449983 Ontario Inc. (doing business as Kavin Group) to provide temporary staffing services to operate the weigh scale houses which is a fundamental requirement to process vehicle transactions at the waste management facilities. Through Communications Update WM2302, the Waste

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SUBJECT: Interim Service for Weigh Scale Operation at the City's Waste Management Facilities (PW24004) (City Wide) – Page 3 of 4

Management Division Staff informed Council of the actions taken to receive services through 2449983 Ontario Inc. (doing business as Kavin Group) and the associated costs with the current Procurement Policy 10 – Emergency Procurement of Procurement By-law 20-205, as amended. As a result of the vendor ownership change, the time required to complete the request for tender for a new contract and with the costs associated with the interim service likely to exceed \$250,000, a Policy 11 – Non-competitive Procurement of Procurement By-law 20-205, as amended is now required.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The recommendations in this Report are in accordance with Policy 11 - Non-competitive Procurement in Procurement By-law 20-205, as amended.

RELEVANT CONSULTATION

The recommendations in Report PW24004 were prepared in consultation with staff from:

- Corporate Services Department – Financial Services and Taxation Division (Procurement Section)
- Corporate Services Department – Financial Planning and Administration Division (Finance and Administration Section)

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The purpose of the recommendation in Report PW24004 is to ensure the weigh scale operations at the City's waste management facilities continue in a fiscally responsible manner and that the interim service level adheres to the City's Procurement By-law 20-205, as amended.

Weigh scale house operations is an essential service to provide data entry used for billing for the waste facility operations contracts and receiving payment for waste delivered from residential and commercial customers at the City's Transfer Stations and Community Recycling Centres. Accurate record keeping for waste received at the City's waste facilities is essential to remain in compliance with the requirements in the Environmental Compliance Approvals for these sites.

As previously mentioned, Staff have utilized both Procurement Policy 10 - Emergency Procurement and Policy 11 - Non-competitive Procurement of Procurement By-law 20-205, as amended to retain both 2449983 Ontario Inc. and 2648442 Ontario Inc. to provide service continuity until the new contract for weigh scale operations is awarded, which is anticipated in early 2024.

SUBJECT: Interim Service for Weigh Scale Operation at the City's Waste Management Facilities (PW24004) (City Wide) – Page 4 of 4

ALTERNATIVES FOR CONSIDERATION

Council could not support the continuation of the current Procurement Policy 11 – Non-competitive Procurement and require Staff to retain this service through an alternate vendor. The time required to obtain an alternate vendor could result in a service disruption at the waste sites.

Financial: Obtaining another vendor to provide the weigh scale operations could pose a risk of increased costs to provide the service on a short-term basis.

Staffing: NA

Legal: NA

APPENDICES AND SCHEDULES ATTACHED

NA

12.1

CITY OF HAMILTON

MOTION

Public Works Committee: January 15, 2024

MOVED BY COUNCILLOR M. SPADAFORA.....

SECONDED BY COUNCILLOR.....

Road Rehabilitation on Argon Court, Elsa Court, Glenhaven Drive, Greendale Drive, Gretna Court, Sonesto Court, Trevi Road, Hamilton (Ward 14)

WHEREAS, Argon Court, Elsa Court, Glenhaven Drive, Greendale Drive, Gretna Court, Sonesto Court, Trevi Road, all in Ward 14, are in need of road rehabilitation to extend the life of these roadways and therefore improve service levels and reduce maintenance costs.

THEREFORE, BE IT RESOLVED:

- (a) That Public Works staff be authorized and directed to rehabilitate the road and associated concrete works on Argon Court, Elsa Court, Glenhaven Drive, Greendale Drive, Gretna Court, Sonesto Court, Trevi Road;
- (b) That all costs associated with the road resurfacing scope of work be funded from the Ward 14 Capital Re-Investment Reserve Fund #108064 at an upset limit, including contingency, not to exceed \$1,500,000, with design anticipated to commence in 2024 and construction to be completed in 2025, on the following roads:
 - (i) Argon Court from Glenhaven Drive to the east terminus of Argon Court;
 - (ii) Elsa Court from Greendale Drive to the south terminus of Elsa Court;
 - (iii) Glenhaven Drive from Cranbrook Drive to Greenshire Drive;
 - (iv) Greendale Drive from Cranbrook Drive to Garrow Drive;
 - (v) Gretna Court from Cranbrook Drive to the south terminus of Gretna Court;
 - (vi) Sonesto Court from Trevi Road to the south terminus of Sonesto Court;
 - (vii) Trevi Road from Guildwood Drive to Upper Paradise Road;
- (c) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

CITY OF HAMILTON

MOTION

Public Works Committee: January 15, 2024

MOVED BY COUNCILLOR J.P. DANKO.....

SECONDED BY COUNCILLOR.....

Road Rehabilitation on Bermuda Court, Clearwater Drive, Marriott Place, Miami Drive, Sarasota Avenue, Talisman Court, and Tampa Court, Hamilton (Ward 8)

WHEREAS, Bermuda Court, Clearwater Drive, Marriott Place, Miami Drive, Sarasota Avenue, Talisman Court, and Tampa Court, all in Ward 8, are in need of road rehabilitation to extend the life of these roadways and therefore improve service levels and reduce maintenance costs.

THEREFORE, BE IT RESOLVED:

- (a) That Public Works staff be authorized and directed to rehabilitate the road and associated concrete works on Bermuda Court, Clearwater Drive, Marriott Place, Miami Drive, Sarasota Avenue, Talisman Court, and Tampa Court;
- (b) That all costs associated with the road resurfacing scope of work be funded from the Ward 8 Capital Re-Investment Reserve #108058 at an upset limit, including contingency, not to exceed \$950,000 with design anticipated to commence in 2024 and construction to be completed in 2025, on the following roads:
 - (i) Bermuda Court, from Mountbatten Drive to the west terminus of Bermuda Court,
 - (ii) Clearwater Drive, from Mountbatten Drive to Burrwood Drive,
 - (iii) Marriott Place, from Sarasota Avenue to west terminus of Marriott Place,
 - (iv) Miami Drive, from Rolston Drive to Mountbatten Drive,
 - (v) Sarasota Avenue, from Rolston Drive to Miami Drive,
 - (vi) Talisman Court, from Sarasota Avenue to the west terminus of Talisman Court, and
 - (vii) Tampa Court, from Sarasota Avenue to the west terminus of Tampa Court

- (c) That the Mayor, or Mayor's delegate, and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.