

### **3. Report from the Citizens' Jury**

This section of the report presents the conclusions reached by the Citizens' Jury on Transit (the Jury) after their months of learning and deliberation. It begins with Guiding Principles, which we believe should underpin the ways in which recommendations and actions should be conducted.

Section B, "The Foundations for Success" includes fifteen recommendations that the Jury believe must be met as the project is designed and contracts signed. It is based on what was learned from other municipalities, research and about local construction projects.

Section C, "Signs of Success" includes three sections: preparing for construction; construction; and what we hope to see after construction. The first two sections describe concrete actions that would happen if the project is going well. The third section is aspirational, what we dream could be the impact of successful rapid transit in Hamilton.

#### **A. Guiding Principles**

These principles came from a discussion amongst the Citizens' Jury members on how decision-makers (i.e. City, Metrolinx, Project Consortium) should behave in their relationship with stakeholders.

1. Good communication is necessary to the success of this project.  
Communicate in an open, honest and transparent way. Communication is a two-way street - share and listen.
2. Great ideas will come from people in the community if you ask them.  
Work collaboratively with community and other stakeholders to develop the plans for implementing the rapid transit plan and for redevelopment; treat them as partners and be open to their ideas. Use engagement methods that foster dialogue and shared understanding. Anticipate what might happen, be proactive, work together to take initiative and be problem solvers.
3. Put people first, especially those directly affected by change.
4. Act for the benefit of the whole city.
5. Be creative and innovate; develop a learning culture around implementation of rapid transit and urban redevelopment exploring what other communities do, both in Canada and around the world, reimagined to suit our city.

6. Be fiscally responsible with this money; leverage the opportunities it brings and ensure that Hamilton is kept whole when negotiating a revenue sharing agreement with Metrolinx.
7. Build the trust of Hamilton residents on this and other projects by saying what you will do and doing what you said, doing it well, being open and consistent and telling the story.

## **B. The Foundations for Success**

This section covers the current period as agreements are negotiated and decisions are reached on the project details including an on-going effort to inform the citizens and consider all factors that need to be addressed in future phases of the project.

1. Articulate a vision that fully expresses the city-building effects of the implementation of our rapid transit network, describing how it will benefit the whole city. City Council and staff are encouraged to embrace this vision and develop a communications plan to generate awareness among residents. Use visuals to communicate signs at future stops and start now.
2. Begin now to prepare people for changes to future road use, particularly King St through the core. Design incentives and disincentives that will help to change people's driving patterns and implement these before construction begins. This might include, for example, creating a pedestrian mall (with transit only) on King between Wellington and Walnut before 2018.
3. Ensure the HSR is kept "whole" in the revenue sharing agreement that the City signs with Metrolinx. By this we mean the HSR cannot lose the revenue from its most profitable route (the B line), as it currently subsidizes the rest of the transit system.
4. Although Metrolinx will own and operate the LRT, we expect the customer experience of moving from bus to LRT to regional transit (GO) to be integrated, seamless, convenient and affordable.
5. Metrolinx and the City of Hamilton should collaborate in a highly coordinated and cooperative way. Speak with one voice on project implementation and feel accountable to the people of Hamilton for what they do.