



**CITY OF HAMILTON**  
**CITY MANAGER'S OFFICE**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	November 16, 2016
<b>SUBJECT/REPORT NO:</b>	CityLAB Hamilton Feasibility Review (CM16016) (City Wide) (Outstanding Business List Item)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Ali Sabourin (905)546-2424, ext. 5315
<b>SUBMITTED BY:</b>	Chris Murray City Manager
<b>SIGNATURE:</b>	

**RECOMMENDATION**

- (a) That the City Manager or his designate be authorized to negotiate terms and conditions with McMaster University, Mohawk College and Redeemer University College, for the creation and implementation of CityLAB Hamilton, a three year pilot program (January 2017 to December 2019) to be located at the Canadian Football Hall of Fame; including an occupancy agreement, financial commitments, operation of the program, student code of conduct, and liability and intellectual property matters;
- (b) That the Mayor and City Clerk be authorized and directed to execute an agreement and all ancillary documents to implement the three year pilot program for CityLAB Hamilton, with content acceptable to the City Manager, and in a form satisfactory to the City Solicitor;
- (c) That staff be directed to provide an annual update to the General Issues Committee respecting the success of CityLAB Hamilton for the duration of the pilot.

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## **EXECUTIVE SUMMARY**

CityLAB Hamilton is a proposed pilot based on the successful CityStudio Vancouver, an innovation hub in which Vancouver City staff, post-secondary students and community members co-create, design and launch projects that make the city more liveable, joyful and sustainable. On April 13, 2016, Council approved the Motion (item 10.1 in Report 16-010) for staff to investigate and report on implementing CityLAB Hamilton at the Canadian Football Hall of Fame building including associated costs.

Working with the CityLAB Hamilton Steering Committee, the feasibility review shows that the collaborating institutions that make up CityLAB are “ready, willing and able” to launch CityLAB Hamilton for a three year pilot, from January 2017 to December 2019.

CityLAB Hamilton will occupy a portion of the top floor of the Canadian Football Hall of Fame for the duration of the pilot, at a time when the building would have remained vacant. The neutral and open space, close proximity to City Hall, existing theatre room, and low budget renovation make the Canadian Football Hall of Fame an ideal site for the pilot.<sup>1</sup>

CityLAB Hamilton will run a series of projects that represent a “match” between the City of Hamilton’s top strategic priorities and faculty expertise, along with student and staff interest (e.g.: climate change, healthy neighbourhoods, municipal excellence). Typically, CityLAB students will work on projects within a 4-month timeframe. However CityLAB projects may continue into future phases, building on previous projects, working with new students, faculty and staff. There will be opportunities for interdisciplinary collaboration, sharing, research and a semester-in-residence program within the innovation hub.

CityLAB Hamilton offers a win-win-win scenario to all players, including the City of Hamilton, the post-secondary institutions and students, and it ultimately benefits the community through innovative projects that advance the strategic priorities of the City. A noted benefit of CityLAB is harnessing the brightest talent in Hamilton towards community improvement while emotionally connecting post-secondary students to Hamilton; the hands and hearts of students will be equally engaged within CityLAB. Students will leave CityLAB civically engaged with new connections and job opportunities and the City will have an expanding network of talent and innovative solutions to the city’s most pressing challenges.

### ***Alternatives for Consideration*** – Not Applicable

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<sup>1</sup> CityLAB will not affect the outcome of the Mayor’s Land Development Disposition Task Force; all City properties, including the Canadian Football Hall of Fame, will be included in the Task Force review.

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS (for recommendation(s) only)**

**Financial:**

Establishing CityLAB Hamilton at the Canadian Football Hall of Fame will cost the City of Hamilton \$101,000 (funded through incremental revenue generated by the Revenue Generation Division), and have a net zero impact on the levy. The City will also contribute in-kind resources, including staff time (i.e.: Steering Committee) and an occupancy lease for a portion of the upper level of the Canadian Football Hall of Fame, valued at \$288,000 over three years. The other collaborating institutions will also contribute cash and in-kind resources.

The total budget for CityLAB Hamilton for the duration of the three pilot is \$1.152 Million (January 2017 to December 2019), and the City is contributing 34% of the total resources to the pilot (cash plus in-kind).

TOTAL CITYLAB BUDGET	\$ K	City Cash Contribution (\$ K)	City Contribution In Kind	TOTAL City %
Start Up Costs	\$ 251	\$ 26	\$ -	10%
Operating	\$ 901	\$ 75	\$ 288	40%
Total	\$ 1,152	\$ 101	\$ 288	34%

The start-up cost is based on a *minimal* renovation of the Canadian Football Hall of Fame that brings the dated site, which formerly operated as a museum, to current building standards that also meet CityLAB space requirements. The renovation will include the addition of an AODA washroom, asbestos remediation relative to the renovation, paint and lighting.

Any new use for the site would require renovations and CityLAB Hamilton requires very few modifications given CityLAB’s open floor plan and the nature of the activities that will take place within the innovation hub (i.e.: student lectures, project meetings, project work).<sup>2</sup> CityLAB Hamilton will also make use of the existing theatre and the post-secondary institutions will contribute furniture and AV equipment in order to keep the pilot affordable and minimize the cash required in the start-up budget.

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<sup>2</sup> As a benchmark comparison, It should be noted that a recent related report, A Feasibility Study for Office Use of the Former Canadian Football Hall of Fame, conducted by McCallum Sather (November, 2015) reveals that the cost to convert the main floor of the Canadian Football Hall of Fame into office space is \$1,663,440 (for either 34 workspaces plus 3 meeting rooms or 45 workspaces). The architect noted for an office space conversion “there is a significant amount of work to make this space functional for office workers” and recommended that using the building for a purpose similar to the original intention would reduce the renovation costs. CityLAB is closer in purpose to the original building intention and would require fewer modifications and therefore offers a more affordable renovation cost.

See **Appendix A** to Report CM16016 for details on the draft CityLAB Hamilton budget. The City of Hamilton will administer the revenues and expenses on behalf of the CityLAB Hamilton collaborative.

**Staffing:**

CityLAB Hamilton will require one full-time Program Coordinator to be responsible for the day-to-day operations (project development, program delivery, administration and evaluation). The Program Coordinator will: “match” projects to faculty and staff champions; oversee CityLAB Hamilton events and community engagement; develop programming at CityLAB Hamilton; act as the CityLAB Hamilton host to the community; and provide public presentations, workshops, course presentations and speaking engagements. Due to the pilot nature of CityLAB, the City of Hamilton will hire the Program Coordinator on a 24-month contract on behalf of the CityLAB Hamilton collaborative (funded from the CityLAB Hamilton budget which consists of a collection of funds contributed from the partnering institutions); the position will be reviewed at the end of the 24 month contract.

The CityLAB Hamilton Steering Committee, which consists of existing staff from the four collaborating institutions (City of Hamilton, McMaster University, Mohawk College and Redeemer University College), will oversee the CityLAB Hamilton program including the Program Coordinator. The City of Hamilton staff person assigned to the CityLAB Steering Committee will also administer the CityLAB budget on behalf of the collaborating institutions. The CityLAB Hamilton Steering Committee members are considered an in-kind resource in the budget (see **Appendix A** to Report CM16016).

**Legal:**

The City’s Solicitor and Corporate Risk Compliance Officer noted the following aspects to consider in a written agreement with the collaborating institutions following Council-approval: occupancy agreement; financial commitments; operation of the program; student code of conduct; liability; and intellectual property matters.

**HISTORICAL BACKGROUND (Chronology of events)**

CityLAB Hamilton is a proposed pilot inspired by the successful CityStudio Vancouver. CityStudio operates as an innovation hub in which Vancouver City staff, post-secondary students and community members co-create, design and launch projects that make the city more liveable, joyful and sustainable. Since 2011, CityStudio has engaged 75 city staff and 4,000 students, contributed 215 projects and 100,000 hours of training, research and action for collaborative city building that supports the City’s top strategic

priorities. See **Appendix B** to Report CM16016 for more information about CityStudio Vancouver.

On February 26, 2014, a Globe and Mail article titled “How to make the city a classroom and free the students”, Duane Elverum and Janet Moore, co-founders of CityStudio Vancouver state:

*“Our young citizens...crave experiences that will teach them how to become change-makers, innovators and social entrepreneurs in our cities...and CityStudio has demonstrated that university students can create positive change in our cities.”*

CityStudio model is part of a worldwide movement creating more meaningful learning experiences to help young people impact the world. For example, Denmark’s Kaospilots, Stanford’s d. School, Berkeley’s Project H, SFU’s Semester in Dialogue, London’s Year Here, Mozilla’s Open Badges, Chicago’s Experience Institute, and Ontario’s new Studio Y.

The concept of CityLAB Hamilton ignited in the Spring of 2015, when representatives from the City of Hamilton and McMaster University visited CityStudio Vancouver. The visit was hosted by CityStudio Vancouver and the McConnell Foundation with the aim of enabling other cities to consider the model, which is “open source” or non-proprietary.

Since the visit to Vancouver, Hamilton’s post-secondary institutions and the City of Hamilton have been keen to develop a local innovation and learning hub that mirrors the success of CityStudio Vancouver. A CityLAB Steering Committee made up of the four collaborating institutions of the City of Hamilton, McMaster University, Mohawk College and Redeemer University College was assembled to consider how CityStudio could be adapted to Hamilton. Interest in the concept grew into action and on April 13, 2016, Council approved the Motion (item 10.1 in Report 16-010) for staff to investigate and report on implementing CityLAB Hamilton at the Canadian Football Hall of Fame building, including associated costs.

It is important to note that innovation labs are a growing trend. In the United States, MetroLab, which includes 34 cities and 44 universities, create city-university partnerships that support urban innovation. To date, 16 other cities in Canada have learned about CityStudio, CityStudio Victoria has successfully launched, and CityStudio Waterloo announced a pilot starting in November, 2016. The City of Guelph has launched a similar innovation program named Guelph Lab which is considered an innovation unit that has faculty and students working with city officials on research projects intended to improve municipal operations. CityLAB Hamilton would enter Hamilton into the growing ranks of local governments that embrace innovation through post-secondary partnerships.

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## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The proposed use of the property is consistent with the City's Portfolio Management Strategy as an interim use. CityLAB Hamilton will not impact the current review of the Canadian Football Hall of Fame building and City Hall parking lot undertaking by the Mayor's Land Development Disposition Taskforce.

## **RELEVANT CONSULTATION**

### **Internal Consultation**

Manager, Real Estate Division, Planning and Economic Development (April 15, July 4, and September 21, 2016).

Director, Enterprise Management and Revenue Generation, Corporate Services, (John Hertel) (April 15, July 4, 2016, and October 4, 2016)

Manager, Revenue Generation, Corporate Services Department (April 19, and September 21, 2016)

Manager, Facilities Operations & Maintenance, Public Works (April 25, May 6, 2016)

Senior Business Development Consultant, Planning and Economic Development (May 4, August 15, 2016)

Director, Facilities, Corporate Services (May 4, 2016)

City Solicitor, City Manager's Office Corporate Services (May 9 and 19, and October 12, 2016)

Corporate Risk Compliance Officer, Corporate Services (May 19, 2016)

Senior Project Manager, Facilities Management and Capital Programs, Public Works (May 20, June 29, July 8, August 19, 2016)

Executive Director, Human Resources, Corporate Services Department (May 20, 2016)

Director, Information Technology, Corporate Services Department (July 4, and August 23, 2016)

Director of Employee Health and Labour Relations, Human Resources, Corporate Services Department (August 11, 2016)

Manager, Facilities Planning and Business Support, Public Works (August 12, 2016)

Manager, Finance & Administration, Corporate Services Department (October 6, 2016)

Director, Financial Planning & Policy, Corporate Services Department (October 7, 2016)

Manager, Current Budgets & Fiscal Planning, Corporate Services Department (October 13, 2016)

Compensation Specialist, Human Resources, Corporate Services Department (October 14, 2016)

### **External Consultation**

CityLAB Hamilton Steering Committee (May 23, July 12, August 11, Sept. 1, 2016)

Co-Founder, CityStudio Vancouver (May, 2016)

Architect, McCallum Sather (June, 2016)

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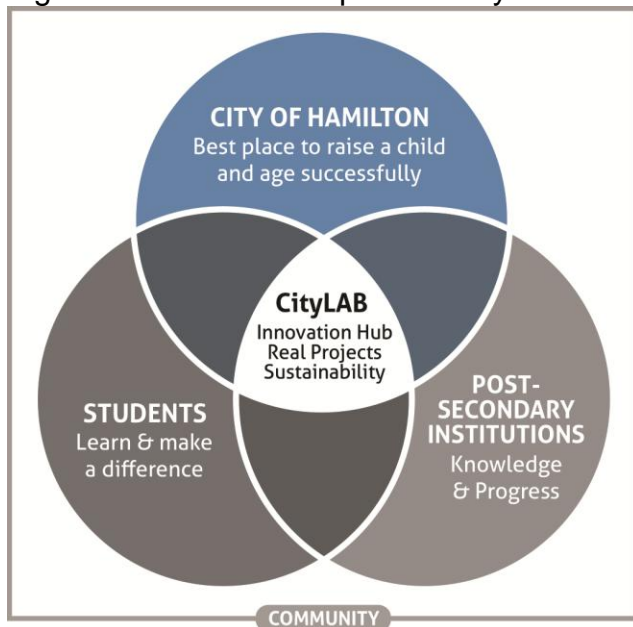
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## **ANALYSIS AND RATIONAL FOR RECOMMENDATION**

### **CityLAB Hamilton Pilot**

The CityLAB Hamilton pilot has been developed by the CityLAB Hamilton Steering Committee. CityLAB Hamilton represents an intersection of interests in which the brightest talent in the city come together to learn, experiment and launch real projects that benefit the community (see Figure 1).

Figure 1: Common Purpose of CityLAB Hamilton



The common purpose of CityLAB Hamilton is to:

- Operate as an innovation hub for City staff, students and the community
- Operate with the goal of supporting Hamilton’s overall sustainability
- Enable City staff, students and community members to co-create, design and launch real projects rooted in the City of Hamilton’s strategic plan

CityLAB Hamilton is ***not*** a co-op placement or internship program, research unit or “free labour” for the City. The ultimate goal of CityLAB is to support Hamilton’s overall sustainability (i.e.: economic prosperity, environmental balance, social inclusion and cultural vitality), or simply, “to leave Hamilton better than we found it”.

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## **Project Framework for CityLAB Hamilton**

In 2016, the City of Hamilton updated its Strategic Plan (2016-2025) and Hamilton's new Strategic Plan priorities will serve as the basis for germinating project ideas within CityLAB Hamilton. There is also an opportunity to align project germination and development to Change Camp Hamilton, an event hosted by post-secondary institutions. In March 2016, 200 people attended Change Camp and participants identified several actions which also align to the new Strategic Plan; in fact 182 of the 234 ideas generated (or 78%) align to the City's draft Strategic Priorities.

**Appendix C** to Report CM16016 summarizes the list of CityLAB Hamilton Project ideas generated to date by the Steering Committee. Landing on CityLAB Hamilton projects will require: alignment to the City's Strategic Priorities; a Staff Champion; a "match" with Faculty Advisors; engaged students; and curriculum development and supports.

## **Space Requirements for CityLAB Hamilton**

According to the founders of CityStudio Vancouver, the studio is a neutral space for staff, academic faculty, administrators and community members. The space provides an immersive experience, deepens the understanding of deep collaboration and ultimately, it becomes a driver of change.

Based on advice from CityStudio Vancouver, the CityLAB Steering Committee developed 18 criteria for CityLAB Hamilton which were shared with an architect from McCallum Sather in order to provide renovation options. All renovation options passed the "must have" criteria and all options require modifications to ensure the site is AODA compliant and meets minimum building standards. Option 1, the lowest cost option, failed one "nice to have" criterion (i.e.: a kitchenette) which would enable events. The Steering Committee is satisfied with the lowest cost option as it meets the minimum needs of the pilot and still provides the opportunity to test the concept in Hamilton. See **Appendix D** to Report CM16016 for a summary of the space criteria and **Appendix E** to Report CM16016 for a summary of the renovation options.

## **Benefits of CityLAB Hamilton**

CityLAB Hamilton offers a "win-win-win" for the collaborating institutions and students. **Appendix F** to Report CM16016 summarizes the benefits identified by the Steering Committee through the feasibility review. In addition to benefiting the collaborating institutions and students, CityLAB Hamilton ultimately benefits the community through real projects that support a sustainable future and the vision "to be the best place to raise a child and age successfully". The Steering Committee enthusiastically supports

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the opportunity to provide students the opportunity to be agents of positive change while at the same time nurturing a passion for Hamilton.

### **Risks and Contingencies**

See **Appendix G** to Report CM16016 for a summary of risks and contingencies revealed through discussions with Steering Committee and other City Staff. It is important to note that the feasibility review did not identify a mission critical risk that lacks a contingency plan.

### **Key Success Factors**

In addition to a cost, benefit and risk assessment, the Steering Committee developed and reviewed key success factors for CityLAB Hamilton: Common Purpose; Strategic Framework; Suitable Site; Faculty Advisors; Student Interest; Staff Champions; Untapped Need.

**Appendix H** to Report CM16016 summarizes the key success factor findings. Overall, the Steering Committee believes that CityLAB Hamilton is primed for success, providing that the appropriate governance tools are established and followed. CityLAB Hamilton is based on a proven, open-source model and the founders of CityStudio have served as mentors to the CityLAB Hamilton Steering Committee.

### **Conclusion**

Based on the feasibility review, the CityLAB Hamilton Steering Committee concludes that the collaborating institutions are “ready, willing and able” to launch CityLAB Hamilton for a three-year pilot. CityLAB Hamilton is a unique opportunity to bring together the brightest talent in the city with the goal of improving the community for everyone. The lab will be a place that welcomes students, faculty, staff and the community to address the City’s greatest challenges. The lab is more than a physical innovation hub for intentional experimentation; it ultimately embodies the power of learning, sharing, and growing for the sake of community.

### **ALTERNATIVES FOR CONSIDERATION**

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

There are no alternatives to the recommendations in Report CM16016.

## **ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

### **Community Engagement & Participation**

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

### **Economic Prosperity and Growth**

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

### **Healthy and Safe Communities**

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

### **Clean and Green**

*Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.*

### **Built Environment and Infrastructure**

*Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.*

### **Culture and Diversity**

*Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.*

### **Our People and Performance**

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

## **APPENDICES AND SCHEDULES ATTACHED**

- Appendix A to Report CM16016: Draft CityLAB Hamilton Budget
- Appendix B to Report CM16016: CityStudio Vancouver
- Appendix C to Report CM16016: CityLAB Hamilton Project Ideas Scan
- Appendix D to Report CM16016: Space Criteria for CityLAB Hamilton
- Appendix E to Report CM16016: CityLAB Hamilton Renovation Options
- Appendix F to Report CM16016: Benefits of CityLAB
- Appendix G to Report CM16016: Risks and Contingencies for CityLAB
- Appendix H to Report CM16016: A Review of Key Success Factors
- Appendix I to Report CM16016: Innovation Space in Hamilton (draft)

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**Appendix A: Draft CityLAB Budget for Minimal Renovation (Option 1)**

**Start-Up Budget (\$ K)**

<b>Revenue</b>	<b>Cash</b>	<b>In-Kind</b>	<b>Total</b>
McMaster	\$ 110	\$ 25	\$ 135
Mohawk	\$ 75	\$ 10	\$ 85
Redeemer	\$ 5	-	\$ 5
City (Wi-fi)	\$ 26	-	\$ 26
<b>Total:</b>	<b>\$ 216</b>	<b>\$ 35</b>	<b>\$ 251</b>

<b>Expenses</b>	<b>Cash</b>	<b>In-Kind</b>	<b>Total</b>
Renovation of Hall of Fame	\$ 180	-	\$ 180
Signage	\$ 10	-	\$ 10
Wi-fi	\$ 26	-	\$ 26
Furniture and AV (in-kind) <sup>3</sup>	-	\$ 35	\$ 35
<b>Total</b>	<b>\$ 216</b>	<b>\$ 35</b>	<b>\$ 251</b>

**Operating Budget (\$ K for January 2017 to December 2019)**

<b>Revenue</b>	<b>Total</b>	<b>City</b>	<b>McMaster</b>	<b>Mohawk</b>	<b>Redeemer</b>
<b>In Kind</b>					
Steering Committee & Staff	\$ 300	60	120	90	30
Building (Occupancy Lease) <sup>4</sup>	\$ 228	228	-	-	-
<b>Cash</b>					
Cash Contribution	\$ 345	75	180	75	15
Sponsorship <sup>5</sup>	\$ 28				
<b>Total</b>	<b>\$ 901</b>	<b>363</b>	<b>300</b>	<b>165</b>	<b>45</b>

**Expenses Total**

<b>In-Kind</b>	<b>Total</b>
Steering Committee	\$ 300
Building (Occupancy Lease) <sup>6</sup>	\$ 228

**Cash Expenses**

Program Coordinator	\$ 330
Materials & Events	\$ 40
Wifi	\$ 3

**Total \$ 901**

**Grand Total \$ 1,152 (Start-Up and Operating expenses for three years)**

<sup>3</sup> Furniture to be provided in-kind by McMaster and Mohawk and includes the lobby (couches, tables) plus academic furnishings. AV will include mobile projector or as determined by partners.

<sup>4</sup> Occupancy Lease based on square footage of Option 1.

<sup>5</sup> Sponsorship minimum target for the City of Hamilton's Revenue Generation Division.

<sup>6</sup> Occupancy Lease based on square footage of Option 1.

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## **Appendix B: CityStudio Vancouver**

In 2010, CityStudio Vancouver was one of the top four voted ideas (from 800 ideas) in the City of Vancouver's "Greenest City Idea Slam" which supported the City's goal of becoming the greenest city in the world. Shortly after, Vancouver's Mayor and Council approved CityStudio as a new program of the City of Vancouver. CityStudio is a formal collaboration between the City of Vancouver and the seven surrounding post-secondary institutions. CityStudio projects focus on the City of Vancouver's strategic goal "to become the greenest City in the world". Projects range in topics from fresh water to outdoor education, and from local food to transportation and zero waste. Highlights from a few projects follow.

### 1) Compost Collective: Food Waste Diversion

The project focused on three multi-residential buildings to develop strategies for increased waste diversion – particularly food waste. The students worked directly with families in buildings to develop a functioning food scrap system in each building. Students and City staff found there were a number of factors related to success: age of building, cultural background of residents, rental buildings vs. owned buildings, space for a bin, and accessibility to a "drop spot".

### 2) The Trout Lake Community Crawl

The project focused on local assets, including art, architecture, ecology and history, and combined them into a self-guided walking tour that exposes residents to hidden facets of their community. It is also attracted new visitors to the area, who could explore what the neighbourhood has to offer. The unique story of the Lake including its first settlers, environmental art, and descriptions of the LEED certified Trout Lake Community Centre were all included in the tour—tying the project to the Greenest City Goals and encouraging the public to go out, walk around and access the nature around them in a unique, engaging and informative way.

### 3) ResponsibiliTREES

The City of Vancouver aims to increase its urban forest by 150,000 trees as part of the Greenest City 2020 Goal of "incomparable access to nature", 54,000 of which will need to be planted on private property. This project contributed to the goal by developing a framework for tree planting and maintenance on private, residential land. The framework includes exploratory research of cities across North America with successful residential tree by-laws, residential tree data collection, and resident planting programs from which Vancouver can learn. This project resulted in a Residential Tree Block Map and tree giveaway at the CityStudio Open House Event.

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4) Bike-N-Business (BNB)

The project developed customized solutions for businesses to be more bicycle friendly. In partnership with local foods grocer and eatery Harvest Community Foods, BNB designed and piloted cost-effective cycling amenities, including helmet hooks for easy helmet storage, fixit kits that provide convenient bike maintenance tools, and bike-friendly decals and marketing materials. These amenities are designed to help make businesses more accessible and convenient for cyclists.

See <http://citystudiovancouver.com/projects/> for a full listing of projects.

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### **Appendix C: CityLAB Hamilton Project Ideas Scan**

The Program Coordinator will oversee the development of projects, from ideation to project launch within CityLAB.

An initial scan of possible project ideas reveal opportunities such as:

Land-Use: brownfield redevelopment, alleyways as creative places, imaginative uses of parking lots, reimagining affordable housing lands, integrating art or temporary public art into place, pop-up parks, and waterfront development.

LRT: designing a stop, re-designed or pocket parks along the route, use of LRT to support re-development of downtown core.

Tourism and Marketing Strategy: imagining changes along James St. Corridor to support tourism and improved quality of life (links to LRT development or tourism more generally).

Community Hubs Development: creatively designing multi-use and multi-service facilities.

Food Strategy: community gardens, eating local, and/or strategies to reduce food bank reliance,

Walkability & Bikeability: school transportation, planning walkable cities, and creative solutions around bike lane development and support for a bike friendly city.

Environmental Sustainability: energy conservation strategies and climate change strategies.

Specific populations: creative supports for Syrian refugees or other groups such as seniors, youth or neighbourhoods (aligned to Neighbourhood Action Plan)

Goods Movement: port, rail and airport.

Procurement Policies: strategies to ensure green purchasing or living wage.

Water and Wastewater: art installations or community awareness building in support of water and waste water issues [Note: already a strong relationship with McMaster faculty of Science and Engineering].

Health: healthy and active living, healthy neighbourhoods, and the social determinants of health.

The topics above are neither commitments nor an exhaustive list of project topics; they are simply a starting point to engage Staff Champions and faculty to re-imagine the city.

It is important to note that CityLAB Hamilton is not:

- A co-op placement
- An internship
- A research unit
- “Free labour” for the City or staff labour

Instead, CityLAB Hamilton operates an innovation hub with projects that:

- Reframe problems
- Create experimental solutions
- Create a zone that is “in between”, enabling creativity and innovation
- Operate on the principles of co-design, collaboration and co-location

**Appendix D: Space Criteria for CityLAB Hamilton**

	Criteria	Criteria Type	Pass / Fail
1	Dedicated space that provides immersive experience	Must have	Pass
2	Neutral space that is distinct from partner institutions	Must have	Pass
3	Relative close proximity to City Hall (one block)	Must have	Pass
4	Inspiring in design (iconic, interesting design)	Nice to have	Pass
5	Building is in good condition (Building Condition Assessment)	Must Have	Pass
6	One large classroom (capacity of 50 students)	Must have	Pass
7	Lobby that is open, welcoming and a place to network	Must have	Pass
8	Four to six small meeting rooms	Must have	Pass
9	Flexible studio space	Must have	Pass
10	Two offices (for the Program Coordinator plus City of Hamilton Steering Committee member)	Must have	Pass
11	Access to ten hot desks or temporary work spaces	Nice to have	Pass
12	Access to kitchenette (to support events)	Nice to have	Fail
13	Access to washrooms (including an accessible washroom)	Must have	Pass
14	Access to site during regular working hours (8:30 to 4:30 pm)	Must have	Pass
15	Building is AODA compliant and accessible	Must have	Pass  with modifications
16	Availability of a Designated Substance Survey (dated Feb, 2009) to comply with Section 30 of the Ontario Occupational Health and Safety Act, Revised Statutes of Ontario 1990 (as amended).	Must have	Pass
17	Availability of site for renovations and operation within the pilot period.	Must have	Pass
18	Accommodate a minimum of 60 people daily.	Must have	Pass

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**Appendix E: CityLAB Hamilton Renovation Options for the Canadian Football Hall of Fame**

	CityLAB Sq Ft	Opportunity Cost - Occupancy Lease \$K	Renovation Cost (rounded) \$K	Total Capacity (people)	Meeting Studio (people)	Pros	Cons
Option 1	5,048	\$ 76	\$ 180	66	32	Lowest renovation cost AODA bathroom added Meets all minimum requirements ("budget option")	Smallest meeting space and load capacity No kitchenette (limits events)
Option 2	7,217	\$ 108	\$ 341	143	88	Large meeting space Includes kitchenette Best flow and function AODA bathroom added	Moderate cost but beyond the renovation budget for the pilot; unaffordable at this time
Option 3	9,366	\$ 112	\$ 512	180	96	Uses entire floor AODA bathroom added Most suitable option for renting, and engagement events	Highest cost and beyond the renovation budget.

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## **Appendix F: Benefits of CityLAB**

### **Benefits to Students**

- Gain experience with real-world projects
- Gain skills in social innovation, civic engagement, design thinking, persuasive communication and teamwork.
- Gain access to a creative network of students, academics and staff
- Embrace civic engagement by working on meaningful projects that make the city better and more sustainable
- Connect emotionally and tangibly to Hamilton which opens job opportunities and new interests after graduation

### **Benefits to Post-Secondary Institutions**

- Uphold the recently agreed upon Principles of Cooperation: Post-Secondary Education which established a collaborative approach amongst McMaster University, Mohawk College, Redeemer University College and the City of Hamilton to work for the benefit of the community
- Support innovation and build new bridges across disciplines and institutions
- Ground learning within the local Hamilton context
- Create real-world opportunities for exceptional students to explore, create, and implement local solutions

### **Benefits to City of Hamilton**

- Uphold the recently agreed upon Principles of Cooperation
- Pilot a unique Innovation Program that has been successful in Vancouver
- Start of an innovation platform for project development and implementation that supports strategic priorities and the overall sustainability and livability of Hamilton
- Contribute to Hamilton being an “intelligent community”; the Intelligent Communities Forum’s recent application requested three examples of collaboration among business, government and institutions in the community to generate an innovation ecosystem that contributes to local economic growth and solves social challenges (question 10).
- Engage citizens and mobilize real projects that support the Strategic Plan
- Experiment with new ideas that might not take place otherwise
- Empower City staff and expose them to new ideas, a professional learning community and development opportunities, within a distinct creative zone
- Co-locate sympathetic City programs at the innovation hub
- Increase the likelihood of attracting and retaining youth in Hamilton (by empowering, connecting and inspiring students)

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**Appendix G: Risks and Contingencies for CityLAB**

<b>Risk Area</b>	<b>Detail</b>	<b>Contingency</b>
Legal	Intellectual Property (IP); confusion regarding the ownership of ideas or solutions	To avoid disputes about ownership, the City of Hamilton should consider an IP Policy modeled after the City of Calgary. Specifically, the creator owns the intellectual property created in the project; and the City should be given a non-exclusive, perpetual right to use the intellectual property for its own purposes, together with an indemnity for intellectual property infringement claims.
Legal	Liability Exposure The City carries a General Liability policy of insurance for damages relating to duties performed for employees of the City.	Establish the roles and responsibilities of each party; ensure that the parties have appropriate liability insurance coverage to protect their interests. Partner institutions should ensure provision of insurance coverage (Commercial General Liability with a minimum limit of \$2 M).
Financial	In the pilot phase, there is a risk the CityLAB, as a new concept, will not meet sponsorship targets	Operating short-falls will be covered by Revenue Generation Division (to a maximum of \$28,000 over three years). Revenue Generation will be involved throughout the Pilot to develop sponsorship vehicles to minimize the risk.
Ethics	Possible perception that the work is replacing staff labour	Communicate clearly that CityLAB projects by will not replace staff labour (will not be selected into the Program)
Social impacts	Some topics, groups or neighbourhoods may receive special attention and others may not	Developing sound criteria will help project and portfolio selection (e.g.: ensure there is a filter that encourages diversity and balance). A pilot valuation will report findings and offer recommendations.
Community Involvement	Risk that the community will not be aware of CityLAB projects	Proactive mechanism and communication to allow for community involvement
Staff	Fear of losing control over work	Engage staff in the process and in the Innovation Hub
Staff	Ability to be involved in CityLAB (access to network)	Innovation Hub is open to all
Students	New program and site with unclear expectations of role and commitment	Establish a CityLAB code of conduct.
Staff Champion	Not engaged in CityLAB	Coordinator to provide "check-ins" and resource support
Short-term	The present commitment is to pilot CityLAB for three years	Longer-term operation of CityLAB will be based on partnership review of the pilot
Scope creep	CityLAB Hamilton offers a specific innovation niche which does not address the entire government innovation platform	Consider broader government innovation platforms as a separate study; sister programs and other innovation programs may be considered

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**Appendix H: A Review of Key Success Factors**

Factor	Steering Committee Rating: Strong, Medium, Weak	Assessment Rationale
Common Purpose	Strong	CityLAB Hamilton has a dedicated Steering Committee made up of strong and viable collaborating institutions who agree on the common purpose of CityLAB Hamilton.
Strategic Framework	Strong	Projects are rooted in the City of Hamilton's Vision and Strategic Plan, linked to overall sustainability and aligned to community interest through Our Future Hamilton.
Suitable Site	Strong	The Canadian Football Hall of Fame is an ideal location. The renovation of the site will be constrained by the budget. Beyond the pilot Phase, a new location may need to be considered.
Faculty Advisors	Strong	Based on an initial scan, there is a high level of interest from faculty; over 20 faculty have attended planning meetings and many of these faculty from McMaster, Mohawk and Redeemer have already identified courses and project opportunities for CityLAB Hamilton.
Student Interest	Strong	A student from McMaster was one of four Hamilton representatives to travel to CityStudio Vancouver. Mythili Nair, an Arts and Science Student from McMaster University states "students involved with CityStudio Vancouver speak very highly of their life-changing experiences - the city became their classroom.
Staff Champions	Strong	The number of Staff Champions in Hamilton will relate to the number of projects "matched" with faculty and students. There is promise of sufficient staff interest; although CityLAB Hamilton is still at a concept stage, there are a number of City staff who attended Change Camp in February (13 staff) and several other staff who have expressed an interest in working with CityLAB Hamilton. Many Staff Champions in Vancouver are highly engaged and admit "my visit to CityStudio is the best two hours of my week".
Untapped Need	Strong	An initial review of the innovation space in Hamilton reveals that CityLAB Hamilton occupies a unique and untapped space: incubation and small scale implementation supporting social innovation (See <b>Appendix I</b> to Report CM16016 )

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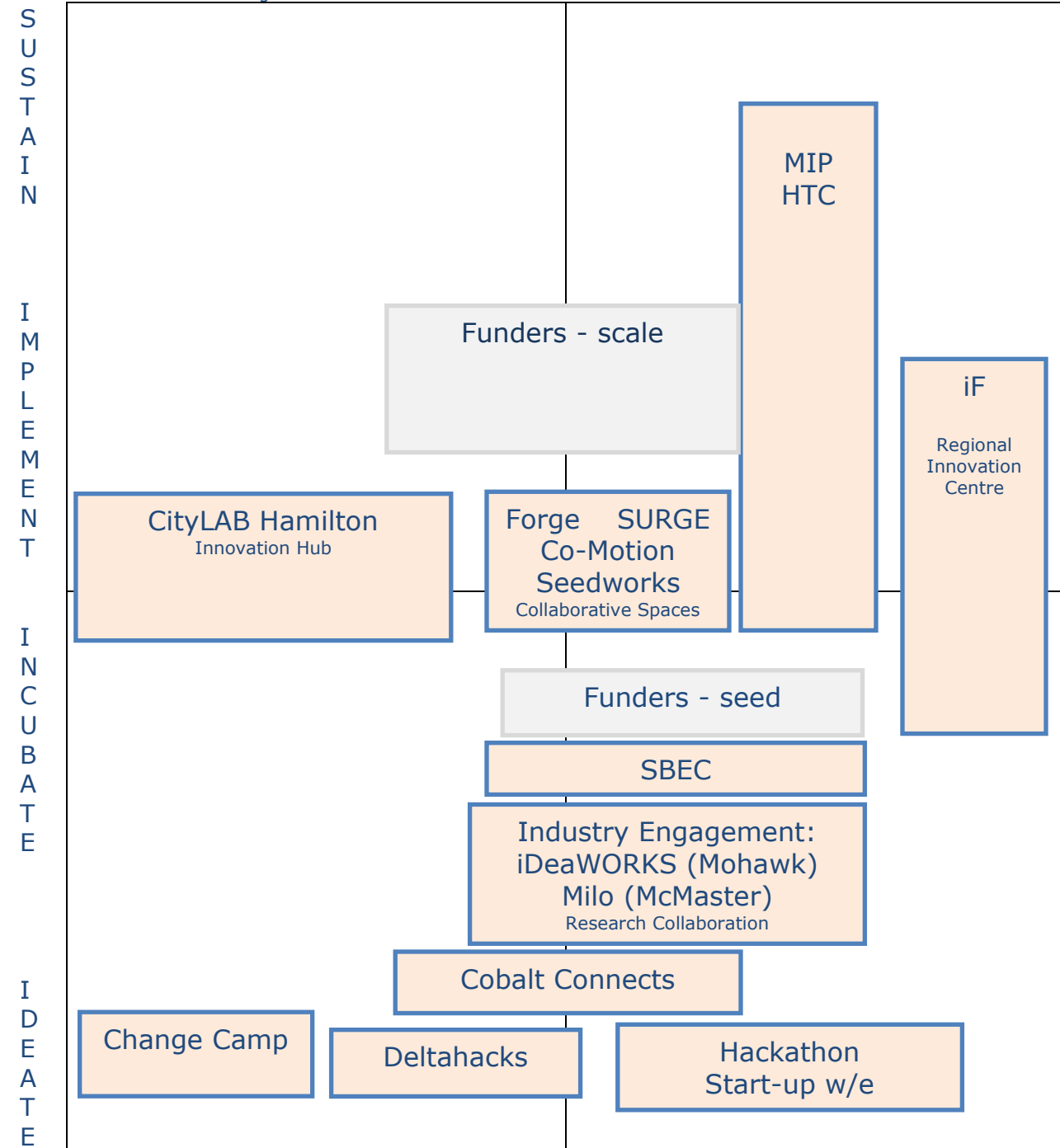
**Appendix I: Innovation Space in Hamilton (draft)**

**Social Innovation**

New ideas that resolve social, cultural, economic & environmental challenges for the benefit of communities

**Business innovation**

New ideas, services or products to market



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