

LRT Project Alignment with Citizens' Jury Recommendations

Guiding Principles	Actions to date
<p>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.</p>	<p>Communication & Engagement Strategy developed and implemented in partnership with Metrolinx, activities include:</p> <ul style="list-style-type: none"> • Since May 2016, individual meetings were held with over 80 stakeholder and community groups, including Chambers of Commerce, Business Improvement Areas (BIAs), Ward/Community Council meetings, neighbourhood associations, school boards and other major organizations. Consultation sessions were held specifically for streetscaping plans and the cycling community. • Participated in 23 community events and festivals since June 2016 to share information and answer questions about the LRT project. A light rail vehicle model was on display at some events to help citizens visualize what the trains could look like. • Two series of Public Information Centres (PICs) were held; seven meetings in September 2016 (PIC #1) and three meetings in January 2017 (PIC #2). The January 2017 PICs were supplemented by three additional meetings in communities outside of the LRT corridor. Responses were provided to all comments and included within Appendix D-1 and D-2 of the 2017 Environmental Project Report (EPR) Addendum. • Social media updates shared via Metrolinx and City of Hamilton accounts. LRT project Twitter account (@HamiltonLRT) launched in January 2017. • E-newsletter established to share project updates/milestones. • Project websites (City of Hamilton & Metrolinx, including FAQs and video FAQs,

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	<p>a timeline of LRT Council reports, public consultation opportunities, etc.).</p> <ul style="list-style-type: none"> • LRT phone line and email (LRT@hamilton.ca) established and monitored daily. Response time of 2-7 business days depending on nature of the request. • Digital and print communication materials created (i.e. brochure, postcard, content in publications, FAQ videos). • Media interviews and briefings as appropriate. • Held two lunch-and-learn sessions for City of Hamilton staff in 2016. • The LRT “Community Connectors” Program launched in May 2016; a team of diverse individuals from across Hamilton who visit properties along the LRT corridor. Their role is to inform, educate and engage property owners, and gather feedback that will help inform the project by visiting properties twice per year for the duration of the project. • Partnered with the Hamilton Chamber of Commerce to launch the ‘LRT Ready’ workshop series to engage business owners along the corridor and help them prepare for construction. The first session was held in June 2017 with three more to follow in August, September and October 2017.
<p>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</p>	<p>Two series of Public Information Centres (PICs) were held; seven meetings in September 2016 (PIC #1) and three meetings in January 2017 (PIC #2). The January 2017 PICs were supplemented by three additional meetings in communities outside of the LRT corridor. Responses were provided to all comments and included within Appendix D-1 and D-2 of the EPR Addendum.</p> <p>Community feedback resulted in changes to the design, including:</p>

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<p>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.</p>	<ul style="list-style-type: none"> • added a Gage Park stop • changed two stops in the International Village to bookend the BIA • McMaster terminus alignment • additional pedestrian crossing locations • traffic design changes in the west end •
	<p>Community Connector Program established to inform, educate and engage property owners, businesses and tenants along the LRT corridor. Visits occur twice a year for the duration of the project. The team solicited data from the properties that directly influenced design work and will inform the business support strategy being developed in 2017.</p>
	<p>Since May 2016, individual meetings were held with over 80 stakeholder and community groups, including Chambers of Commerce, Business Improvement Areas (BIAs), Ward/Community Council meetings, neighbourhood associations, school boards and other major organizations. Consultation sessions were held specifically for streetscaping plans and the cycling community.</p>
	<p>Internal and external consultation sessions were held on streetscape design between June 2016 and February 2017.</p>
	<p>LRT team has been meeting regularly with properties along the route to assess individual parking and loading needs. A Parking & Loading Strategy is underway and this feedback will help shape the plans.</p>
	<p>Held briefings with members of the Kirkendall neighbourhood who are directly impacted by the proposed location for the Operations, Maintenance and Storage Facility (OMSF).</p>
<p>3. Put people first, especially those who are directly affected by change.</p>	<p>Community Connector Program established to inform, educate and engage property owners, businesses and tenants along the LRT corridor. Visits occur twice a year for the duration of the project. The team solicited data from the properties that directly influenced design work and will inform the business support strategy being developed in</p>

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	2017.
	When the A-Line spur was de-scoped in February 2017 the Community Connectors visited all properties along the A-Line spur to inform them of the Provincial announcement.
	A business support strategy is being developed in 2017 to help affected businesses prepare for the construction period well in advance.
	The Community Connectors visited all properties along the 3km stretch from the Queenston Traffic Circle to Eastgate Square after this portion of this corridor was added back into the scope of work.
	A communication strategy is being developed to communicate with businesses located in Downtown office towers and other major employers in advance of construction.
	A community benefits agreement is currently underway in partnership with Metrolinx and many other key stakeholders in the community. Two meetings have been held, in April and May of 2017.
	Since May 2016, individual meetings were held with over 80 stakeholder and community groups, including Chambers of Commerce, Business Improvement Areas (BIAs), Ward/Community Council meetings, neighbourhood associations, school boards and other major organizations. Consultation sessions were held specifically for streetscaping plans and the cycling community.
	Ensuring LRT project supports and complements other City strategies (Transportation Master Plan, Cycling Master Plan, HSR 10-Year Local Transit Strategy, Economic Development Strategy, etc.)
	Held briefings with members of the Kirkendall neighbourhood who are directly impacted by the proposed location for the Operations, Maintenance and Storage Facility (OMSF).
	Held community meeting with the Strathcona neighbourhood to discuss potential impacts to traffic and cycling lanes in the York/Dundurn area.
	Metrolinx community relations storefronts expected to be established along the LRT route in early 2018.

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4. Act for the benefit of the whole city	<p>Public Information Centres and community update meetings were held across the city, not just along the LRT route. Stakeholder meetings also took place in many wards across the city. The LRT team plans to reach rural/suburban areas in the fall by attending local fairs and festivals (i.e Binbrook Fair, Winona Peach Festival, Ancaster Fall Fair).</p> <p>Community Benefits/Framework will ensure local benefits of the project are leveraged (jobs, apprentices, social procurement).</p> <p>LRT will be integrated with the local Hamilton Street Railway (HSR) network, pedestrian connections along with cycling routes and the SoBi bike share system to benefit all transit users across the City.</p> <p>LRT communications highlight the city-wide transit strategies.</p>
5. Be creative and innovative; 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.	<p>Consultations and tours were conducted with Region of Waterloo's LRT project team and other Metrolinx LRT projects in Toronto.</p> <p>The LRT team worked closely with the Pembina Institute to contribute to and learn from their report on LRT planning and engagement in Hamilton, Waterloo, Ottawa and Mississauga-Brampton (report released in March 2017).</p> <p>Successful Community Connector program was established; considered an innovative approach to community engagement for LRT projects that Metrolinx may adopt for other projects.</p>
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	<p>An Operating and Maintenance Agreement will be negotiated between Metrolinx and the City of Hamilton. Negotiations are expected to begin in 2017 and be concluded in 2018 before contract award.</p> <p>We are encouraged by Toronto LRT projects that are currently negotiating their Operations and Maintenance agreements whereas; the City of Toronto/TTC will set the</p>

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with Metrolinx.	fare and service level, in consultation with Metrolinx and the City of Toronto/TTC will retain fare box revenues and non-fare box revenues.
	To help spur new development, Hamilton has re-zoned the corridor to encourage density and ensure potential properties are able to be developed with as few planning barriers as possible.
	A Community Benefits/Framework will ensure local benefits of the project are leveraged (jobs, apprentices, social procurement).
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 with telling the story.	Both Metrolinx and City of Hamilton have contributed significant resources to ensuring clear, consistent and timely ongoing communication using various platforms to reach a multitude of audiences.

Signs of Success (Preparation Phase 2016-2019)

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<p>A) A vision is developed and communicated of end-user focused multi-modal transit system that includes HSR, walking, bikes, car share, GO, LRT, shared rides, DARTS. The City and Metrolinx are focused on creating an integrated transit experience that is convenient, affordable, and reliable.</p>	<p>Hamilton's Rapid Transit Vision Statement: "Rapid Transit is more than just moving people from place to place. It is about providing a catalyst for the development of high quality, safe, environmentally sustainable and affordable transportation options for our citizens, connecting key destination points, stimulating economic development and revitalizing Hamilton."</p> <p>The LRT project will integrate with other forms of transit including HSR, GO stations, SoBi bike share hubs, cycling lanes and a pedestrian connection from the James Street stop to the Hamilton GO Centre. It will be part of a suite of transportation choices in Hamilton.</p>
<p>B) A Communication Plan is being implemented. This could include developing models or mock-ups of LRT at City Hall and through a road show (e.g. malls, municipal service centers, presence at Festivals). Most residents are getting behind the project. An app could be developed and ready for the construction phase.</p>	<p>A communication and engagement plan was developed and implemented in partnership with Metrolinx in 2016.</p> <ul style="list-style-type: none"> • Community Connector Program established to inform, educate and engage property owners, businesses and tenants along the LRT routes. • Since May 2016, individual meetings were held with over 80 stakeholder and community groups, including Chambers of Commerce, Business Improvement Areas (BIAs), Ward/Community Council meetings, neighbourhood associations, school boards and other major organizations. Consultation sessions were held specifically for streetscaping plans and the cycling community. • Two series of Public Information Centres (PICs) were held; seven meetings in September 2016 (PIC #1) and three meetings in January 2017 (PIC #2). The January 2017 PICs were supplemented by three additional meetings in communities outside of the LRT corridor. A light

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	<p>rail vehicle model was on display at several events across the City (Supercrawl, Concession Streetfest) to help citizens visualize what the trains could look like.</p> <ul style="list-style-type: none"> The 2017 communications plan focuses on the Community Benefits Program, a youth engagement strategy, a business support strategy and marketing/community relations leading up to the construction period.
<p>C) Community engagement will be underway with a wide range of stakeholders and different methods of engaging. Conversations are being held, information and ideas gathered and solutions formed. The Project develops a Community Engagement Plan for the construction phase.</p>	<p>Public and stakeholder consultation has been ongoing since the LRT alignment was released in May 2016. Different forms of engagement are being utilized such as; social media, stakeholder briefings, open houses, community meetings, public information centres, email, phone and presence at numerous community events and festivals.</p> <p>Community feedback resulted in changes to the design, including:</p> <ul style="list-style-type: none"> added a Gage Park stop changed two stops in the International Village to bookend the BIA McMaster terminus alignment additional pedestrian crossing locations traffic design changes in the west end cycling infrastructure impacted by LRT in the York/Dundurn area <p>The Community Connector property outreach program was also established to inform, educate and engage all property owners, businesses and tenants along the LRT corridor.</p>
<p>D) A Community Benefits Network is in place to coordinate implementation of the agreement on how to move people who are unemployed or under-</p>	<p>A community benefits agreement is currently underway in partnership with Metrolinx and many other key stakeholders in the community. Two meetings have been held, in April and May of 2017.</p>

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employed to good jobs. Providing people easy access to educational and skill development facilities is key role of transit.	
<p>E) Station enhancements and land use around stations are envisioned and planned that will:</p> <ul style="list-style-type: none"> • generate more revenue to support transit such as discretionary purchase concessions on site and • include retail and services in proximity to the stations that support the needs of transit users and become multi-service hubs. Community engagement will be underway with respect to the design and uses of stations and adjacent land use. 	<p>To help spur new development, The City of Hamilton has re-zoned properties with frontage on the LRT corridor to permit higher densities, a mix of uses and development forms consistent with transit oriented development.</p> <p>A streetscaping plan that will identify public realm enhancements to be included in the implementation of LRT is being developed and included consultation with internal and external stakeholders.</p> <p>Metrolinx ‘Design Excellence’ standards will be incorporated into the design of stops and LRT-related facilities and infrastructure.</p>
F) There is a conscious effort to be creative, research new ideas and examine how they might work in Hamilton.	The LRT team is always seeking continuous improvement by watching what works well in other cities and establishing ‘made in Hamilton’ solutions like the Community Connector program.

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G) Drivers are prepared for the construction that will happen and will become less reliant on King St. as a main thoroughfare. Traffic diversion plans are communicated broadly and effectively.	A communication strategy is being developed to communicate with businesses located in Downtown office towers and other major employers in advance of construction.